ADVANCED ORGANIZATIONAL CHANGE B8512-001

COURSE SYLLABUS
BLOCKWEek : JANUARY 4-8, 2021
Bidding Draft, Nov 11, 2020

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Course Requirement: Organizational Change is a pre-requisite course for all students

COURSE DESCRIPTION

This block week course will examine the growing variety and examples of leading edge, ‘advanced’ organization, management and leadership practices called “Management 2.0”. These companies will be the laboratory for Advanced Org Change—illuminating their journeys and efforts to become more innovative, less hierarchical, less bureaucratic, more transparent, more empowering, and more adaptable. In doing so, we will examine a range of industries, company sizes, and histories including from start up’s to large traditional organizations seeking to transform themselves to very different management processes, leadership roles and skills, and corporate cultures.

These progressive companies indeed are distinctive in their ways of doing things, their character and climate, and frequently quite successful as a result, with competitive differentiation in their marketplace and in the war for talent. We will explore many such examples, learn from them, and in so doing challenge ourselves to think about the kinds of organizations students will be joining post CBS and beyond. This will include examples of bold organizational design and processes (e.g. Holocracy), bold organizational cultures (e.g. radical transparency) and millennial-friendly employee engagement (e.g. lifestyle values and empowerment).

Some of these workplaces are created out of the strong vision of a leader, some are bottom up created, but almost all arise out of a recognition of a fast changing, unpredictable world called “VUCA”—volatile, uncertain, complex and ambiguous. Covid-19 is the most dramatic example of such, and we will want to understand what forms of management practices and leadership skills will help organizations become more capable and more adaptable to unpredictable future challenges.
However, it goes beyond cataloguing these pioneer workplaces for the future. These new workplace designs and cultures will also be shaped by new workforces, more diverse, more millennial, and motivated to help “reform” workplaces and modernize them with their own goals and aspirations. We will be our own “focus group” imagining and identifying the kinds of workplaces that students hope to join or help create/transform.

The course will include many case examples including two case premieres, active discussion formats, breakouts, polls, chats, lectures, and a series of thought leader outside speakers and case protagonists. And to preserve our eyes, we will take some breaks from day long zoom to reflect and digest! But the course is not for those who want a low paced course—we will depend on the energy of students weeklong!

The Outline for the course follows with a major topic each of the five days:

I. The New World of Work: The Case for “Management 2.0” in a VUCA world (Monday)
II. The Adaptable and Anchored Workplace: Strong Cultures and Values (Tuesday)
III. The New Workplace: Innovative Organizational Changes and Practices (Wednesday)
IV. The New Workforce: Examining the Impact of a Diverse and Millennial Workforce (Thursday)
V. Leaders and Companies of the Future: Our Potential Role in Changing to Management 2.0 (Friday)

Finally, and notably, in light of recent events such as the Black Lives Matter movement and the global COVID-19 pandemic, and the reality of teaching a blockweek on Zoom, the course has been recast and revamped with new materials, formats, class guests, and even some occasional experimentation with different web platforms which enable active interaction, and fun! The course integrates brand new cases and company examples that are hot off the press and most relevant for the world we live in today.

EXPECTATIONS AND GRADING:
Overall, it will be a very interactive course with active discussions, breakouts, project teamwork, significant engagement in terms of reading and commitment to being prepared and a resource to others, and daily exposure to prominent and stimulating guest speakers.

STUDENTS ARE EXPECTED TO BE VERY PARTICIPATIVE. This is NOT a course for quiet bystanders, as students will be expected to be engaged in discussions, breakouts, project teams, etc. throughout the week.

Grading will be as follows…
1. Class Participation (50%): Includes contributions made in class discussions, breakouts, and various classroom activities, and engagement with course guest speakers
2. Project Teamwork (10%): Researching best practices for topics related to the future workplace (Specific Assignment TBD)
3. Final Exam (Take-Home) (40%)

COURSE OVERVIEW AND SCHEDULE:
(Subject to revision and/or consolidation for the actual course, but shared below to illustrate the themes and issues which are to be addressed)

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<thead>
<tr>
<th>Day 1: Monday, January 4</th>
<th>The New World of Work: The Case for Management 2.0</th>
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<tr>
<td><strong>Overview:</strong></td>
<td>What is the “old” organizational model, and why doesn’t it work anymore? What changes are organizations making today, especially to adjust to the world of COVID-19? Why is it important for organizations to be able to work in a world of turbulence? What changes are organizations making today that are bold, innovative, or challenging? (e.g. hierarchy busting, performance review transformations, transformations to support a Millennial workplace, transparency, etc.) What can be learned from these groundbreaking changes taking place in the laboratory of organizational change? What kind of organization will appeal to a CBS student, like yourself?</td>
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<td><strong>Topics:</strong></td>
<td>Management 1.0 vs. 2.0, VUCA</td>
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<td><strong>Guest Speaker:</strong></td>
<td>Aaron Dignan, author of <em>Brave New Work</em> and founder of The Ready (an org design and transformation thought leader, inspiring and consulting to help companies to discover a better way of working)</td>
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<td><strong>Readings/Materials:</strong></td>
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<td>- You will be assigned <strong>one</strong> of 3 very topical new books below:</td>
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<td>- <em>Humanocracy: Creating Organizations as Amazing as the People Inside Them</em> (Gary Hamel, 2020)</td>
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<td>- <em>Brave New Work: Are You Ready to Reinvent Your Organization?</em> (Aaron Dignan, 2019)</td>
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<td>- 2 podcasts/videos (related to the two books you did not read)</td>
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<td>- “What If Your Company Had No Rules?” <em>Freakonomics</em>, September 12, 2020. (52 min) [If you did <strong>not</strong> read <em>No Rules Rules</em>]</td>
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<td>- “Humanocracy with Michele Zanini,” <em>The Ready</em>, September 21, 2020. (40 min) [If you did <strong>not</strong> read <em>Humanocracy</em>]</td>
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<td>- “Brave New Work</td>
<td>Aaron Dignan,” <em>Talks at Google</em>, May 6, 2019. (55 min) [If you did <strong>not</strong> read <em>Brave New Work</em>]</td>
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Day 2: Tuesday, January 5 | The Adaptable and Anchored Workplace: Strong Culture and Values

**Overview:** How can a strong corporate culture help an organization, especially in a time of extreme turbulence like COVID-19? What role do values play in corporate America today? How is radical transparency, authenticity and courage part of the foundation of new models of organization cultures?

**Topics:** Culture, values-driven leadership, radical transparency

**Guest Speakers:** Vicki Kroviak, CEO (Acorn Health); TBD (Bridgewater)

**Readings/Materials:**
- Acorn Health case study, Todd Jick (NEW)
- “Don’t Let the Pandemic Sink Your Company Culture,” HBR, August 17, 2020.
- “My startup made difficult layoffs. Here’s how I kept morale up and our culture intact,” Fast Company, August 20, 2020.
- “Today’s Leaders Need Vulnerability, Not Bravado,” HBR, October 19, 2020
- Materials on Bridgewater and Ray Dalio, CEO

Day 3: Wednesday, January 6 | The New Workplace: Innovative Management

**Overview:** What are the radical new organization designs to counter the downside of hierarchy and bureaucracy? What is Holacracy? How can companies implement holacracy? What are more agile and adaptable organization processes? Can large corporations successfully undergo transformations and become innovative and/or create an innovative business inside of itself?

**Topics:** Holacracy, agility, team based designs and corporate transformations

**Guest Speakers:** Jen Hirsch, Design Head, Sparkworks, Janssen R&D (Johnson&Johnson); (TBD) Simone Cicero, co-creator of Platform Design Toolkit
### Readings/Materials:
- Zappos case study
- “Zappos has quietly backed away from holacracy,” Quartz, January 29, 2020
- “The End of Bureaucracy: Haier” Gary Hamel, HBR, Dec 2019

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<th>Day 4: Thursday, January 7</th>
<th>The New Workforce: Examining the Impact and Dynamics of a Diverse and Millennial Workforce</th>
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**Overview:** Provide an overview of diversity, equity, and inclusion (DEI) in the workplace and recent headlines, issues, and solutions. How should companies incorporate DEI? Who are millennials, what do they want, and what is generational conflict?

**Topics:** DEI (gender, race), generational conflict, millennials in the workplace

**Guest Speakers:** TBD (Shellye Archambeau, Unapologetically Ambitious); TBD Diversity leaders

**Readings/Materials:**
- “Google’s Diversity Debate (A)” CBS Case Study, Todd Jick
- “Managing Millennials: Whose Workplace Is It Anyway” Premiere of CBS Case study, Todd Jick
- “Why Diversity Programs Fail,”, HBR, July-Aug 2016. (16 pgs.)
- “U.S. Businesses Must Take Meaningful Action Against Racism,” HBR, June 1, 2020
**Overview:** This last class day focuses on an in depth examination of a best in class organization, Netflix, and its “culture of reinvention”, AND a best in class Leadership transformation exemplified by a nuclear submarine Captain, David Marquet. These final examples will then enable us to examine student aspirations about the organizations of their future, and what role they can/will play as leaders in shaping and changing towards those models.

**Topics:** Reinventing Organizations and Reinventing Leadership; Post-MBA aspirations and lessons learned

**Guest Speakers:**
- **Erin Meyer**, INSEAD Professor, and culture expert and co-author (with Reed Hastings) of *No Rules Rules: Netflix and the Culture of Reinvention* (2020);
- **David Marquet**, retired United States Navy Captain and author of best seller *Turning Around the Ship* and new book, *Leadership is Language* (2020), and expert on intent-based leadership

**Readings/Materials:**