

THE OHIO STATE UNIVERSITY
FISHER COLLEGE OF BUSINESS
MHR 7321
FUNDAMENTALS OF BUSINESS EXCELLENCE II
Thursday, 6:15-9pm
Fall, 2016

** The reading materials can be found at the following link:

<http://cb.hbsp.harvard.edu/cbmp/access/52607896>

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Classroom: Gerlach Hall 355

Office Hours by Appointment (generally Fridays from 8am-noon work best)

In this course, the focus is on building your credibility to effectively and purposefully excel in an HR function. No matter the industry, you will need to take steps to gain entry and legitimacy with the populations you will serve.

During our time together we will explore what these ‘rules of engagement’ are, building on the knowledge foundation of *Business Excellence I* and preparing you for *Business Excellence III*. We will use current and pertinent case studies along with my anecdotal experiences as a business partner in non-profit, entertainment, retail, creative, manufacturing and tech companies to illustrate a few key points. One is that as an HR partner, you will be expected to know everyone else’s business while such a consideration will not be extended to you. So you’ll have to understand, diagnose and coach the people running the business. To do so you’ll have to be able to think critically.

Second, the title of Head of HR, some feel, will be replaced by Chief People/Talent Officer or Head Coach the world over. We will explore and analyze this potential *new movement* and it’s requisite new tool kit. In the past...“HR having a seat at the table” was a key initiative. Today, with the onset of more collaborative work environments, the continued globalization of business, the strain of economic turmoil, the roles of Boards and the continued trouble with ethics/hubris in major corporations (i.e. NewsCorp, The London Whale, Enron, etc.), HR practitioners have a different challenge before them. We will discuss how to assertively and actively address these headwinds and adjust our HR lens so that we can play an active role in making the workplace better.

Finally, I will challenge you to see yourselves as critical to the future of not only your chosen business but also global commerce. Yes, a lofty goal indeed; however, the skills required to work at the current pace, to achieve never-ending growth initiatives, and to continue to innovate beyond our current comprehension will require keen HR people who understand the business, can inter-act comfortably (and oftentimes effectively negotiate) within its walls and serve as the **Ethical Heartbeat** of the organization. Much like the way our Democratic Republic is set up here in the US, HR is part of the ‘checks & balances’ that make good businesses (and countries) work.

This course is intended to be practical, real world, and useful for the newly minted MLHR over the

next 3-5 years, laying a foundation that should extend beyond that, too.

Some of the topics the course will examine will include – an overview of the drivers of certain business/industries/functions (i.e. R&D, Sales, Retail/Service, Tech, Entertainment, Media, and Boards of Directors) along with some current business methodologies and trends (i.e. Design Thinking, Executive Coaching, Culture & Values, Radical Transparency). We will also start to hone your communications skills through exercises in negotiations, class participation discussions and weekly retrospectives on what we've learned. In studying the course's business topics, you will be continuously challenged with how to diagnose the drivers (what's important?), the players (who's important, what do they need?) and your solutions/support strategy (coaching, talent assessment, analytics, etc.) I am also a certified executive coach and believe that coaching skills are critical for the HR manager. We will briefly discuss the role of coaching, it's challenges and uses as well. Finally, we will spend ample time analyzing what culture is, it's levers, and your role in upholding, shaping and identifying culture.

Attendance in each class session is essential to gaining maximum learning from this course and students are strongly encouraged to manage their schedules accordingly. **Attendance at the first and last class sessions is mandatory. If for some crazy reason (like the robots are attacking) you need to miss, my ask is that you submit to me (into course Dropbox) a one-page journal entry on one of the assigned reading topics. This is not a summary but more an editorial on your feelings and thoughts on the topic.**

Weekly Assignments:

I expect the students embarking on this career adventure be keen to the movements of the corporate world. Each week you will be expected to read through *The Wall Street Journal* in search of a relevant article that holds your curiosity, particularly around an HR topic. You will then need to deposit a reflection either on a particular topic we covered or one of your WSJ readings into the Carmen Dropbox for the week. Please do so prior to Wednesday at noon. We will discuss at the beginning of each class your ideas and thoughts, collectively. The goal of these two exercises is to keep you engaged and thinking outside of class, to bring the present day into our discussion and to reiterate important points for optimum retention and understanding. Building these anticipatory muscles are key to adding value as an HR Generalist. Typically your professional task list will not be clear or even timely given the speed by which most organizations move. I will encourage you to decide for yourself what's actually going on at your firm, help you build a set of filters to be sure you actually know what is important (and what is not), and the wherewithal to address the need appropriately and effectively.

Case Method Approach

For most classes, we will engage in a case analysis. I will provide questions to consider the week prior to the case. My expectation is that you will take the discussion seriously and understand that your involvement is critical to the learning environment. We all learn better when you prepare. For a quick framework, please use the following to organize your thoughts:

1. Define the problem: Describe the type of case (decision, problem, best/worst practice) and what problem(s) or issue(s) should be your focus.
2. List any class topics that can be applied: Write down any principles, frameworks, theories or reading (i.e. *design thinking*, *STARS*, *radical transparency*) that can be applied to the case.
3. List relevant *qualitative* data--List relevant *quantitative* data.
5. Describe the results of your analysis: what evidence do you have?
6. Describe alternatives: List and prioritize all recommendations that come out of your analysis
7. Stand up with your preferred action plan. Don't be afraid of being wrong, dissonant views usually bring out the best solutions and discussions!

- Class 1 Introduction
- Introduction to course expectations, materials and cadence
 - Rules of Engagement (i.e. Star Wars Cantina Rule)
 - HR becomes Talent...
 - *Spider Sense*
 - Learning covenant leads to our flight plan
- Homework: read WSJ article that intrigues you and maps to HR or class discussion in some way (Dropbox by Wednesday next)
- Class 2 Start to Diagnose: Brands, Strategy and the Future
- What's a brand?
 - Introduction to models (STARS, Right-Left Brain Thinking, etc.)
 - Strategy and Culture which one wins?
- Homework: WSJ + reflection journal (Dropbox by Wednesday next)
- Reading:
- Pink, *Whole New Mind*, Chapters 1-3 (*text*)
 - <http://www.fastcompany.com/1810674/culture-eats-strategy-lunch>
 - Wallace, *Multicultural Business Theory. At B-School?* (*Carmen*)
 - Watkins, *Picking the Right Transition Strategy* (*hbsp*)
- Class 3 Innovations
- Golden Circle
 - Design Thinking
 - Radical Transparency
- Homework: Reflection journal (Dropbox by Wednesday)
- Reading:
- Cassidy, *Mastering the Machine* (*Carmen*)
 - Martin, *Design Thinking, How Thinking Like a Designer Can Create Sustainable Advantage* (*hbsp*)
- Class 4 Research & Development
- Scrum v. Waterfall
- Homework: Reflection journal (Dropbox by Wednesday)
- Reading:
- Lakhani, *Getting Unusual Suspects to Solve R&D Puzzles*
- Case: Premium Soft: Managing Creative People**
- ***Analyze PS's current level of formal management control systems in HR. How and where would you suggest an upgrade?***
 - ***Pro/Con PS's staff goal management strategy and suggest improvements***
 - ***Can PS continue with it's current hiring strategy? What challenges may emerge?***
 - ***What's your take on Ken Lin's employee evaluation stance?***
- Class 5 Culture as a Business Lever
- Introduce group assignment
 - What is culture? Who cares? Manta Values
- Homework: Reflection journal (Dropbox by Wednesday)
- Reading:
- Sorensen, *Note on Organizational Culture* (*hbsp*)
 - Kotter, *Anchoring New Approaches in the Culture...* (*hbps*)
 - http://www.nytimes.com/2015/08/16/technology/inside-amazon-wrestling-big-ideas-in-a-bruising-workplace.html?_r=0
- Case: Zappos 2009: Clothing, Customer Service and Company Culture**
- ***What organizational choices help Zappos deliver superior service?***
 - ***Describe the culture and the goal that the culture serves***
 - ***What's a holocracy?***
 - ***Describe the differences of the Amazon-Zappos culture, how do they co-exist?***
- Class 6 Boards: What're they good for?

- Different types of boards

Homework: Reflection journal (Dropbox by Wednesday)

Reading:

- Beatty, *The Role of the Chair: Orchestrating the Board* (hbsp)
- Sonnenfeld, *What CEOs Really Think of Their Boards* (hbsp)
- Bailey, *All Aboard: Making Boards Effectiveness a Reality* (hbsp)
- De Kluyver, *A Primer on Corporate Governance* (hbsp)

Case: Board of Directors at Medtronic, Inc. (hbsp)

- **Comment on Medtronic's accountability documents**
- **What would you change in them?**
- **How would you describe the culture?**
- **Is the Board missing anything in terms of people, scope or strategy?**

Class 7

Culture Continued: Asia v. USA

- CWQ-Hofstede study
- A&F Global Mobility Team

Homework: Reflection journal (Dropbox by Wednesday)

Reading:

- Ibarra, *National Cultures and Work Related Values, The Hofstede Study* (Carmen)

Case: Establishing an "ECL" Culture in China: Organizational Difference or National Difference?

- **Analyze the culture-learning process at ECL**
- **Identify the cultural issues in ECL China and comment on their strategy of managing them**
- **What are the key success factors in the process of developing local capabilities?**

No Class

FALL BREAK

Class 8

The Value of Ethics Decision Making

Dr. David Freel

Homework (Reflection journal (Dropbox by Wednesday)

Reading

- Paine, *Basic Framework* (Carmen)

Class 9

Service/Retail

- It's a dirty job but someone's got to do it
- What is vertical integration?
- What is experiential retail?
- Can retailers be both excellent in Product AND Price AND Service?

Homework: Reflection journal (Dropbox by Wednesday)

Reading:

- Reichheld, *Bad Profits, Good Profits and the Ultimate Question...*(Carmen)
- Nohria, *Employee Motivation: A Powerful New Model*
- Charan, *Home Depot's Blueprint for Culture Change*

Case: Collision Course: Bob Nardelli and the HD Shareholders

- **What were Bob Nardelli's biggest missteps?**
- **How did he gauge his own success (what measures)?**
- **Comment on Charan's take on the HD cultural change.**
- **Does culture connect with NPS? How?**

- Class 10 Experiential Retail
- New Leader Assimilation
 - PIE (Performance-Image-Exposure)
- Homework: Reflection journal (Dropbox by Wednesday)
- Reading:
- <http://www.wsj.com/articles/SB961546132212704324>
- Multimedia Case: Leadership, Culture and Transition at lululemon**
- **What advice would you give to an in-coming leader like Day?**
 - **What did the investor's see as lulu's value?**
 - **What is lulu's vision, mission, and strategy?**
 - **Comment on their real estate strategy?**
 - **Why was Meers hired? How'd he do?**
 - **What should Day do first?**

- Class 11 Technology
- What is agile? Scrums, sprints, feedback and iterations
- Homework: Reflection journal (Dropbox by Wednesday)
- Reading:
- O'Toole, *What's Needed Next: A Culture of Candor*
- Case: Design Thinking and Innovation at Apple**
- **Why has Apple been so successful?**
 - **Is there a systemic approach to innovation at Apple?**
 - **Can it be replicated?**
 - **How's Job's predecessor doing?**

- Class 12 Design Thinking Activity
- Homework: Group Assignment Due (Dropbox by Wednesday)
- Assignment Options (choose one):
- 3 page write up on <http://www.nytimes.com/2015/09/20/opinion/sunday/a-toxic-work-world.html>
 - 3 page write up on Hol-acracy and compare/contrast to ad-hocracy
 - 3 page on article *Why Men Have More Help Getting to the C-Suite*
 - 3 page your choice (run it by me first, please)

- Reading: none
- Class 13 Coaching: An Overview
- Homework: Reflection journal (Dropbox by Wednesday)
- Reading:
- Kets de Vries, *Coaching the Toxic Leader (hbsp)*
 - Goldsmith, *Behave Yourself (hbsp)*
 - *Transactional Flaws (Carmen)*
 - *Blindspots (Carmen)*

BASIS FOR GRADES:

Weekly Learning Journals Carmen Dropbox	40%
Class participation and attendance	25%
Group Assignment	25%
Final Paper	10%

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