Shericka Pringle

Winter Annotated Bibliographies

MSC Capstone

March 30, 2021

Barrett, Paul (2012, August 30). Apple vs. Samsung: The longer view. *Bloomberg.* https://www.bloomberg.com/news/articles/2012-08-30/apple-vs-dot-samsung-the-longer-view

This article discusses how Apple has historically used the strategy of litigation against its competitors. It begins by explaining that throughout the 1980s, Apple filed numerous patent infringement lawsuits against Microsoft. Apple alleged that Microsoft illegally mirrored its operating system to look like Apple's operating system. Although Apple was defeated in those lawsuits, the company continued using litigation as a strategy against competitors. In 2012, Apple filed a patent case against Samsung for copying aspects of its mobile device. Apple was victorious in that case, and Samsung shares dropped after the result was made public. This sent a warning to competitors to prevent Samsung's mistake. Although Samsung did not immediately compensate Apple, Apple was able to leverage its competitive advantage over Samsung and other competitors. Additionally, Apple and Samsung used the outcome to negotiate setting prices for cross-licensing agreements in a global environment. The article also explained that although the lawyers for each company battled in court, the companies collaborated in private.

It is common for companies to file patent infringement lawsuits against other companies. Prior to reading this article, I believed that one of the main reasons for doing so was to force the other company to compensate for damages when infringing patents. This article was insightful because it demonstrated that litigation has numerous benefits. It can increase a company's competitiveness when used effectively and can serve as an effective strategy for getting desired results. This made me think about my future business plans, and how to use various strategies to manage complex challenges if they arise. It also highlighted the importance of collaborating with competitors to get what you want. This was one of the most illuminating aspects of the article for me because it made me reflect on the need to collaborate with others in the workplace; although, we might have different agendas.

L2: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

La Monica, Mark. (2019, January 19). MMA has been a knockout for NY State. *New York Newsday*. https://www.newsday.com/sports/mixed-martial-arts/ufc-new-york-tax-1.26156937

In this article, La Monica describes how Mixed Martial Arts (MMA) has been extremely beneficial for New York (NY). He explains that it has provided significant economic impact for New York because the state collected more than 7.5 million dollars in taxes from 2016-2018. However, he reports a disparity between the taxes charged to MMA versus boxing. MMA pays more than double the state tax than boxing. La Monica explains that in years prior to 2016, the Ultimate Fighting Championship (UFC), which hosts MMA events, fought for many years to be allowed to host events in NY. They argued repeatedly that if NY allowed them to host events it could be very profitable. NY is now reaping the benefits of allowing MMA; however, the UFC continues to lobby to remove the disparities that exist between MMA and boxing.

This article was insightful, and it highlighted how and why companies use lobbying as a strategy to accomplish their goals. I work at Northwestern University School of Law in the Bluhm Legal Clinic, and there are occasions when our attorneys would prefer to lobby to impact legislation. However, since the University prohibits lobbying, this article makes me consider ways to partner with organizations where lobbying is permitted to accomplish stated objectives.

L2: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

Luo, H., Yan, E., & Tan, T. (2019). *General Motors and autonomous vehicle regulation.* HBS No. 9-718-496. https://hbsp.harvard.edu/cases/

This case study describes the regulatory challenges that General Motors (GM) faced in its quest to produce fully autonomous vehicles, which are driverless cars. It also discusses the strategies GM employed to address the regulatory challenges. The authors begin by explaining how GM 's CEO, Mary Barra, was able to transform and revitalize GM's culture after the automaker recovered from bankruptcy, government bailouts and recalls. The case study explores the numerous partnerships GM formed with other companies that enabled them to position itself to petition federal and state agencies to begin operating autonomous vehicles.

This case study reminded me of the power of partnering with others to accomplish a goal. I work in a Legal Clinic, and we are often in positions where we lack funding to pay for case related expenses (i.e., DNA testing, expert witnesses, etc.) that will help our client. One strategy to address this issue is to identify a law firm who must satisfy a pro bono requirement. If we partner with a law firm, they can pay for the hefty expenses, while meeting their pro bono requirements.

L2: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

Miller, Matthew (2008, May 5). Ultimate Cash Machine. *Forbes.* https://www.forbes.com/forbes/2008/0505/080.html?sh=3c66b2993e9e

In this article, Miller discusses how the Fertitta brothers and their friend Dana White were able to transform the Ultimate Fighting Championship (UFC) from a failing enterprise to a booming business. Miller provides an overview of the strategies they used to overcome the regulatory challenges. He explains how the new owners worked with the Nevada State Athletics Commission to get the UFC sanctioned in Nevada. They showed how the sport was safer than boxing and adopted rules that provided enhanced protection to the fighters. Miller explains that although these steps improved the image of the UFC, the Fertitta brothers were still losing money. He discusses how the Fertitta brothers became creative and developed cable shows which increased their profits significantly.

This article was inspiring because it demonstrated that if you employ effective strategies you can overcome challenges. There are times in my professional career when I have implemented new processes that have failed due to various reasons. This article helped me to consider the need to utilize numerous strategies, become more creative, and identify ways to improve collaboration within my organization to accomplish my goals.

L3: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

Palepu, K., & Dey, K. (2020). *Amazon in China and India*. HBS No. 9-120-111. https://hbsp.harvard.edu/cases/

This is a fascinating case study of how Amazon was unsuccessful when it tried to enter China's market; however, Amazon used what it learned from its mistakes in China to penetrate India's market. Palepu and Dey explain that the major issues facing Amazon in China was local competition and Amazon's failure to adapt its model to the local conditions in China. These issues forced Amazon to exit China; however, the authors share how Amazon fared much better in India because they learned from their mistakes in China. Amazon appealed to the Indian consumer by ensuring that the project leader was a native from India. Additionally, the authors explained how Amazon tackled infrastructure issues in India, provided significant support to local sellers in India, and made significant investment in local content/Bollywood. Overall, Amazon took great steps to fully understand the India consumer.

This case study was insightful because it made me reflect on the approach my organization takes when engaging international constituencies. There was a time when I traveled with a colleague to Tbilisi, in the Republic of Georgia, to help them develop a Legal Clinic. I felt we did not have a full grasp of the customs in Tbilisi, and we lacked a comprehensive understanding of the needs of the organization we were helping. My colleague who invited me on the trip ensured me that all was fine; however, once we met with the officials of the organization, it was evident that more research was needed before we could be productive. This case study reinforces the need to fully understand the customs and culture of diverse groups to effectively engage them.

D2: Utilize communication to embrace complexity and difference.

Roloff, M.E. (2021). Lecture 1: Persuasion definition [Word document]. Retrieved from Northwestern University MSC 513 class email.

In this lecture, Roloff discusses how persuasion affect organizational change. He begins by examining what persuasion is and how we should approach it. He provides a definition of persuasion, and describes the key features involved in persuading others. Overall, he explains it as a non-coercive way to get others to do what you want. He shares Roskos-Ewoldsen's views on individuals having implicit theories to persuade people. He discusses different strategies involved in persuading people, including, association-oriented, message oriented and fear appeals. He explains that targets respond to messages based on what they think the persuaders want them to do. He also discusses how persuaders can be manipulative and use coercion to get targets to do what they want them to do. He explains that this can be problematic because it results in persuaders being dishonest and unethical.

In my role, I often must persuade faculty and staff members to adhere to rules and follow procedures. This lecture was helpful because it helped me to understand different strategies to use and avoid when leading others. It caused me to focus on how to structure messages when I am attempting to influence behavior. I have never been a proponent of the fear method; however, I have seen it used in the workplace when dealing with employees with performance problems. This lecture helped me to realize why the fear approach rarely works, and the importance of making diligent efforts to coach and motivate teams to become high performers.

L6: Create and deliver elegant messages appropriate to audience, purpose, and context.

Roloff, M.E. (2021). *Lecture 2: Attitude definition and structure* [Word document]. Retrieved from Northwestern University MSC 513 class email.

During Roloff's second lecture, he discusses the importance of changing attitudes to accomplish stated goals. He begins by describing what an attitude looks like and how the attitude is structured. He provides a general definition of what he means by attitude and defines two types of attitudes: univalent attitude and ambivalent attitude. He states that univalent attitudes are singular evaluations of a thing (i.e., you like it, or you do not). Whereas an ambivalent attitude is one where a person has positive and negative feelings about a particular thing. He explains that some attitudes are enduring and can remain the same over time; however, he acknowledges that there are occasions when attitudes can change. He argues that attitudes are learned and can be implicit or explicit. He also discusses Rosenberg's theory, Tripartite Model of Attitudes. He explains that a person's attitude towards something has three components, cognitive, affective and behavior. As a result, when persuading someone, you must use tactics to appeal the various components.

This lecture was very insightful because it highlights the importance of examining attitudes when trying to influence others, followed by developing strategies to change the attitudes. In my workplace, I attempt to change the attitudes of faculty members who do not want to adapt to new systems. Oftentimes, they have strong feelings against changing to new systems. This lecture provided insight into what contributes to this reluctance and enabled me to consider different ways that I should approach these challenges.

D4: Be equipped to influence change.

Roloff, M.E. (2021). *Lecture 3: Functional approaches to persuasion* [Word document]. Retrieved from Northwestern University MSC 513 class email.

In this lecture, Roloff describes the functional approaches to persuasion. He explains that people pursue goals based on their needs. He discusses functional approaches of two theorist, Katz and Kelman. Katz's argues that there are five basic functional approaches that an attitude can serve. They are utilitarian function, social adjustment function, knowledge function, value expressive function, and ego defensive function. The utilitarian function assumes people need resources to survive. The social adjustment functions assumes that people like to fit in. The knowledge function contends that people have a desire to understand their environment. With the value expressive function, people have a desire to uphold and express their values. After explaining how to apply the various functions, Roloff discusses Kelman's functional approach, which are described as three forms of influence, including compliance, identification, and internalization. Kelman's functional approach of compliance indicates that people change because they want to avoid punishment and receive rewards. Identification states that people adopt new behaviors because they want to establish a positive relationship with someone they admire. With the internalization function, people adopt new behaviors because they fit their value system.

The functional approach lecture was extremely helpful. It gave me insight on how to navigate change in my organization when trying to implement a new case management system. I was able to use Katz and Kelman's function and assess the attitudes serving different functions. It helped to guide my conversation with faculty members when trying to implement the changes.

D4: Be equipped to influence change.

Roloff, M.E. (2021). *Lecture 17: Innovation* [Word document].
Retrieved from Northwestern University MSC 513 class email.

In this lecture, Roloff examines several different approaches in innovations. He begins by discussing how organizations discover and adopt new ideas. He then focuses on the factors that go into creating new ideas, and he concludes with challenges with innovations. He discusses a model called the Diffusion Approach, which was created by Everett Rogers. He explains that Rogers believed that that there are five characteristics that contribute to why innovations are adopted within an organization. These characteristics are relative advantage, compatibility, complexity, trialability and observability. He also explains how Rogers defined innovativeness as the degree to which an individual is relatively early in adopting new ideas rather than other members of the social system. He discusses five categories of innovators. These categories include innovators, early adopters, early majority, late majority, and laggards. Innovators are the first 2.5% to adopt a new product, practice, or idea. Early adopters are the next 13.5% to adopt. Early Majority are the next 34% to adopt. Late Majority are the next 34% to adopt. Laggards are the last 16% to adopt and oftentimes they will not.

This lecture was extremely beneficial and contributed to me developing a plan to convince faculty members in my department to use advanced features of a document management system. I considered Roger's views on the five characteristics of innovations being adopted in an organization and designed a system to group faculty members based on their level of innovativeness as defined by Rogers. The system consists of implementing the changes in stages where the innovators and early adopters can serve as pilots and motivate the other groups.

D4: Be equipped to influence change.

Rothenberg, S., & Ettlie, J. E. (2011). Strategies to cope with regulatory uncertainty in the auto industry. *California Management Review*, *54*(1), 126–144. https://doi.org/10.1525/cmr.2011.54.1.126

In this article, Rothenberg and Ettlie highlight how regulatory uncertainties impact the auto industry and provide strategies to dealing with it. The authors explain how regulatory uncertainties pose significant problems to the auto industry because the industry requires a long product planning cycle. When auto industries do not know what regulation to expect, it makes it all that much more challenging to plan. As a result, they must apply a lot of strategic foresight during the planning stages. The authors also discuss the impact market uncertainty has on the industry. They argue that consumers and technology influence changes in the market. To counter these issues, they recommend that auto industries integrate technical resources across platforms and integrate functional contributions up and down the value change. This requires assemblers and suppliers to collaborate across sectors.

This article made me reflect on the regulatory uncertainties in the legal industry that might impact my organization. My organization functions like a law firm in a law school, and when we develop policies and procedures we are often thinking about the unpredictable nature of the legal industry. This article made me realize the importance of collaborating with the various teams in my organization to ensure we are maintaining open lines of communication with those who influence changes in the legal industry.

LO3: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

Sengupta, Somini (2011, August 26). Case of 8,000 menacing posts tests limits of Twitter speech. *New York Times*. https://www.nytimes.com/2011/08/27/technology/man-accused-of-stalking-via-twitter-claims-free-speech.html

This article provides an example of how changes in the way we communicate is impacting the first amendment. In this article, Sengupta describes how an individual, William Lawrence Cassidy, sent harassing tweets via Twitter to a woman, Ms. Zeoli. Cassidy was jailed for harassing Zeoli; however, he argues that he was protected by the first amendment. The author explains that there were many instances where twitter posts have contributed to numerous defamation lawsuits. In Cassidy's case, his actions were considered cyber bullying, despite his beliefs that the first amendment empowered him to harass Zeoli.

Social networking is a powerful tool; however, as this article highlights, there are ramifications if used improperly. Recently, an attorney asked her assistant to send a tweet on her behalf. The tweet was innocent enough; however, it was political. I intervened because I felt we need to be very careful how we use Twitter and other forms of social media in the workplace. This article highlighted the importance of considering how one uses social media and realizing that for most things we are protected by the first amendment; however, we must be careful not to cross the line to cyberbullying.

D3: Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.

Sharma, T. G., S, Suraj., Srivastava, M., Chandoke, T., & Prakash, P. (2016). *Netflix in India: The way ahead.* Ivey ID: 9B17M033. https://www.iveycases.com/

This article underscores the importance of fully understanding the culture, habits, and consumer preferences of a country before entering the market. The authors provide an overview of how Netflix entered India under the impression that it would be lucrative because it had a large population. However, the venture failed because Netflix failed to take into consideration the consumer preferences, and culture of the Indian customer. Netflix faced many challenges including infrastructure, low internet connectivity, and limited data plans in India. The case study explains that although these challenges exist, Netflix attempted to address them through innovation and partnerships. However, Netflix could not overcome local competition and their inability to fully understand the India consumer.

This case study was extremely insightful, and it highlights the importance of conducting extensive research before entering international markets. It caused me to reflect on the approach I have taken when traveling internationally to consult on improving or developing legal clinics. In most of these instances, I researched the culture and customs of the country I was visiting to better understand their needs. There was an occasion when I did not have all the necessary information about a country, and it limited my capabilities. Having a comprehensive understanding of the values and norms of different countries is essential before entering the market.

D2: Utilize communication to embrace complexity and difference.

Tiffany (NJ) Inc. v. Ebay, Inc., 576 F. Supp. 2d 463 (S.D.N.Y. 2008).

In this legal case, Tiffany files a lawsuit against Ebay arguing that Ebay allowed counterfeit items to be sold on its website. Tiffany sues Ebay for direct and contributory trademark infringement, unfair competition, false advertising, and direct and contributory trademark dilution. Tiffany felt that although individual sellers were responsible, Ebay should have been more diligent in preventing counterfeits from selling on its platform. Ebay argued that the burden was on Tiffany to police Ebay to determine if sellers listed counterfeit Tiffany items. The court decided that Tiffany failed to carry its burden with respect to each claim. Ebay was victorious in this case because they demonstrated that they implemented numerous internal controls to curb counterfeits on their site. Ebay implemented internal policies that helped them monitor counterfeits, and they utilized significant manpower to flag and remove sellers who listed counterfeit items.

This case was helpful because it emphasized the importance of having internal controls in your company. It caused me to reflect on the importance of having internal policies, following them, and making employees acknowledge the policies. If a company can demonstrate that they took the necessary steps to avoid a problem, they are in a stronger position than a company who has not implemented clearly defined policies.

L3: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

Welch, K., & Serafeim, G. (2012). *Ultimate fighting championship: License to operate (a)*. HBS No. 9-112-011. https://hbsp.harvard.edu/cases/

In this case study, Welch and Serafeim provides a historical overview of the Ultimate Fighting Championship (UFC), and the numerous regulatory challenges it faced. It discusses how governors banned the sport in their state, which resulted in significant loss in sales and revenue. The UFC was badly managed and struggled with staying afloat. Politicians complained that the UFC was a deadly sport and urged cable companies not to air it. The study concludes by exploring if the organization is bought by two brothers, Lorenzo Fertitta and Frank Fertitta, could they transform it from a $1 million dollar company to a global sporting empire. It begs the question whether if the UFC could be regulated similarly to a sport like boxing, would it be able to thrive.

The most interesting aspect of this case study was that the UFC would need to be compared to boxing to accomplish its objectives. This reminds me of the challenges I face in my organization. I work at Northwestern University Law School in the Bluhm Legal Clinic. Northwestern has policies and procedures that apply to most areas; however, many of the rules and regulations are not conducive for a legal environment. Therefore, this helps me to realize that we must petition the University to think of us like a law firm within the confines of a University when making decisions that impact us. A challenge that we are facing is that to pay for experts we must go through a lengthy process with NU's Position and Appointments Committee (PAC). This is problematic because when you have court appearances where an expert is supposed to appear, we cannot wait two weeks or longer for decisions to be made. However, if we are viewed as a law firm with immediate needs, we could receive blanket approval if we have already budgeted for the requests.

L2: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

Wells, J., & Weinstock, B. (2019). *Electric car wars, 2018*. HBS 9-719-470. https://hbsp.harvard.edu/cases/

Wells and Weinstock discuss the trend to move towards electric cars and away from internal combustible engines. They explain how many automakers pledged to shift to mostly electric vehicles by 2030; however, there are many issues involved. There are infrastructure, technical, and economic challenges involved in this transition, which are troublesome for automakers. The authors question whether the change to electric cars could create a national power crisis because so many will be reliant on electricity. Additionally, questions arose about whether there would be enough areas for drivers to charge their cars, and if the batteries would be affordable. Finally, electric cars are promoted as environmentally friendly; however, the authors highlight that electricity require generators, which rely on fossil fuels.

As technology improves, the way of operating will continue to evolve. As a result, we are often looking at new ways of doing things. This article made me evaluate how we have approached changes in our organizations. It reminded me that although we might have a better approach, it can be costly and problematic to make the change. Therefore, it served as a reminder to consider all elements when attempting to implement changes in an organization

D4: Be equipped to influence change.

Shericka Pringle

Spring Annotated Bibliographies

MSC Capstone

July 31, 2021

Battilana, J. & Casciaro, T. (2013). The network secrets of great change agents. *Harvard Business Review*, 91(7), 62–68.

Implementing change in large organizations is challenging; however, this article shows how it is possible to accomplish change goals. It provides helpful tips and suggestions for how to implement change effectively. People naturally resist change; therefore, it is important to use creative strategies to encourage positive change. The authors recommend that change agents must have central involvement in the process despite the nature of their role in the organization. Additionally, they stress that it is important to consider your network and how you can implement strategies to influence it to help you implement change. Finally, forging collaborative relationships with individuals that will be impacted and somewhat reluctant to move forward with the change will be key.

I serve as a change agent for many initiatives in my organization, and this article helped me examine how I can approach change efforts more strategically. I have an extensive network that can be used more effectively to render desired results. Therefore, I must consider ways to tap into my network to help me carry out strategic goals and initiatives that are transformational.

D4: Be equipped to influence change.

Buber, M. (2013). *I and thou*. Bloomsbury Publishing.

This is a fascinating book that explores how man engages with the world. The author describes how we address each other and discusses the relation to nature, relation to each other and relation to spiritual life. According to Buber, there are two types of relationships that we have with each other: I-It and I-Thou. He explains that an I-IT relationship **r**efers to a predominately objectifying way of treating a person as we would any other object. He argues that in this relationship we have a tendency to manipulate the person's behavior based on what we know about their behavior based on past experience. In an I-Thou relationship we treat the other person as a subject, a human being. He says when operating in an I-Thou relationship we are completely present to another person rather than partially engaged. We address each other with a sense of mutuality and reciprocity. He argues that we have more I-It encounters than I-Thou, and that we should attempt to increase our I-Thou relationships.

I truly enjoyed this book and felt that it had much practical application to my personal and professional life. It made me reflect on my interactions with my family, friends and colleagues and I realize that many of my encounters are I-It. As a result, I started questioning how I could have more I-Thou relationships where we focus on the present. I think this philosophy will be extremely helpful to incorporate in the workplace because it is important to respect each other for who they are. Additionally, it helps to get to know others on a much deeper level.

D2: Utilize communication to embrace complexity and difference.

Casciaro, T., Desain, V., & Corsi, E. (2008). *Moet Hennesey Espana.* HBS No. 9-408-108. https://hbsp.harvard.edu/cases/

Interpersonal relations are critical in all organizations. While it is important and necessary to have modern systems and structures intended to yield greater efficiency, it is useless if the people doing the work have poor interpersonal relationships. In this case study, the authors describe the challenges that exist in Moet Hennesey Espana. There are challenges with interpersonal relations between the marketing, sales, finance and operations department of the company. They explain how a significant challenge that exists at the company was the division within the company that impacted employee morale. Although systems were implemented to improve efficiency, it had many downsides. Employees felt that things were changing too frequently and rapidly; therefore, it created a sense of insecurity. Additionally, it was problematic that the different units did not understand why units operated the way they did, which highlighted a complete lack of communication between units.

This was an insightful case study because interpersonal communication is a challenge in many organizations. I have experienced it in my own organization. The reading helped me think about creative activities to implement to reduce division when I see it happening. This includes, creating company events to improve communication, and interdepartmental meetings. Similar to the case study, departments in my organization work in silos, which speaks to the importance of developing opportunities for collaboration with other units.

L3: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

Casciaro, T., Gino, F., & Kouchaki, M. (2016). Learn to love networking. *Harvard Business Review*, 94, 104–107.

There are many people who struggle with networking and resist doing it. Oftentimes, because they don't know to start the process. This article stresses the importance of making networking a habit and developing effective skills to network with others. The authors offer tips to consider when networking. The advice includes focusing on the tangible benefits and how it will provide professional development opportunities when one makes a habit. They also recommend that you can make it less challenging by finding a common interest with others you are interested in networking with. They advise that you should consider what skills and abilities you can share with others and how they might be helpful to those in your network. Finally, they recommend that you create a goal that will inspire you to network.

I truly enjoyed this article because networking can be extremely challenging; however, I know that it is important. There are times in my career where I must attend events that require me to network. The tips they provide such as providing common interest will be useful when starting discussions.

LO4: Apply communication-centered scholarship to strengthen communication effectiveness.

Couldry, N., & Mejias, U.A. (2019). Data colonialism: Rethinking big data's relation to the contemporary subject. *Television & New Media*, *20* (4), 336-349.

The overarching theme of this article is that our personal data is being colonized and commodified, and how there is a focus on the correlation between metrics and performance. It discusses how we are required to agree to terms of service that ultimately result in our data being commodified. It argues that a significant challenge is that you are forced to comply with the possibility of your data being sold if you want to utilize business that are a natural part of everyday life (i.e., Google, Facebook, Amazon, etc.) It also illuminates how the fixation on metrics significantly impact the way businesses operate.

This article was extremely intriguing because while I have always been aware of the extent to which our data is used, I never thought about in the terms of our data being colonized. It made me reflect on the ways in which our personal data is compromised on a daily basis. I've always notice that when I use various apps that it knows personal information that had to be obtained from other sources. As a result, I am now much more conscience of when and how I share my data. I was also particularly concerned with how data and metrics are being relied upon in lieu of personal experiences and judgement.

L4: Apply communication-centered scholarship to strengthen communication effectiveness.

Gourani, S. (2021, April 27). The art of virtual networking. *Forbes.* https://www.forbes.com/sites/soulaimagourani/2021/04/27/the-art-of-virtual-networking/?sh=38276f8639f5

This article provides tips on networking in a virtual setting. It speaks to how individuals might know how to network; however, might not do it effectively. To make networking effective, the author stresses the importance of establishing your goals, motives, and mission. Many people approach networking organically without identifying what they want to accomplish from the connection. Since we are working more in a virtual environment, there is increased opportunity to network; however, you must use your time wisely. Prior to connecting with individuals, start the process by identifying your goals and mission. What do you want to get out of this interaction? The author stresses that you must approach it systematically and determine how those you connect with prefer to be contacted. You should also think about whether the individuals in your network are trustworthy and decide if it is mutually beneficial for both parties.

I truly enjoyed this article because it made me realize that I have never approached networking with a strategy, and rarely considered goals and mission. I struggled with accepting the author's recommendations because I have always felt it should be organic. However, I realize that I must manage my time more effectively and that can be accomplished better by having established goals and missions from the beginning.

L6: Create and deliver elegant messages appropriate to audience, purpose, and context.

Ibarra, H. (1996). *Managing Xerox's multinational development center (abridged).* HBS No: 9-496-047. https://hbsp.harvard.edu/cases/

Forging positive relationships with colleagues and direct reports are critical, yet can be extremely challenging. This case study describes how John Clendenin, an employee at Xerox, used interpersonal and organization strategies to lead change initiatives, collaborate with colleagues, and implement strategic goals. It highlights how Clendenin had an amazing ability to relate to his team on a personal and professional level. It describes his methods for showing appreciation to his team and discusses the systems he implemented to allow others to show appreciation to each other. These systems fostered a strong team atmosphere. It illuminates how he was able to instill trust in his team by showing empathy when his team members had challenges. It also highlighted the importance of respecting the experience of long term employees and making sure they understood that the relationships were mutually beneficial.

This case study is extremely helpful for managers and leaders because it has leadership strategies that should be implemented in most organizations. I think about my experience with influencing change and collaborating with others to implement new initiatives. People are usually reluctant to change; however, if you can demonstrate how the change can benefit their interest, the individual is more likely to agree to the change. This was an enlightening aspect of the article and it resonated strongly with me. When trying to persuade someone to do something differently, it is always important to assess what is important to them and what matters to them.

D4: Be equipped to influence change.

Kent, M., & Taylor, M. (2001). Toward a dialogic theory of public relations. *Public Relations Review*, 28 (2002) 21-37.

This begins by explaining what the author means by dialogue because the term is used in different ways and has multiple meanings to users. Then it describes how scholars and practitioners can use dialogue to build relationships. It concludes by examining how dialogic communication can be used practically in public relations settings. It outlines structures that need to be implemented to have a successful dialogue. It discusses how positive relationships between organizations and the public are crucial, and incorporating the dialogic approach has many advantages. It highlights how PR professionals might oppose the dialogic approach for fear of being manipulated or taken advantage of by the other party. Since the dialogic process requires participants to openly share and trust each other, there is concern that the organization or public could exploit the other.

This article was insightful as it highlights the importance of dialogue when communicating in the PR realm, and it transcends to organizations. It made me reflect on how dialogue can be useful in my workplace since there is a need for community members to be open and establish mutual respect and trust. It also made the think about ways to use dialogue when interacting with individuals outside of my organization where it is important to foster collegial working relationships.

D2: Utilize communication to embrace complexity and difference.

Lakhani, K.R. (2009). *Innocentive.com(A).* HBS No. 9-608-170.
https://hbsp.harvard.edu/cases/

When solving problems, team collaboration is usually the most efficient and fastest approach to reaching solutions; however, it has advantages and disadvantages. In this case study, the author discusses a unique approach that a company, InnoCentive, use to solve problems. InnoCentive has a solver network where they recruit people to solve problems. The study describes how the company is considering a new approach and the challenges that accompany it. It provides an overview of the challenges InnoCentive (IC) might face if they develop a Solver network, including how to manage potential dispute, split prize money and reconcile IP rights. All of these are issues that must be taken into consideration. It discusses the approach the company could take to effectuate the new process including assigning team leads and creating systems that allow Solvers to list all their skills. When forming the teams, members\ would be able to easily identify the individual who has leadership skills. It questions whether rules should be established about how to split prize money and reconcile IP rights so that the Solvers do not have to make those decisions.

This case study caused me to reflect on my work when we are trying to innovate new degree programs in my organization. These innovations require participants who have direct knowledge about the type of curriculum needed for the program to be successful. This made me consider how we use employees with knowledge to help solve these problems and our approach for assigning leaders to the task.

L3: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

McGinn, K.L., & Tempest, N. (2000). *Heidi Roizen*. HBS No. 9-800-228.
https://hbsp.harvard.edu/cases/

This case study describes how Heidi Roizen uses her extensive network within the Silicon Valley Community to develop relations and connect others. It explains how her network is strong due to the mix of personal and professional connections within it. A significant strength within her network is that she leverages relationships to be beneficial for both parties. Another strength within her networks is the consistency of relationships. This enabled her to leverage her network when she helped Apple mend their relationships with software developers. It also discusses weakness in her network, which includes the structure contributing to Roizen becoming overwhelmed. It explains how she expends vast energy in connecting and helping others, which results in her becoming exhausted. This is exemplified by her leaving Apple after a year. It is helpful that she attempts to implement better strategies for protecting her time by identifying people in her network who can serve as a nuclei of other networks.

This case study resonated strongly with me because I see some similarities between my networks and Roizen's network in that I am often connecting individuals in my network to other people. However, this reading helped me to realize I must slightly alter my approach. I do not often question if the relationship will be mutually beneficial to both parties. It made me reflect on how that can weaken my network and my relationships with others. Additionally, I try to help everyone who contact me, whereas there were times when Roizen set boundaries. I made me realize that I must set more boundaries when individuals contact me for help.

L6: Create and deliver elegant messages appropriate to audience, purpose, and context.

Pisano, G. & Verganti, R. (2008). Which kind of collaboration is right for you? *Harvard Business Review*, 25(4).

In this article, the authors discuss the various collaboration styles and encourages the reader to consider which type of collaboration is best suited for their work style. Collaboration is essential in a team environment, which makes it extremely important for individuals to select appropriate styles. They describe four different types of collaboration styles, which included open/hierarchical, open/flat, closed hierarchical, and closed/flat. In an open/hierarchical style, the organization describes the dilemma and allows anyone in the organization to provide ideas. However, decisions are made at the executive level. In the open/flat system, anyone can propose a problem and solution and decide on the path forward. In the closed/hierarchical system, a limited number of people in an organization are identified to solve problems and decide on the solution. In the closed/flat style, a private group of individuals collaborate to select problems, share ideas and decide together on the solution.

I enjoyed this article and reflected on the collaboration style that works best for me. I realize I prefer dynamics that consists of the closed/hierarchical system. The advantage of this approach is that it relies on subject matter experts to collaborate and make decisions on how to solve problems. My organization tends to follow this approach and I think it works better than the other styles. However, other styles might work better in a different environment.

D1: Iteratively develop inter-professional leadership competencies.

Piskorski, M.J. (2007). *LinkedIn (A)*. HBS No. 9-707-406. https://hbsp.harvard.edu/cases/

This case study explores the value LinkedIn provides to members and strategies to consider for leveraging the data the collect from members. It provides an overview of the numerous services that LinkedIn provides and provides historical analysis of how the company started. It explains how LinkedIn assign members to various classifications including networkers, contractors and relationship managers. It highlights how users should use LinkedIn to enhance their networks to accomplish professional and personal objectives. It also discusses what LinkedIn should do to leverage relationships with organizations to offer people analytics to companies. The argument is that many companies could benefit from knowing how individuals in their organizations are networked. The case study begs the question about whether LinkedIn should consider additional ways to expand their services, and how analytics could be incorporated in the expansion.

This article was insightful because while I use LinkedIn, I have never considered the many tools and services it has to offer. Additionally, I've only viewed it from the individual user perspective but never considered the many advantages it has to offer organizations. It would be helpful to know how individuals in an organization are connected. However, I do have concerns about using data in this way and could see that employees in an organization could feel that their privacy is being invaded from using a social media platform.

D2: Utilize communication to embrace complexity and difference.

Sandino, T., & Hull, O. (2018). *Knowledge sharing at Rema 100 (A).* HBS No. 9-118-007. https://hbsp.harvard.edu/cases/

A common complaint from employees in many organizations is poor communication. Either they are not receiving enough information, or they are being overloaded with information. In this case study, we observe a company, Rema, that is struggling with its communication platform. Rema uses a communication network, Workplace, that could be structured to be more effective. Employees lack a consistent model for communicating via the platform, which contributes to mass chaos. However, because they have stores in numerous locations, it is imperative for them to implement a communication portal that will be effective. Rema explores whether it should consider a new platform or implement comprehensive rules and guidelines for using the platform.

When my organization went remote, we started using Microsoft Teams to keep communication lines open. However, like Rema, we did not develop a comprehensive system for how employees should communicate in Teams. This case study highlights the importance of putting structures and systems in place when implementing new communication platforms.

D2: Utilize communication to embrace complexity and difference.

Turco, C.J. (2016). *The conversational firm: Rethinking bureaucracy in the age of social media.* Columbia University Press.

This book provides an insightful look into a company, TechCo, which is committed to openness, transparency, and informality. It describes how the organization promoted open dialogue throughout the company using an internal communication tool. Employees were allowed to regularly voice concerns about challenges that existed within the company and management responded to the concerns. Additionally, management regularly requested the feedback of employees and demonstrated that they valued input from employees throughout the organization. When employees voiced concerns that the external culture deck was not aligned with what was happening inside the company, the executives listened and made changes. The authors described the wiki platform that TechCo uses to communicate with employees, and how it benefits the company and makes employees feel that they are valued.

I truly enjoyed this book because it highlighted the importance of not only soliciting feedback from employees, but actually following up and making changes based on employees input. It also made me want to model my organization after the company because their actions contributed to high employee morale and loyalty to the company. I believe that if more companies operated like TechCo, it would contribute to higher morale, reduced turnover, enhanced productivity, and an overall positive workplace.

L3: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

Yankelovich, D. (1999). *The magic of dialogue: Transforming conflict into cooperation*. New York: Simon & Schuster.

In this book, the author discusses how there is a growing problem that exists in dialogue. He explains that is a result of a gap in understanding the other party. He explains that is important that we establish a mutual understanding with others, and it needs to happen on an accelerated rate. However, instead of developing mutual understandings, we are becoming more distant. He argues that it is a result of relationships becoming too impersonal and the way we interact with others is incredibly transactional. He discusses four types of communication, which includes Dialogue, Debate, Discussion and Deliberation. Deliberation is a form of thought and reflection that happens in any conversation. Debate is the opposite of dialogue where the purpose is to win an argument. He argues that when individuals engage in dialogue, participants will either win together or lose together.

I found this article extremely helpful because I realize that in conversations with others it's rare that we have dialogues. The conversations are usually debates or discussions. Rarely do we try to get a mutual understanding of the other person's perspective. Conversations have been designed to persuade others to agree with you opposed to listening for understanding. This was beneficial to read because it causes me to consider and rethink the way I approach conversations with colleagues and friends. It made me more interested in having true dialogues opposed to debates or discussions where I try to win.

D2: Utilize communication to embrace complexity and difference.

Shericka Pringle

Summer Annotated Bibliographies

MSC Capstone

July 31, 2021

Aloy, K. (2017, July 25). The leading edge: Coaching is not just about sports. *The John Maxwell Team.* https://johnmaxwellteam.com/the-leading-edge-coaching-is-not-just-about-sports/

This article describes the benefits of executive coaching, and how it is a helpful tool that transcends beyond sports. The author discusses how coaching serves as a mirror for an individual to help them become more reflective about their approach in handling situations. She describes the euphoric feelings of helping others make decisions to improve their personal and professional life. She discusses how you do not need to have a background in your coaches field to coach others.

I truly enjoyed this article because it aligns with my career interests. I serve as a coach to my direct reports and have started to coach individuals outside of my organization. The concept that resonated the most with me is that you do not have to be a subject matter expert to coach someone. Your responsibility as a coach is to ask questions of the individual who is the expert and help the person navigate the situation. This was important to me because I feared that if I was coaching someone with a background different from mine that it would be challenging. However, I now understand that I do not have to be an expert but must listen and ask the right questions.

L6: Create and deliver elegant messages appropriate to audience, purpose, and context.

Grainger, S. (2014). *Recruitment at China Sunwah Bank: Guanxi vs talent.* Ivey ID: 9B14C010. https://www.iveycases.com/

In this article, the author describes the ethical decisions that managers must face when recruiting candidates to fill vacant roles. It discusses how although management established criteria for reviewing resumes and identifying the most qualified candidates, they struggled with how to deal with candidates when they were recommended by individuals who had relationships with the bank. It reveals how individuals connected with the bank placed expectations on the managers to hire their friends and family. The managers were forced to decide whether to hire the more experienced candidate or the candidate who was familiar with individuals associated with the bank. It also showed how cultural norms such as Guanxi, which consists of returning favors as payback, impacted hiring decisions.

This article was enlightening because it caused me to think about my own experiences with recruiting employees. There have been times where I have felt pressure from colleagues to hire individuals who had relationships with the organization. It forces one to make an ethical decision, especially if there are more qualified candidates. It made me realize that this is a common issue that occurs on a global level and the importance of acting ethically when confronted with this challenge.

D3: Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.

Informal learning in the workplace. (2014). *Development and Learning in Organizations*, 28(2), 26-28. doi: http://dx.doi.org.turing.library.northwestern.edu/10.1108/DLO-02-2014-0007

This article discusses how budgetary resources impact training and development needs in an organization. Managers are forced to sacrifice formal training for employees because the lack resources and funding for development. As a result, most of the training that employees receive is informal. It describes the steps that managers must take to ensure informal training happens in the absence of formal training. Informal training is contingent upon various factors including the manager's leadership style. The manager must provide an environment that lends itself to sharing information and learning from others. Managers must create an environment where they serve as role models, allow autonomy for employees, create opportunities for employees to be exposed to different experiences, and ensure that employees feel that they can trust others.

Having supervised employees for many years, I can relate to the challenges presented in this article. Funds for professional development are a necessity; however, it has always been a challenge in my organization. As a result, I have resulted to informal training of my team, including serving as a facilitator during staff retreats to save money. Additionally, I have had to develop systems for ensuring that new employees can be trained more experienced team members. This article is helpful because it highlights the environment managers must create to ensure that employees get the training deserved despite the limited resources.

L3: Address complex challenges by collaboratively leading teams across disciplines, distances and sectors.

Stevenson, B. (2020). *Just mercy: A story of justice and redemption.* New York: One World, Penguin Random House LLC.

Just Mercy is a non-fiction book designed to expose readers to the unfairness of the criminal justice system and cause readers to question the application of the death penalty. It is an eye-opening story about a Black man who was wrongfully convicted of murder and put on death row. Additionally, it describes the author's struggle to start a pro-bono practice with limited resources and staffing. Just Mercy is relevant to the training and development domain because it provides significant historical insight and perspectives on racial injustice. It can be used to teach young adults how to handle conflicts with the law and can motivate older adults to challenge the injustices of the criminal justice system and question the application of the death penalty.

This is an exceptional and insightful book that I highly recommend to young adults and older adults. Young adults will appreciate the guidance that it offers when interacting with law enforcement. Older adults will be inspired by Bryan and his colleagues' diligent efforts to advocate for the rights of poor, oppressed, and marginalized individuals. This book was helpful for me because it inspired me to question steps I can take to influence change in the criminal just system and how to advocate for others.

D4: Be equipped to influence change.

Waytz, A., & Kilibarda, V. (2014) *Through the eyes of a whistleblower: How Sherry Hunt spoke up about Citibank's mortgage fraud.* Kellogg Case Publishing ID: KEL852.

In this case study, the authors describe an ethical dilemma that a key bank employee, Sherry Hunt must manage. It demonstrates how companies will force employees to make unethical decisions to avoid losing revenue. It explains how Hunt was concerned that bank executives ignored fraudulent activity of loan officers and insisted that Hunt and her team alter data to reflect a more positive outcome for the bank. It shows how Hunt struggled with how to handle the situation and was marginalized for bringing issues to the surface. It explains how she attempted to use internal channels to fix the issues and when those efforts failed, she was left with no other choice but to escalate things. She ultimately made the ethical decision to become a whistleblower and report the company.

This case highlights the unfortunate position many employees find themselves in on a regular basis. It was helpful to me because it caused me to reflect on the practices in my organization. Fortunately, my organization has guidelines and systems for reporting unethical actions. However, there are times when employees will question whether to report something that makes them uncomfortable. This speaks to the importance of creating open lines of communication so that employees trust the reporting process.

D3: Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.

Shericka Pringle

Fall Annotated Bibliographies

MSC Capstone

December 8, 2021

Buck, M. (2020). Ten timeless principles of leadership communication during a crisis. Kellogg Executive Education, Northwestern University. https://www.kellogg.northwestern.edu/executive-education/the-kellogg-experience/thought-leadership/leadership-communication-tips.aspx

In this article, the author describes ten principles that leaders can used when managing a crisis. She begins by explaining that oftentimes, leaders struggle when facing challenges and change and do not realize how impactful they can be during these challenging times. She provides 10 principles that leaders should follow during these times. There were a few that resonated with me including communicating at a greater frequency, finding ways to show that you appreciate the work of your team, reinforcing shared values, listening to the team's experiences, and explaining why decisions were made.

This was an extremely insightful article, because in my role as a leader, I am often faced with challenging situations, and I must determine how and what to say to my team. We experienced layoffs and I had to share the news with my direct reports. This was a challenging experience, and the principles outlined in this article speaks to how to handle these issues.

L6: Create and deliver elegant messages appropriate to audience, purpose, and context.

Coutu, D., & Beschloss, M. (2009). Why teams don't work. An interview with Richard Hackman. *Harvard Business Review*, 87(5), 98-105.

In this article, the authors interviews Richard Hackman about the complexities associated with working in teams and what people should do to alleviate some of those challenges. He explains that leaders must be judicious about who is assigned to teams. If individuals are assigned to teams and are problematic, it creates a toxic team environment. He stresses the importance of providing direction, having the appropriate mix of team members, creating a supportive environment, and providing coaching that will benefit the team.

Having led a sizable team for many years, and been on teams, I can relate to the challenges that exist in team dynamics. When teams are not structured properly, it will be difficult to have effective collaboration. This article made me reflect on the direction I provide to my team and taught me to ensure that I am coaching them effectively and considering the challenges the team can encounter.

L3. Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

Drucker, P. (1999). Managing oneself. *Harvard Business Review*, 65-76.

This article discusses the importance of developing ourselves. He recommends that we examine our strengths and argues that many of us do not know are true strengths. He discusses the importance of being reflective and receiving feedback from others to stay abreast of your talents. He also recommends that you consider how you can develop yourself so that you can contribute at your highest level to your organization. Additionally, he argues that instead of trying to reinvent yourself, you should examine what you must do to enhance your skills and abilities.

I truly related to this article because self improvement and reflection is extremely important to me. I believe that we must evaluate our strengths and consider how to leverage them. It also made me consider the ways that I am assisting my team in developing their strengths. It reminded me of the importance of maximizing my performance and the performance of my team.

D1. Iteratively develop inter-professional leadership competencies.

Erickson, T. J., & Gratton, L. (2007). Eight ways to build collaborative teams. *Harvard Business Review*, 11, 1-11.

Building collaborative teams require significant effort and strategy. Erickson and Gratton provides eight helpful approaches to building collaborative teams. They explain that building leaders must invest in spaces that contribute to effective collaboration. Team members thrive better in settings that minimize barriers for interactions. Additionally, they highlight the importance of senior leaders modeling behavior by collaborating well with their peers. It is also necessary to offer opportunities for team members to receive quality coaching and mentoring. They also stress the significance of having effective training available to ensure that the team has the appropriate skills to perform tasks and work with others. They recommend that leaders should have the skills to complete tasks and manage relationships. It also important to consider relationship dynamics within the team. Finally, they discuss the importance of ensuring team members have clearly defined roles.

The strategies the authors provided are very beneficial for those who must build collaborative teams. I agree with the guidance they share, especially the recommendations to provide coaching and mentoring. Too often, teams lack direction and guidance, which results in team members being confused. This damages synergy, which seriously impacts the team. I also agree that training is key. Too often leaders do not want to pay for professional development; however, it is essential for a functioning team.

L3. Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

Katzenbach, J. R., & Smith, D. K. (2005). The discipline of teams. *Harvard Business Review*, 83(7), 162.

In this article, the authors explain that while many people assume they work on teams they are actually working groups opposed to teams. They explain the difference between the two and describe what components are necessary for a group to be described as a team. They explain that the performance of individuals in a working group is usually individualistic. Whereas, in a team, the performance is comprised of individual contributions and collective performance. They explain how teams must have shared goals and shared purpose. To ensure the success of the team, the purpose serves as a vehicle to bring unity within the team. They also argue that in team environments, there is both individual accountability as well as group accountability. This is another distinction from working groups. Finally, they argue that effective teams demonstrate commitment when there is a shared purpose, which is needed to accomplish goals.

This article was insightful because I have always associated working with large groups of people as a team, and it made me realize that in most instances they were working groups. It made me reflect on what I can do in my environment to ensure that we have shared purposes and a stronger team dynamic opposed to a working group structure.

L3. Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

Kotter, J. (1990). What leaders really do. *Harvard Business Review*, 85-96.

In this article, Kotter explains that management and leadership are different concepts; however, they complement each other and are both necessary. He differentiates between the primary responsibilities of leaders and those of managers. He explains that management is responsible for dealing with complexities and that leadership is about how to deal with changes in an organization. He stresses that leadership is not a substitute for management and that management is not a substitute for leadership. He emphasizes that both are necessary to lead an organization. He also argues that there is a lack of leadership in many organizations and that there is too much focus on management. He says that it is critical for leaders to ensure proper alignment of teams and to focus on motivation rather than controlling individuals.

This was an exceptional article that everyone should read. Leaders have a responsibility to motivate and inspire others when individuals must cope with change. This resonated with me as a leader because I recognize the importance of motivating team members. I reflected on my leadership style to ensure that I exercise an appropriate balance of managing and leading.

D1. Iteratively develop inter-professional leadership competencies.

Rath, T. (2008). Strengths based leadership: Great leaders, teams, and why people follow. Simon and Schuster. (Parts 1 & 2)

In this book, Rath helps readers identify their strengths, skills, and abilities. It allows you to get an understanding of the areas in which you excel. The author stresses the importance of finding and understanding your leadership strengths and investing in them. He explains how many make assumptions about what they think their strengths are; however, after taking assessments they become more fully aware of their leadership strengths. He provides an overview of four leadership strength domains, which includes: executive, influencing, relationship building, and strategic thinking. Each domain is comprised of various strengths. He explains how leaders can analyze the strengths of employees to create effective teams, and how individual can use their strengths to improve performance and collaborate in teams.

I found it very enlightening to learn about the leadership domains and associated strengths. It was insightful to read about my strengths and how they shape my performance. It also made me reflect on how I can use the information to strengthen the productivity amongst my team members. This is an exceptional book, and I highly recommend that everyone read it to gain insight on their strengths.