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**Designing and Leading the
Entrepreneurial Organization**



MIT Sloan School of Management

Agenda



- ✦ Recap & Review
- ✦ Jan Carlzon Case Discussion
 - ✦ Strategy
 - ✦ Vision
 - ✦ Leadership
- ✦ Rhetoric & Persuasion

Course Overview



Leadership

Setting
Direction

Building
Organizational
Capabilities

Mobilizing
Employees

Sustaining
Momentum

Social Capital

Setting Direction



Social Capital
Leadership
Vision
Strategy

Cases:

- Erik Peterson (2 days)
- Zaplet
- Jerry Sanders
- Heidi Roizen

Built to Flip vs. Built to Last?

Building Organizational Capabilities



Organizational Systems

- ✦ Commitment
- ✦ Engineering
- ✦ Star
- ✦ Bureaucracy
- ✦ Autocracy

Cases:

- HP
- Data General
- Apple Computer
- Sun Microsystems
- Cypress Semiconductor

Employment Models



Blueprint	Advantages	Disadvantages
Star Commitment Engineering Bureaucracy Autocracy Hybrid		

Mobilizing Employees



Recruitment & Selection

- ✦ People Street
- ✦ War for Talent
- ✦ Vermeer
- ✦ Zero Defect Hiring

Incentives & Rewards

- ✦ Cambridge Technology Partners

Leadership, Culture & Motivation

- ✦ Influence and Persuasion
- ✦ Empowerment
- ✦ Workplace Design

Managing Performance

- ✦ Wolfgang Keller

Case Discussion



Jan Carlzon

Leadership: Communication & Persuasion

