Annotated Bibliography

Edmonson, A., Moingeon B., Dessain, V., & Jensen A. (2011). *Global Knowledge management at Danone (A)*. HBS No. 9-608-107. Boston, MA: Harvard business school publishing.

In this article the technique of a network-based approach to knowledge management is explored. The Danone food company is not as large as other global producers, so it must make up for that by being faster and more innovative. Both in the products that are developed and in the markets that are targeted.

To do this the company initiated unique networking events designed to get individuals from different departments and regions to mix. These events were designed to increase psychological safety and facilitate the breaking down of natural social barriers so individuals could network efficiently. Even individuals who would be considered introverts, were able to interact with extroverts. The classic product engineer interacting with a marketing associate. Danone did this utilizing computer software and networking events utilizing costumes and devices that would emit sounds when close to specific individuals.

This was interesting for me because as a consultant, I have come across many examples of siloed organizations. This was a unique approach to combatting that and sharing knowledge across the organization. It was fun, and effective and I believe that I can use this knowledge to help break down barriers with my own clients in my own firm. I may not be able to set up a networking event, but I can work to develop a network within my own firm utilizing techniques to increase psychological safety and drop personal barriers.

This article aligns with the fourth and sixth learning outcomes and the second and fourth dispositions.

- Apply communication scholarship to strengthen communication effectiveness.

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

- Utilize communication to embrace complexity and difference.

- Be equipped to influence change.

Keywords: Networking, Danone, funny costumes, network approach to knowledge management, knowledge management,

Gerzon, J. (2011). What makes an organizations training plan strategic. In K.T. Kibbee (Ed.), *MIT training and development* (November 2011 ed.). Retrieved from

http://web.mit.edu/training/trainers/resources/strategic.html

In this article by Gerzon, how to make training plans strategic is discussed. She states that any training plan must have these essential elements:

- Clearly articulated outcomes and guiding principles

- Impact on organization's mission and operations

- Senior leadership's engagement during and after the training

- As assessment of current state

- Measurement of effectiveness

- End user input

- A time frame or schedule

As a consultant who wants to put together training programs for clients around change management and other topics, this was beneficial for me. I only have limited time with my clients to drive change or deliver a solution. So, understanding these elements to facilitate strategic training to drive change is beneficial for me to know.

I feel much more confident in putting together training materials that can lead to

sustainable change within an organization based on these elements. Before reading this, I had

trouble thinking through which variables to incorporate into a training or even where to start.

This provided context and guidance which lead to the increase in confidence.

This article aligns with every learning outcome except the first and the first, second and fourth

dispositions.

- Demonstrate ability to assess complex organizational environments and achieve

  communication goals.

- Address complex challenges by collaboratively leading teams across disciplines, distances and

  sectors.

- Apply communication scholarship to strengthen communication effectiveness.

- Critically analyze messages

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

- Iteratively develop inter-professional leadership competencies.

- Utilize communication to embrace complexity and difference.

- Be equipped to influence change.

Keywords: Training, Context, Strategic, MIT Training, Key pieces to make training strategic

Giridharadas, A. (2018). *Winners take all the elite charade of changing the world.* New York, New York:

Penguin Random House LLC.

In this book by Anand Giridharadas, the approach to creating meaningful change and

those that pursue it is discussed. Essentially, the philanthropists and businessmen that act to

create meaningful change will never be successful because the approaches are designed to

protect the status and privilege of those that are trying to make the change. Versus those that

the change would positively effect. Anand argues that to make meaningful change, those that are driving the change must be willing to lose their status and privilege or essentially share it with others to create meaningful change.

This must be done through governments and regulations versus a business or philanthropical approach. He also argues that this will likely not happen due to the current cultural and economic dominance of thought leaders and business leaders. Consultants, businessmen and thought leaders espouse win- win solutions that only aesthetically or partially solve the problems of society but make those in power feel better about themselves.

Anand argues that this approach does not solve anything in the short or long term and that a more direct approach using governmental regulation and democracy is what is required. We must utilize these tools to create a fair system where power, influence and wealth are more evenly distributed.

My initial reaction to this was book was negative. However, as I thought about it, I was able to assimilate certain viewpoints. The point of view of the critic and the usefulness of regulation versus entrepreneurship in creating meaningful change. I also rejected several of the author's arguments related to consulting and the usefulness of business practices in facilitating change. By rejecting these arguments, I was able to strengthen my own reasons for believing what I believe. I was also able to combine several of my beliefs with the viewpoints I synthesized. An example is: utilizing effective business practices to streamline the creation of policy and regulation to maximize the positive impact to individual people's lives on a regional government scale.

This article aligns with the first, fourth and sixth learning outcomes and the second, third and fourth dispositions.

- Articulate between the interdisciplinary field of communication and the central curriculum themes of the MSC program

- Apply communication scholarship to strengthen communication effectiveness.

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

- Utilize communication to embrace complexity and difference.

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

- Be equipped to influence change.

Keywords: change management charade, win-win fallacy, critic, thought leadership fallacy

Iden, R. (2020) *Week 2: Introduction to consequentialism* [lecture notes]. Retrieved from Northwestern University 530.

In this lecture by professor Iden he introduces the philosophy of consequentialism. This philosophy is the opposite of deontology in that: instead of a duty in which we base all our actions, we instead react to our environment in which ever way which will give us pleasure. Pleasure in this perspective is relative to the individual. The individual will make a decision based on whichever consequence the individual can recognize as resulting in a pleasurable outcome.

As an individual with a behavioral science background this was of great interest to me. When discussing ethics, it becomes important to understand, from a philosophical perspective, what guides individuals to make decisions. The reason for this is that when leading or interacting with an organization, the underlying framework and standards that define that organization are based on philosophy. This facilitates harmony in an organization and contributes to positive organizational culture development. By finding a philosophical approach that aligns with my

background and values, I feel much more confident in my ability to put together a logical framework and code of ethics for an organization.

On a smaller scale, I feel much more resilient in my own beliefs and how I see the world. I have a science based and philosophically aligned approach to looking at the world. Therefore, my ethics are aligned with this which contributes to my self-awareness which increases my confidence.

This article aligns with the first, fourth, fifth and sixth learning outcomes and all four dispositions.

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

- Apply communication scholarship to strengthen communication effectiveness.

- Critically analyze messages

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

- Iteratively develop inter-professional leadership competencies.

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

- Utilize communication to embrace complexity and difference.

- Be equipped to influence change.

Keywords: Philosophy, consequentialism, opposite of deontology, behavioral science alignment, ethics

Kurt, S. (2016). Kirkpatrick model: four levels of learning evaluation. In S. Kurt (Ed.), *Educational Technology* (September 2018 ed.). Retrieved from https://educationaltechnology.net/kirkpatrick-model-four-levels-learning-evaluation/

In this article by Kurt, the Kirkpatrick model of evaluation of training programs is discussed. It is based on four stages within a training where an evaluation measure based on surveying is implemented. The four stages are:

- Reaction – How the participants respond to the training. Common reactions can be satisfaction or dissatisfaction, happiness, sadness, etc.
- Learning – What is the change to the participants skill level or what did they learn?
- Behavior – Is what was learned changing their behavior in a positive way, negative way or at all?
- Results – Did the material have a positive effect on the business as a whole?

This was beneficial for me to learn because I was attempting to organize my training into the essential elements that make training strategic (referenced in another annotation MIT training and development), I struggled with how to evaluate whether I was being successful or not. By organizing the strategic elements utilizing this structure, it becomes easy to not only generate content in a way which is easy to evaluate, but that is also agile. I can correct and enhance learning as I go as well as insuring that the training, I am delivering continues to have the factors that make it strategic.

This article aligns with every learning outcome except the third and the first, second and fourth dispositions.

- Articulate between the interdisciplinary field of communication and the central curriculum themes of the MSC program
- Demonstrate ability to assess complex organizational environments and achieve communication goals.
- Apply communication scholarship to strengthen communication effectiveness.

- Critically analyze messages

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

- Iteratively develop inter-professional leadership competencies.

- Utilize communication to embrace complexity and difference.

- Be equipped to influence change.

Keywords: Kirkpatrick model, learning, reaction, behavior, results