

Annotated Bibliography

Catmull, E. (2008, September). How Pixar Fosters Collective Creativity. *Harvard Business Review*, 86(9). Retrieved from <https://hbr.org/2008/09/how-pixar-fosters-collective-creativity>

This article, written by Ed Catmull explores how Pixar unleashes the creativity of teams to achieve substantial success in animated films. Empowering staff and creating a culture of learning and peer review facilitates greater organizational creativity. This is an important topic as business demands complex problems be solved quickly and efficiently, most often by cross functional teams. In this article's specific instance: developing original animated movies that receive critical acclaim. I have seen many times in my career how cross functional teams fail due to lack of accountability and ownership of the results. What Pixar has done is solve that and create tremendous value. Understanding examples like this provide a basis for me to create a similar culture in my own work environment to improve performance.

This is closely related to the first, third and fourth learning outcomes and the first and second dispositions.

- Articulate between the interdisciplinary field of communication and the central curriculum themes of the MSC program
- Address complex challenges by collaboratively leading teams across disciplines, distances and sectors.
- Apply communication scholarship to strengthen communication effectiveness.
- Iteratively develop inter-professional leadership competencies.
- Utilize communication to embrace complexity and difference.

Keywords: Pixar, Unleashing Creativity

Daryl Conner. (2012, August 15). The Real Story of the Burning Platform [Web log post]. Retrieved from <http://www.connerpartners.com/frameworks-and-processes/the-real-story-of-the-burning-platform>

This blog post written by Daryl Conner summarizes his views on the origins of change management and how it came to be studied study. The author compares organizational change in the business world to jumping off a burning oil rig into cold water. Many CEOs and organizational leaders feel that they would rather not change and only do so because the option not too is drastically worse. This article explores that premise through relevant testimony, and the authors own analysis. As someone who is interested in change management, it is appropriate for me to understand this as the clients I hope to take will be naturally resistant to the change process. It will be something I will have to overcome and take into consideration to be successful.

This blog post is aligned with the first and second learning outcomes, and the fourth disposition.

- 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.
- Be equipped to influence change

Keywords: Change Management, Origins, Context

Coutu, D. (2009, May). Why Teams Don't Work. *Harvard Business Review*, 87(5). Retrieved from <https://hbr.org/2009/05/why-teams-dont-work>

In this article written by Diane Coutu, team setup, management and leadership are discussed. Proper setup of teams and alignment of goals is one of the most important aspects to team

performance. In addition, management during team deployment requires substantial effort and courage. If these rules are not adhered to, the overall performance suffers. As an emerging leader, understanding the research and the processes that lead to team success will only make me more effective. If leadership can be thought of as a process as this article insinuates, the natural anxiety of what to do in a situation is lessened due to understanding the process. It also means that with practice and focus, leadership can be practiced, learned, and improved over time. This suits my style as a more analytical and logical individual where soft skills do not come as naturally as with others.

This article most closely aligns with the first, second, third, fourth and fifth learning outcomes, and all four 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.
- Address complex challenges by collaboratively leading teams across disciplines, distances and sectors.
- Apply communication scholarship to strengthen communication effectiveness.
- Critically Analyze Messages.
- Iteratively develop inter-professional leadership competencies.
- 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: Team setup, Management, Leadership, Alignment, Requirements for success

Tim Creasy. (2017. May, 3). Why Change Management is here to Stay [Web log post]. Retrieved from <https://blog.prosci.com/why-change-management-is-here-to-stay>

This blog post is about how the change management field will be stable for the foreseeable future and why. This is based on common sense notions in business: change is not going away and it is necessary for managers and organizations to have this competency for changes to be effective and sustainable. Technology, globalization, and other competitive pressures push organizations to change quickly and adapt. In order to survive, their leaders must have this competency. As an individual interested in change management, it is important to understand change management's importance and how it cannot be considered a fad. Therefore, it can be considered a viable career with many opportunities now and in the future.

This blog is most closely aligned to the first and second learning outcomes, and the first, second and fourth dispositions.

- Articulate between the interdisciplinary field of communication and the central curriculum themes of the MSC program
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Keywords: Change Management, Sustainable, Career growth, Basic Principles, Foundation

Deaconu, A. (2007). Globalization and Change Management. *Management and Marketing*, 2(2).

Retrieved from <http://www.managementmarketing.ro/pdf/articole/64.pdf>

In this article, written by Alexandrina, Deaconu, necessary changes due to globalization and their approaches are discussed using Romanian governmental institutions as examples.

Governmental organizations must change, just as business organizations have to. The consequences for governments however are much greater in this case as it may inhibit full European integration of a country. Romanian institutional culture had to be understood and changed so policies and processes could be in line with European Union standards. Policy making is an interest of mine and one in which I wish to pursue. So, understanding change management initiatives that effect policy making institutions allow me to understand how I can pursue a career that fits both my interest in policy and in change management.

This article is most closely aligned with first, second and fourth learning outcomes, and the first, second and fourth dispositions.

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Keywords: Change Management, Eastern Europe, Globalization, Change Drivers, Organizational Change

Edmondson, A. (2012, April). Teamwork On The Fly. *Harvard Business Review*, 90(4). Retrieved from <https://hbr.org/2012/04/teamwork-on-the-fly-2>

In this article by Amy Edmondson, she discusses how to develop teams to accomplish complex tasks in a short amount of time. The concept of teaming is based on three things. Creating a purpose to which the team can rally around, a pre-defined structure where roles and

responsibilities develop naturally and facilitating psychological safety which leads to the free flow of creative ideas. A difficult but not impossible task, as seen with the building of the water cube for the Beijing Olympics. As a developing leader who wants to lead complex global project teams or organizations, this information can be used to enhance my effectiveness. At times during my career, especially in consulting, there will be severe time constraints to accomplish an objective and the team may not have been together very long. This situation is where I would be able to apply the concepts from this article to be successful.

This article most closely aligns with the first, second, third, fourth and fifth learning outcomes, and all four dispositions.

- Articulate between the interdisciplinary field of communication and the central curriculum themes of the MSC program
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- Apply communication scholarship to strengthen communication effectiveness.
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- Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.
- Be equipped to influence change.

Keywords: Team setup, Globalization, Speed, Complex tasks

Gallup, Inc., Clifton Strengths Finder Results. (2019). *Strengths Insight Guide*. Retrieved from

https://my.gallup.com/_Portal/Component?gssClientId=ltVoWNTAsju1wvBbqKgD6YCZx4vw5VMCPnu8oSgQJGw_3D&gssComponentId=6872#/reports

In this guide, my leadership strengths are listed and described. Learner, Self-Assured, Context, Ideation, and Strategic are described through scenarios. As an individual with four of the five top strengths in the strategic thinking category, I now have an understanding as to why I always gravitated towards certain roles or was more successful at certain tasks versus others. For example, I learn quicker and enjoy that process more than other people with different strengths. So, I am best suited to understanding a problem and creating a long-lasting solution.

Implementation is not my strength. Knowing this I have a better idea of how to contribute to a team in a way that is more natural. Similarly, I now know what I have to work on as a leader with individuals whose strengths are different from my own.

This report most closely aligns with sixth learning outcome and first and third dispositions.

- 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.

Keywords: Clifton Strengths Finder, Leadership, Descriptions, Self-Analysis

Gallup, Inc., Clifton Strengths Finder Results. (2019). *Your Signature Theme Report*. Retrieved from

https://my.gallup.com/_Portal/Component?gssClientId=ltVoWNTAsju1wvBbqKgD6YCZx4vw5VMCPnu8oSgQJGw_3D&gssComponentId=6872#/reports

The Signature theme report provides a more in-depth description of the Clifton strengths finder survey. The top five strengths are listed and with a detailed description for each. By reading each description I can infer that I am an individual that loves the process of learning,

understanding context, creating ideas that strategically solve problems and delivering with confidence. This allowed me to view some experiences in my past with a new perspective. I was able to understand my value and contribution to a team. However, I also recognized my potential for growth. My dominant strengths are good for an individual contributor, but further work is needed for me to become an effective leader. I now have a better idea of how I can do that. By focusing on the communication and empathy skills in the other three categories of executing, relationship building and executing.

This report most closely aligns with sixth learning outcome and first and third dispositions.

- 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.

Keywords: Clifton Strengths Finder, Report, Self-awareness, detailed strength descriptions

Grant, R. (2008). *Organizational Restructuring within the Royal Dutch Shell Group*. J. Wiley (6th ed). *Cases to Accompany Contemporary Strategy Analysis*. (pp. 121-145). Blackwell publishing. Malden, MA.

In this case study by Robert Grant, Royal Dutch Shell Group's re-organization is discussed. The motivations, process and results are analyzed in detail. Essentially the organization was working against itself with its current structure and culture. Lack of alignment of KPIs and an apathetic culture was leading to reduced revenue and revenue contraction. By re-aligning around regions, breaking down silos, and changing to a culture of synergy, Shell was able to re-capture lost market share and grow. This was of particular use to me, as it was change management theory in an applied setting. There are many steps in the process of change management, but the most important is getting middle management to agree to the changes that

need to happen. They are the level that can drive an initiative or destroy it. An important aspect to know about the process so I can know who to focus my efforts on during a project.

This case study most closely aligns with second, and third learning outcomes, and all four dispositions.

- Demonstrate ability to assess complex organizational environments and achieve communication goals.
- Demonstrate ability to assess complex organizational environments and achieve communication goals.
- Iteratively develop inter-professional leadership competencies.
- 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: Shell Corp, Case Study, Applied Change Management, Consulting

Eisenhardt, K., Kahwajy, J., Bourgeois III, L. (1997, July). How Management Teams Can have a Good Fight. *Harvard Business Review*. 75(4), 77-85

In this article by Eisenhardt, the concept of a productive team conflict is discussed. In order to do this the organization must be able to have a discussion on multiple alternatives with all information being available. In addition, the members of the discussion must maintain a balanced power structure and are open to humor as a tension breaker. Observed organizations displaying these traits were able to utilize conflict to achieve strategic business objectives. As a developing leader and a person with strong opinions, this has special appeal for me. Being able to contribute my opinions to drive better team decision making and productivity is important for my future development as a leader.

This article most closely aligns with the first, second, third, fourth and fifth learning outcomes, and all four dispositions.

- Articulate between the interdisciplinary field of communication and the central curriculum themes of the MSC program
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- Demonstrate ability to assess complex organizational environments and achieve communication goals.
- Apply communication scholarship to strengthen communication effectiveness.
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- Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.
- Be equipped to influence change.

Keywords: Conflict, Constructive argument, Guidelines, Productivity

Frisch, B. (2008, November). When Teams Can't Decide. *Harvard Business Review*, 86(11). Retrieved from <https://hbr.org/2008/11/when-teams-cant-decide>

In this article by Bob Frisch, the concept of alignment and decision making is reviewed. Many times, in organizations, decisions are eventually made by the highest ranked individual. This creates the dictator by default syndrome. This paper looks at ways to avoid this and create true alignment among a team. By clearly articulating the outcome, discussing multiple options or approaches, stating opinions early, and creating and discussing pro's and cons this syndrome can be rectified. And effective team decisions that incorporate all perspectives can be made. As

an emerging leader, I have come across this situation many times. Creating or managing a decision-making process that facilitates natural alignment can drastically increase leadership effectiveness.

This article most closely aligns with the first, second, third and sixth learning outcomes, and all four 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.
- Address complex challenges by collaboratively leading teams across disciplines, distances and sectors.
- Create and deliver elegant messages appropriate to audience, purpose, and context.
- Iteratively develop inter-professional leadership competencies.
- 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: Decision making, Process, Leadership, Effectiveness, Alignment

Managing Your Team. (1995, March). *Harvard Background Note*. Retrieved from

<https://store.hbr.org/product/managing-your-team/494081?sku=494081-PDF-ENG>

In this article by Professor Hill, the definition of an effective team and how to manage it is discussed. An effective team is one where the output meets the expectation, the team members grow and learn from the experience, and they want to work with each other in the future. A leader's focus should be on creating this by removing obstacles to the team and focusing on the

interpersonal relationships within the team. This is especially beneficial for me as it sets leadership as a process rather than a natural ability. Since that is the case, it gives me confidence to know that I can grow in my leadership ability by understanding the process.

This article most closely aligns with the second, third and fourth learning outcomes, and all four 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.
- Iteratively develop inter-professional leadership competencies.
- 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: Team Setup, Process, Alignment, Motivations, Output, Leadership

Rath, T. (2008). *Strengths Based Leadership Great Leaders, Teams, and Why People Follow*. New York, NY: Gallup Press.

In this book by Tom Rath put out by Gallup, all thirty-six leadership strengths are discussed and analyzed. There are also sections on how to utilize strengths to lead effectively. There are thirty-four strengths in this book that can be broken down into four categories: Strategic thinking, relationship building, influencing, and executing. Each of these categories are the components of leadership. Individuals have certain dominant strengths and this book helps to understand what those are and how they interact with each other. This was insightful for me as

it allowed personal reflection on my top five strengths. Of which four were in the strategic thinking category. The reasons why I drift towards certain roles or tasks makes more sense when looked at using the leadership strengths perspective. I think through all the details or sometimes overthink a solution. This is a tendency of several of my strengths. The explanation provides a logical framework to understand my own behavior. With this being the case, I can study the other strengths to gain an understanding of how to improve in other categories and thus improve my overall leadership abilities.

This book most closely aligns with the third and sixth learning outcomes and all four dispositions.

- Address complex challenges by collaboratively leading teams across disciplines, distances and sectors.
- Create and deliver elegant messages appropriate to audience, purpose, and context.
- Iteratively develop inter-professional leadership competencies.
- 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: Strengths, Book, Clifton Strengths Finder, Utilizing Strengths

Todnem, R. (2005). Organizational Change Management: A Critical Review. *Journal of Change Management*. 5(4). 369-380. Retrieved from <https://www.avannistelrooij.nl/wp/wp-content/uploads/2017/06/Todnem-BY-2005-JoCM.pdf>

In this paper written by Rune Todnem, he defines change management, it's importance to an organization and how it should be integrated as a key part of any long-term strategy. Change management is the process of continually renewing an organization's direction, structure, and

capabilities to serve the ever-changing needs of external and internal customers. Therefore, as the world continually changes, business needs to follow this maxim. By hiring and promoting leaders who demonstrate an aptitude and creating a culture of innovation and change. As an emerging leader and individual interested in the change management profession, this had a large impact on me. Organizations who want to survive will need help executing this maxim and I can contribute to that. Now that I have a deeper understanding as to change management is.

It is most closely aligned with the first three learning outcomes and the 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.
- Address complex challenges by collaboratively leading teams across disciplines, distances and sectors.
- Utilize communication to embrace complexity and difference.
- Be equipped to influence change.

Keywords: Change Management, Definition, Context, Analysis, Strategy, Integration

Toegel, G. & Barsoux J. (2016, June). How to Preempt Team Conflict. *Harvard Business Review*, 94(6).

Retrieved from <https://hbr.org/2016/06/how-to-preempt-team-conflict>

In this article by Ginka Toegel and Jean-Louis Barsoux, they discuss how to pre-empt team conflict by fostering dialogue between members. This dialogue is focused around understanding how each member looks, speaks, thinks, acts and feels. This article was insightful because it added a new dimension to team building and setup. In addition to

alignment of goals and individual take-aways, individual variance must be accounted for to facilitate team cohesion. Adding another layer of complexity for emerging leaders like me to think about. As an individual who is strongest with the more analytical side of problem solving. Leading a team requires also requires a soft approach. Especially when setting up a new team. Understanding each team member's motivations and how they perceive each other is a necessary step to aligning them towards a common goal. I have a better understanding of the importance of this now.

This article most closely aligns with every learning outcome (except the fifth) and all four dispositions.

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- Apply communication scholarship to strengthen communication effectiveness.
- Create and deliver elegant messages appropriate to audience, purpose, and context.
- Iteratively develop inter-professional leadership competencies.
- 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: Team conflict, Team setup, Avoiding Personal conflict, Productive conflict, Five Elements of Cohesion