

Annotated Bibliography

Battilana J. & Casciaro, T. (2013, July). The network secret of great change agents. *Harvard Business Review*, 91(7). Retrieved from <https://hbr.org/2013/07/the-network-secrets-of-great-change-agents>

In this article by Battilana and Casciaro the role of networks as a determining factor of a change agent's success is described. Specifically, the change agent's place in the informal network within the organization. Success was determined by three factors related to position.

- Regardless of hierarchal position, if the change agent is centrally positioned within the informal network it increases effectiveness of implementing the change initiative.
- Change individuals who bridge disconnected groups or across functions are more effective at driving dramatic change.
- Agents who are closely connected to "fence sitters" increase implementation effectiveness, but if the agents are close to resisters it retards effectiveness.

As an individual who works in consulting, it is important for me to understand how an organization functions so that the initiatives I am attempting to drive will be implemented successfully and lead to sustainable positive results. By understanding the different factors of an effective change agent, I can identify the correct stakeholders that have influence. If they can be convinced and become drivers of the initiative, it will lead to long term success.

By reading this article and others like it about how informal networks work, they have changed my mindset and approach to consulting. In addition to utilizing data and driving a rational argument, there needs to be aspects of empathy to drive personal relationship development with stakeholders. By putting an additional focus on relationship development, I will

be able to uncover the informal networks and properly identify stakeholders that fit the above criteria. Thus, I can increase my effectiveness as a consultant.

This article aligns with every learning outcome 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.
- 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: Networking, change management, connectors, facilitators, approach to change, consulting

Cross, R. & Thomas, R. (2011, August). Managing yourself: a smarter way to network. *Harvard Business Review*, 89(8). Retrieved from <https://hbr.org/2011/07/managing-yourself-a-smarter-way-to-network>

In this article by Cross and Thomas, the foundations of networks that enhance effectiveness are further explored. Networks can enhance two things that contribute to overall professional and personal success: performance and satisfaction. Performance is what enhances

an individual at work, and satisfaction is what contributes to personal fulfillment and happiness. The article then goes into more detail into what kind of connections lead to each of these two things.

Performance is linked to having individuals who are knowledgeable, previously powerful and give developmental feedback. Satisfaction is linked to having individuals who provide personal support, a sense of purpose and push the individual to have a work/ life balance. The article then goes on to state that if the current network does not have these kinds of individuals offering these types of benefits, then it is necessary to de-layer or remove them. The next step is to diversify or target individuals that fit the above criteria and add them to the network. Finally, the individual should utilize the network as effectively as possible but constantly analyze the network considering the two aspects previously mentioned: performance and satisfaction.

This article was helpful for me because I have been struggling with the work/ life balance lately due to Covid-19. I have been unable to turn away from work due to the increase in workload from my masters program and from my firm. The performance increase from having high satisfaction cannot be understated. My significant other has been a network connection that has given me personal support and given me a sense of purpose. Due to this I have been able to keep my composure and operate effectively in stressful situations. Previously when I did not have this connection, I was difficult to deal with as I would get aggressive and angry due to stress. Understanding the influence of networks and how performance and satisfaction are related only adds to my development as a person and as a professional.

This article most closely aligns with the first, third, fourth and sixth 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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- Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.
- Be equipped to influence change.

Keywords: Performance and Fulfillment linked, networking, connections and happiness, diversity

Davey, L. (2016, September). Everyone's network should provide two things. *Harvard Business Review*, 94(9). Retrieved from <https://hbr.org/2016/09/everyones-network-should-provide-two-things>

In this article the type of support gained from networks and who supplies them is discussed. There are two types of support: Instrumental and psychosocial. Instrumental support is advice or knowledge given to help an individual troubleshoot a problem or accomplish their goal(s). Psychosocial support is any type of emotional support rendered to help an individual to cope with a situation or overcome psychological or self-esteem barriers.

For a network to provide these two kinds of support, it must be balanced between sparsity and density. Sparse networks tend to be large, but the connections are not ones that are tapped into daily or where those individuals know other individuals in your network. Dense networks tend to be small, with multiple connections between individuals that are accessed

frequently. These networks tend to be exceptionally good at providing psychosocial support but limited instrumental support. Vice versa for sparse networks.

This article was helpful for me in that it helped me to analyze my own network. Currently, I have a large diverse network that can provide above average instrumental knowledge but limited psychosocial support. I have work to do in terms of cultivating a personal network that is denser and more interconnected increasing the potential to provide adequate psychosocial support.

From a professional standpoint I need to improve the diversity of my network so that I can have multiple points of specific instrumental knowledge. I want access to diverse instrumental knowledge due to the wide array of situations I find myself in as a consultant. This can only increase my effectiveness and enhance my career prospects.

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

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Keywords: Network rewards, knowledge, troubleshooting, strategic networking, emotional support, career growth

Nobel, C. (2011, February). Clay Christensen's milkshake marketing. *Harvard Business Review*, 89(2).

Retrieved from <https://hbswk.hbs.edu/item/clay-christensens-milkshake-marketing>

In this article by Nobel, it goes into a new perspective on marketing. What is the "job" a product performs for a consumer? This is in opposition to the wider approach to marketing which is to look at statistics based on segmenting techniques. These techniques are based on product categorizations which are in turn based on price and function. Similarly, the target population is broken down based on demographics. Products are then linked with demographics and launches are based on the theoretical matches.

However, that approach has not always led to increased sales. A new approach based on what role the product plays in the consumer's life may lead to better results. Demographic and hard product information are only fringe aspects that have little effect on consumer preferences and buying patterns. The "job" a product performs is much more important.

An example was milkshakes at a fast food restaurant chain. The milkshakes were consumed in the morning by individuals commuting to work in the morning. They expected to be hungry before lunch, wanted something to keep themselves busy on the commute, preferred something tidy, and needing only one hand to consume. The milkshake met all these criteria as it was filling, in a cup (tidy and able to be consumed utilizing only one hand), and for the duration due to being thick, full of fruit, and consumed thru a straw. By understanding this, the fast food restaurant was able to focus on diversifying flavors and thickness to drive further sales.

This class challenged me to think about products and consumers in a wholly different way than I had previously. Readings like this were part of that process. It was interesting and insightful

to me and I was able to link this with what I do currently as a consultant and how I utilize this approach in marketing myself to my clients. By understanding their needs, I can suit myself and my approach to fill that need. To do the “job” that they require.

For example, some individuals just may not want to worry about something, so they “outsource” that function to me. Others may want someone to act as a source of knowledge to review and validate their actions. By understanding an individual and what they need, I can fill that gap. This generates trust and likeability with the client enhancing overall effectiveness.

This article aligns with every learning outcome and all four dispositions.

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Keywords: Marketing, new perspectives, milk shake marketing, product jobs

Santana, S. & Avery, J. (2019). *Super bowl story telling*. HBS No. 9-519-041. Boston, MA: Harvard Business School Publishing.

In this piece of work, Super Bowl advertising is discussed. Specifically, the methods and reasoning for the unique ads and the relationship between the sporting event itself, the consumers and the brands who choose to be a part of it.

Essentially, the amount of people who view this event (100 million plus), the diversity of the consumers (in terms of age, sex, race, etc.), and the openness of the consumers to viewing advertising has led to the super bowl being the premier advertising and marketing event of the year. The openness of consumers is the most interesting aspect of this as the commercials seem to generate more hype than the game itself. Therefore, the opportunities for brands to gain instant recognition or enhance their own recognition is enormous. Similarly, due to the diversity of demographics, brands can gain recognition across different demographics and thus grow their overall market share.

This in-depth study contains all aspects of marketing. As marketing was something, I had little exposure to or interest in previously it challenged me to think differently about events and how those are linked to product purchasing. I also began to understand why cable companies vie for sporting events and the value they generate in terms of marketing and advertising dollars.

In terms of applicability to my career, this article and others from the class (this is one of the better examples) gave me a new perspective on how to approach proper allocation of marketing budgets within companies that I work with. I have already had more constructive conversations with marketing departments regarding their decisions related to cost. Thus, I have been more effective in delivering value.

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

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- Utilize communication to embrace complexity and difference.

Keywords: Super bowl, advertising, new perspective, diversity, event marketing