15.394
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

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<th>Advantages</th>
<th>Disadvantages</th>
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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

Logos:
Fact-based logical arguments

Ethos:
Personal Credibility & Character

Pathos:
Stories & Vivid Images