COURSE SUMMARY THEMES

Managing in Information In Information-Intensive Companies
Spring 2014

Prof. Morten Hansen
“Why are some individuals and teams able to achieve extraordinary performance at work, while others are not?”
Our Lens

Not strictly individual

Not strictly organizational

Individual × Organizational
The ACE Model of Transformation of Work

**A**
*Reset Aspirations*
Dream Bigger; Do Less; Champion Forcefully

**C**
*Rewire Connections*
Build, Fight & Unite; Discipline Collaboration

**E**
*Change Evolution*
Change Behaviors; Learn Ferociously
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a. Dependent Variable: PerformanceSum
Figure 1. Fully Connected Model with Hours Worked as Outcome.
Hours Worked: Low Marginal Effect Beyond 50 Hours

Performance gain (z-score) as function of Hours Worked. SEM Model controls applied, all factors held constant except Hours Worked.
Module 1: Aspirations

All else equal, people who reset their aspiration at work are more likely to achieve extraordinary results (i.e. top 10% in a domain or remarkable results in an undefined domain) than those who do not.

- **Dream Bigger**: Aim high, change work, scrutinize assumptions. Look for pain points.
  — Clintondale high school (flipped classroom)

- **Do Less, Not More**: Focus & simplify. Choose focus + excel.
  — “Jiro Dreams of Sushi”; the race to the South Pole

- **Champion Forcefully**: Inspire & run through walls (grit).
  — Building a new business: Steven Birdsall at SAP
Module 2: Connections

All else equal, people who rewire their connections at work are more likely to achieve extraordinary results (i.e. top 10% in a domain or remarkable results in an undefined domain) than those who do not.

• **Team: Build, Fight & Unite:** Build teams for diversity, foster vigorous debate, strive for unity.
  — Kennedy cases; Reckitt Benckiser

• **Discipline Collaboration:** Set business case for collaboration; learn to say ‘no’; cultivate T-shaped management.
  — Cross-selling at DNV
Module 3: Evolution

All else equal, people who practice evolutionary behaviors at work are more likely to achieve extraordinary results (i.e. top 10% in a domain or remarkable results in an undefined domain) than those who do not.

- **Change Behaviors:** Use influence tactics, use behavioral change levers.
  — Dow Chemical; Rob Parsons at Morgan Stanley

- **Learn Ferociously:** Deliberate practice and A/B experimentation
  — A/B simulation, various research articles
Module 4: Implementation

How do people develop those behaviors?
— **Mix of motivation and skills**

One specific possibility:

**Help from a mobile app with daily missions**

— Chunk work (vs. one classroom training)
— From understanding to practice
THE TRANSFORMERS

• Why do some people become great at work, and others do not?
• A transformer sees work differently. Not about doing well in a job, but transforming that job to create more value.
  — Transformers reset aspirations, then rewire connections, then change how they evolve
  — People who become great at work transform work
Transformation: Three Parts

The Transformation: ACE Behaviors

- Performance
- Passion
- Purpose
- Priority

Current: Point A

Desired: Point B
Fine-to-Great

Birdsall at SAP

Bad-to-Great

Clintondale

Sustain Great

Jiro Sushi

Zero to Great

0 / A

Odon Medical, Blake pigs
How can YOU succeed at work?

Pyramid of success

- Effort, education, skills, ethics
- Strengths fit with job & place
- ACE behaviors