

National Hispanic Chamber Leadership Academy

Preliminary Agenda

December 10 - 14, 2007

Day 1	Monday, December 10, 2007	Room 406
8:00 - 8:30	<i>Continental Breakfast and Registration</i>	Room 406
8:30 - 8:45	Welcome and Introduction	
8:45 - 10:15	Competitive Advantage of Social Capital <i>Reading: Introducing T-Shaped Managers: Knowledge Management's Next Generation</i> <i>Reference: Habits of Highly Effective Managers</i>	<i>Raider</i>
10:15 - 10:30	<i>Break</i>	
10:30 - 12:00	Competitive Advantage of Social Capital	<i>Raider</i>
12:00 - 1:00	<i>Lunch</i>	Room 420
1:00 - 3:00	Competitive Advantage of Social Capital Managing Xerox's Multinational Development Center <u>Case preparation questions:</u> <ol style="list-style-type: none"> 1. John is very effective at strategy execution. How does he do it? 2. Analyze John from the perspective of his boss, his peers, his customers, and his subordinates. What is (or what do you infer is) the opinion of each of those constituencies? 	<i>Raider</i>
3:00 - 3:15	<i>Break</i>	
3:15 - 5:00	Competitive Advantage of Social Capital	<i>Raider</i>

Evening Preparation for Tuesday

(* indicates required reading)

- * Case: *Decision Making at the Top: The All-Star Sports Catalog Division*
- * "What You Don't Know About Making Decisions," Garvin and Roberto, *Harvard Business Review*
- * "How Management Teams Can Have a Good Fight," Eisenhardt, Kahwajy, and Bourgeois III, *Harvard Business Review*
- "The Seasoned Executive's Decision-Making Style," Brousseau, Driver, Hourihan, and Larsson, *Harvard Business Review*
- "Who Has the D? How Clear Decision Roles Enhance Organizational Performance," Rogers and Blenko, *Harvard Business Review*
- * Case: *Tellme Networks, Inc.*
- * "Note on Business Model Analysis for the Entrepreneur"
- * "What is Strategy?" Porter, *Harvard Business Review*
- "Core Objectives: Clarity in Designing Strategy," Chatterjee, *California Management Review*

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Day 2		Tuesday, December 11, 2007	Room 406	
8:00	-	8:30	<i>Continental Breakfast</i>	Room 406
8:30	-	8:45	Introduction and Case Overview – Decision Making at the Top	<i>Knez</i>
8:45	-	9:15	Group Preparation – Decision Making at the Top: The All-Star Sports Catalog Division	Rooms 240, 244, 246
			<u>Case preparation questions:</u>	
			1. What is your assessment of the decision-making process at ASC?	
			2. How does the process unfold? What are the critical stages, and who is involved? What kinds of behavior does this process encourage?	
			3. What is Barrett's role in the process? How would you characterize his leadership style?	
			4. At the end of the case, Barrett faces three alternatives for improving the group's decision-making process. What should he do?	
9:15	-	10:30	Case Discussion – Decision Making at the Top	<i>Knez</i>
10:30	-	10:45	<i>Break</i>	
10:45	-	12:00	Lecture – Executive and Organizational Decision Making	<i>Knez</i>
			<u>Readings:</u> <i>What You Don't Know about Making Decisions;</i> <i>How Management Teams Can Have a Good Fight</i>	
			<u>Reference:</u> <i>The Seasoned Executive's Decision-Making Style;</i> <i>Who Has the D? How Clear Decision Roles Enhance Organizational Performance</i>	
12:00	-	1:00	<i>Lunch</i>	Room 420

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Day 2

Tuesday, December 11, 2007 *continued*

1:00	-	1:15	Introduction and Case Overview – Tellme Networks, Inc.	<i>Knez</i>
1:15	-	1:45	Group Preparation – Tellme Networks, Inc.	Group Rooms 5 th Floor
<p><u>Case preparation questions:</u> There are two related, but distinct business models being implemented by Tellme Networks – the consumer directory business, and the enterprise networks business. Consider the following questions:</p> <ol style="list-style-type: none"> 1. Compare and contrast the underlying strategies of the consumer directory business and the network services business (value propositions, target markets, operating models-critical assets and capabilities). 2. Business Model Assessment: <ol style="list-style-type: none"> a) What are the most critical drivers of revenues and costs within the consumer directory business model? Describe a <i>reasonable</i> scenario in which these drivers lead to a very positive outcome in the directory business. b) What are the most critical drivers of revenues and costs within the network services business model? Describe a <i>reasonable</i> scenario in which these drivers lead to a very positive outcome in the network services business. c) Of the two scenarios you described above, which one do you believe is more likely? Why? 3. How aggressively should Tellme invest in growth on the directory side? On the network side? 				
1:45	-	3:15	Case Discussion – Tellme Networks, Inc.	<i>Knez</i>
3:15	-	3:30	<i>Break</i>	
3:30	-	5:00	Lecture – Business Strategy and Business Models	<i>Knez</i>
<p><u>Readings:</u> <i>Note on Business Model Analysis for the Entrepreneur; What is Strategy?</i></p> <p><u>Reference:</u> <i>Core Objectives: Clarity in Designing Strategy</i></p>				

Evening Preparation for Wednesday

(* indicates required reading)

- * *Case: Shouldice Hospital Limited*
- "Putting the Service-Profit Chain to Work," Heskett, Jones, Loveman, Sasser, and Schlesinger, *Harvard Business Review*
- * "The Voice of the Customer," The PDMA ToolBook 2 (Chapter 7), Katz
- * "Introduction to the Financial Statements," Financial Statement Analysis and Security Valuation 3rd edition (Chapter 2), Penman

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Day 3	Wednesday, December 12, 2007	Room 406
8:00 - 8:30	<i>Continental Breakfast</i>	Room 406
8:30 - 10:15	Fundamentals of Services Marketing Overview of Services Marketing Case Discussion – Shouldice Hospital Limited <u>Case preparation questions:</u> <ol style="list-style-type: none"> 1. How successful is Shouldice Hospital? <ul style="list-style-type: none"> • How do you account for its consistent performance over so many years? 2. Who are Shouldice’s target customers? <ul style="list-style-type: none"> • What unique benefit(s) does Shouldice offer to their target customers (i.e. what is Shouldice’s “positioning promise” to its target customers?) 3. What are the keys to Shouldice’s service delivery system (e.g. their facilities, service process, people practices, and quality control)? <ul style="list-style-type: none"> • What drives their consistent, high quality service? 4. What types of employees are attracted to Shouldice? <ul style="list-style-type: none"> • What contributes to Shouldice’s high degree of employee satisfaction and retention? <p style="text-align: center;"><u>Reference:</u> <i>Putting the Service-Profit Chain to Work</i></p>	Middlebrooks
10:15 - 10:30	<i>Break</i>	
10:30 - 12:00	Uncovering Customer Needs for New Service Development <u>Reading:</u> <i>The Voice of the Customer</i>	Middlebrooks
12:00 - 1:00	<i>Lunch</i>	Room 420
1:00 - 3:00	Financial Statement Analysis & Valuation I <u>Reading:</u> <i>Introduction to the Financial Statements</i>	Veeneman
3:00 - 3:15	<i>Break</i>	
3:15 - 5:00	Financial Statement Analysis & Valuation I (cont’d)	Veeneman
5:00 - 6:00	Case Preparation and Discussion	Group Rooms 5 th Floor

Evening Preparation for Thursday

(* indicates required reading)

- * “Improving Service Quality,” Services Marketing 6th edition (Chapter 14, pgs. 416-432), Lovelock and Wirtz
- “Delivering Excellent Service: Lessons from the Best Firms,” Ford, Heaton, and Brown, *California Management Review*
- * “Note on Service Mapping”
- * “How Financial Statements Are Used in Valuation,” Financial Statement Analysis and Security Valuation 3rd edition (Chapter 3), Penman

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Day 4	Thursday, December 13, 2007	Room 406
8:00 - 8:30	<i>Continental Breakfast</i>	Room 406
8:30 - 10:15	<p>Managing Service Businesses Service Quality and Recovery</p> <p><i>Reading: Improving Service Quality</i></p> <p><i>Reference:</i> <i>Delivering Excellent Service: Lessons from the Best Firms</i></p>	Middlebrooks
10:15 - 10:30	<i>Break</i>	
10:30 - 12:00	<p>Service Blueprinting</p> <p><i>Reading: Note on Service Mapping</i></p>	Middlebrooks
12:00 - 1:00	<i>Lunch</i>	Room 420
1:00 - 2:45	<p>Financial Statement Analysis & Valuation II</p> <p><i>Reading: How Financial Statements Are Used in Valuation</i></p>	Veeneman
2:45 - 3:00	<i>Break</i>	
3:00 - 5:00	Financial Statement Analysis & Valuation II (cont'd)	Veeneman

Evening Preparation for Friday

(* indicates required reading)

- * Case: *Charlotte Beers at Ogilvy & Mather Worldwide (A)*
- "Seven Surprises for New CEOs," Porter, Lorsch, and Nohria, *Harvard Business Review*

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Day 5	Friday, December 14, 2007	Room 406
8:00 - 8:30	<i>Continental Breakfast</i>	Room 406
8:30 - 10:00	<p>Leading Transition and Change</p> <p>Charlotte Beers at Ogilvy & Mather (A)</p> <p><u>Case preparation questions:</u></p> <ol style="list-style-type: none"> 1. Drawing on your familiarity with business and corporate strategy, list key factors that characterize the market in which Ogilvy & Mather operates when Beers takes over. 2. How would you describe the internal organizational situation at O&M when Beers takes over? 3. What is Beers' vision for O&M and how does it address the market factors and organizational issues facing the company? <p style="text-align: center;"><u>Reference:</u> <i>Seven Surprises for New CEOs</i></p>	<i>Raider</i>
10:00 - 10:15	<i>Break</i>	
10:15 - 12:00	Leading Transition and Change (cont'd)	<i>Raider</i>
12:00 - 1:00	<i>Lunch</i>	Room 420