Management

Step 1. Assessing the planning processes (focus on purpose)

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MONTPELLIER MANAGEMENT
UNIVERSITÉ DE MONTPELLIER

Agenda of today

Structure identifica
l for each class

- ❑ PART 1 : Takeaways of last class
- ❑ PART 2 : PLOC

Focus on the Planning with the Purpose

- ❑ PART 3 : Stretch our thinking of management with Thinker50
- ❑ PART 4 : Management diagnostic

Find and advice on the purpose

Homework : upload your diagnostic and run the AI diagnostic



Takeaways

What is management?

- ✓ coordination of **human, financial, and other resources** to reach objectives.
- ✓ **efficiently**
- ✓ The **POLC framework** : **Planning, Organizing, Leading, and Controlling**.
- ✓ **Strategic vs. Operational Management**
- ✓ **Assumptions Behind the Definition of Management :** Management is **not static**;
- ✓ **Henri Fayol's Contributions**: theory of general management - **14 principles of management**, which form the cornerstones of general management theory.
- ✓ **Current Perspectives on Management : Thinkers50** and the **Radar List**
- ✓ **Adam Grant : givers, takers, matchers + procrastination**

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Remember



- Since the definition has evolved:
  - responsible for getting activities completed efficiently
  - with and through other people and setting **and achieving the firm's goals**
  - through the execution of four basic management functions: planning, organizing, leading, and controlling
  - These sets of processes utilize human, financial, and material resources

Planning	Organizing	Leading (command and coordinate)	Controlling
1. Vision & Mission 2. Strategizing 3. Goals & Objectives	1. Organization Design 2. Culture 3. Social Networks	1. Leadership 2. Decision Making 3. Communications 4. Groups/Teams 5. Motivation	1. Systems/Processes 2. Strategic Human Resources

Source : http://saylordotorg.github.io/text_principles-of-management-v1.1/s05-04-planning-organizing-leading-an.html

Step 1. Defining management and the company purpose (planning)



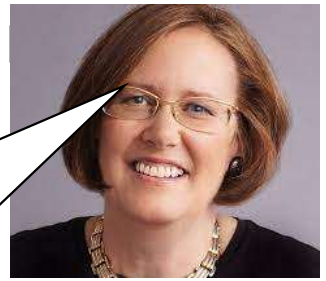
LISTEN AND ANSWER

- What is ”the purpose” of a company?
- Why is it key to be able to sum up the strategy with one clear sentence and to diffuse this purpose internally as well as externally?

Cynthia A. Montgomery

https://www.youtube.com/watch?v=2v-VsWPKj_g

Step 1. Defining management and the compa purpose (planning)



Cynthia Montgomery

Strategy/Management starts with **one clear sentence** about what is the purpose of the company:

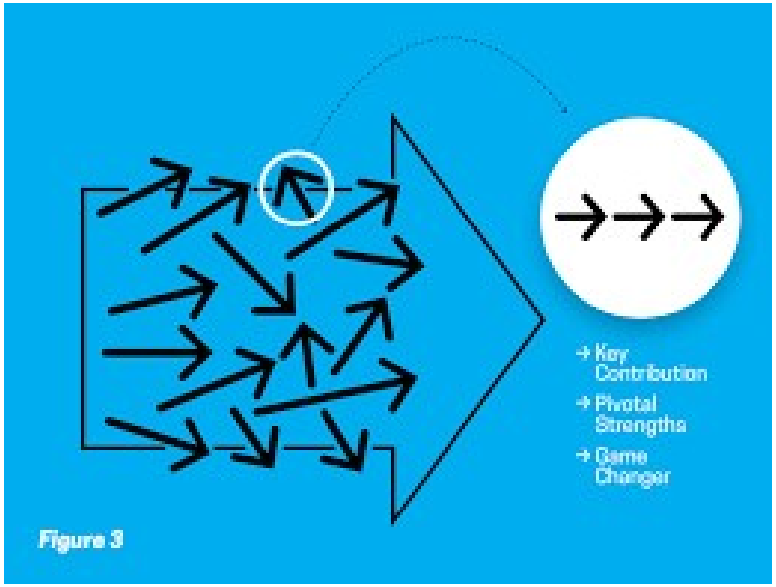
Who we are ? What makes us distinctive? What we exist for?

Step 1. Defining management and the compa purpose (planning)



Cynthia Montgomery

Why is it key to be able to sum up the strategy with one clear sentence and to diffuse this purpose internally as well as externally?



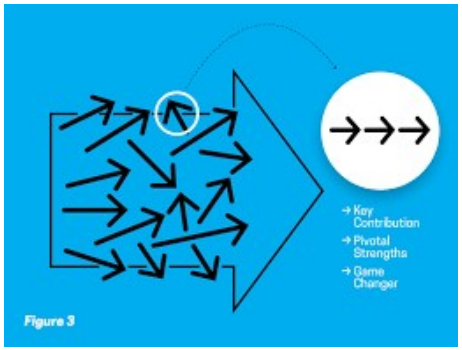
Step 1. Defining management and the compa purpose (planning)



Cynthia Montgomery

Why do we need a clear “purpose” and diffuse it through the company?

- To help employees execute their jobs effectively
- Employees to feel like an outsider
- To help the customer find you
- To help the supplier find you and innovate toward your needs



Step 1. Defining management and the company purpose (planning)



Cynthia Montgomery

The purpose

The paradox : lots of company are not clear on their organization purpose

Why ?

➢Requires making choices

➢Can not have clarity if do not share it

Step 1. Defining management and the company purpose (planning)



"What the purpose of Tesla?"

Step 1. Defining management and the company purpose (planning)







2008 Roadster

2012 Model S

2015 Model X

2017 Model 3

2022 Model Y







Step 1. Defining management and the company purpose (planning)

- *To help you : thi*
  distinctive? (3)W



"Tesla is a technological company **aiming to** fight the global warming by making zero-emission electric power option COOL AND AFFORDABLE"

(1) Who we are ? a technological company
(2) What makes us distinctive? *We are* making zero-emission electric power option COOL AND AFFORDABLE
(3) What we exist for ? Accelerating the World's Transition to Sustainable Energy

Example of last year

In fact, Patagonia's purpose is:

"We're in business to save our home planet. The Patagonia Purpose Trust ensures the company's commitment to its purpose forever".



Figure n°2: "Patagonia is in business to save our home planet" statement (source: emailtuna.com)

Our final proposition to reframe Pantagonia purpose is the following:

“Pantagonia is an **activist retailer** involved in producing **environmentaly sustainable** outdoor clothing and gear and **committed in saving the world** continuously and forever ”

Example of last year

1.1. Netflix's purpose



Figure 1: Netflix's Purpose

Netflix's purpose can be found on their website's homepage: "*At Netflix, we want to entertain the world. […]*". Entertaining can be defined as the act of providing entertainment. Thus, entertainment can be defined as something diverting or engaging that procures amusement or gives pleasure. In other words, Netflix's purpose is to procure amusement to everybody. This purpose of entertaining the world is the reason why Netflix exists.

Our final proposition to reframe Netflix purpose is the following:

"*Netflix wants to entertain the world by offering a **free-ad platform** allowing our **international** subscribers to have access to heterogenous content including **exclusive Netflix productions***".

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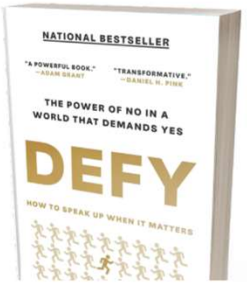
Let’s discover Dr Sunita Sha



GET THE NATIONAL BESTSELLER

DEFY The Power of No
In A World That Demands Yes

HOW TO SPEAK UP WHEN IT MATTERS



Let’s see what the IA solution



Sunita Sha

- **Concept: Defiance = acting according to your values when pressured to comply.**
- **Problem:**
  Employees may **know something is wrong but still comply**, partly because saying no carries interpersonal and hierarchical costs (**insinuation anxiety**).
- **Key finding:**
  Defiance develops through **5 stages:**
  Tension → Acknowledge → Vocalize → Threaten non-compliance → Act

⭐ **Critical turning point = vocalization**
Simply expressing discomfort or asking questions increases the likelihood of ultimately resisting.

- **For managers:**
  Don't only create employees who **commit and comply**.
  Create conditions where employees can **question, challenge and—when necessary—say no**.
- **Boundary condition:** Defiance is not inherently good: it must be **considered and value-based**, and its costs depend strongly on **power, hierarchy, professional norms and context**.
- **Take-home message: A healthy organization needs both commitment and the capacity for constructive defiance.**
- Sources: Thinkers50 profile of Sunita Sah; Sah, Loewenstein & Cain on insinuation anxiety ; Sah's research on professional norms and disclosure ; Cornell's overview of *Defy* and the five-stage model ; and the first TEDx video you provided. The second YouTube URL was not retrievable through my web access, so I have **not attributed any unique claim to that video**.

Let’s listen to the video



Question

- Defiance = or ≠ rebellion.
- Definition of Defiance ?

Acting according to your values when there is pressure to do otherwise.

- defiance ia personality trait of courageous or confrontational people or a practice you can learn?

It is a capability that can be learned and practiced

- What is insinuation anxiety”?

People hesitate to reject someone's advice or request because saying no may implicitly communicate *“I don't trust you,” “I think you're wrong,” or “I disapprove of you.”* We therefore sometimes comply **to protect the social relationship rather than because we agree**.

- Company problem is employees who **do not comply enough** or the problem **Too much compliance can also be dangerous.**

Reversing the problem is her novelty

Question

- She identifies **five stages of defiance**:

1. Tension → 2. Acknowledgement → 3. Vocalization → 4. Threat of non-compliance → 5. Act of defiance

- For example:

“Something doesn't feel right.”

→ *“I recognize that I'm uncomfortable.”*

→ *“Could you explain why we're doing this?”*

→ *“I don't think I can support this.”*

→ **“No, I won't do it.”**

Let’s discover Alice Driscoll & Louise van Haarst



RADAR THINKERS

Thinkers50 Radar Class of 2026.

ALICE’S BOOK RECOMMENDATION

Working Identity – Herminia Ibarra.

LOUISE’S BOOK RECOMMENDATION

Insight – Tasha Eurich.

IA generated feedback

- • What did they study? (Concept / Idea)
  They studied workplace conflict and communication, focusing on their concept called Smart Conflict™. The main idea is that conflict at work is not necessarily bad or something to avoid. Instead, it can be used as a positive tool to improve decision-making, team collaboration, and problem-solving if people know how to handle it properly.

  • Why is it interesting for a company?
  It is interesting because avoiding conflict usually leads to frustration, bad communication, lower productivity, and sometimes employees quitting. By learning to manage difficult conversations constructively, companies can save time, protect team wellbeing, and create a safer environment where employees feel comfortable sharing new ideas and challenging each other.

  • What did they identify? / Main results?
  They identified that people usually react badly to tension because they default to automatic reactions like avoiding the conversation or becoming aggressive. They showed that handling conflict is a practical skill that can be learned rather than an innate talent. Through tools like their training and the Conflict Wayfinder™, they showed that with preparation, emotional control, and structured mediation steps, teams can turn interpersonal tension into useful progress.

  • Managerial implications?
  Managers should stop trying to eliminate all disagreements and instead teach their teams how to have healthy debates. They need to lead by example, encourage honest feedback, and step in early with mediation tools before small tensions become bigger HR issues.

  • Boundary conditions?
  This approach has limits:

  It requires both sides to act in good faith; it does not work with bullying, harassment, or toxic behavior.

  It is hard to apply in companies with very strict hierarchies where employees are afraid to speak up to their bosses.

  It takes time, so it is not suitable during urgent crises where quick decisions are needed immediately.

Questions

- What is Smart Conflict?

How to handle difficult conversations and disagreement constructively, rather than avoiding or escalating conflict.

- Target little or lot of conflict

→ Too little conflict can be as damaging as too much conflict. Avoiding disagreement limits learning, innovation, psychological safety & better decision-making

- Can you be trained to handle conflict?

Yes as managers and you can train your employees

- The 5R model for managing conflict:

Reflect → Regulate → Ready → Respond → Repair
Conflict is not necessarily dysfunctional: managed well, tension can become productive.

- Boundary conditions?

Toxix behavior

Not just for managers but also between employees

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Remember :

3 Evaluations (video 25% quiz 25% report 50%)

- Grade 1 : A video (deadline was today)

- Grade 2 : Report (group work)
  - Draft : Nov, 3rd (not graded)
  - Final version : Nov, 8th 21:30pm

- Grade 3 : Quiz (individuel)

Last class

Assignment

- Pick a group
- Register on moodle
- Pick a company

Assignment

- **Work to do :** find, analyze and improve the purpose of a company

Work step by step

Step 1 – Find and Present the Official Purpose

- Choose a company you are interested in.
- Visit its **official website** and look for the section where the company explains its purpose, mission, or “why.”
- Copy the statement **exactly as it appears** on the site and remember to give the source of where you found it

Step 2 – Analyze the Current Purpose

- Study the purpose statement using **Cynthia Montgomery’s three questions**:
- Discuss how well the statement answers these questions.
- Mention clearly that these questions are taken from Cynthia Montgomery, and add a complete APA reference for her work at the e nd of your analysis.

Step 3 – Write an Improved Purpose

- Based on your analysis, create a **new purpose statement** for the company.
- Your new purpose must: Contain **no more than 2–3 sentences**./ Clearly respond to the three questions above.
- The best student will go even further and leverage Ting Zhang to advise the company on how to rethink the purpose

Step 4 – Add References

- At the end of your document, include:
- The **APA reference** for the company’s website (source of the original purpose).
- The **APA reference** for Cynthia Montgomery (source of the three questions).

Additional tips

- 💡 **Tip 1:** Be concise and focus on the essence of the company. A stro ng purpose is clear, inspiring, and easy to remember.
- 💡 **Tip 2:** You need to convince them that having a clear purpose is im portant

When you done

- Copy and paste **your consulting work**
- Then, use the AI companion to refine and enhance your assignment.

When the whole team is done

- Compare your work

Well done ! See you next week

