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## [GTD] GETTING THINGS DONE

### Introduction

Managers often neglect the role that social capital and politics play in organizations. Power is a formidable force for change in corporations and society. Thus, successful managers need the ability to correctly diagnose the political landscape of the organizations in which they work. This course examines the sources of power and positive influence a general manager can rely on, how to map and have an influence on various stakeholders, and how to leverage networks to change organizations and implement corporate strategies, including transformation processes. Being in Silicon Valley, we will contextualize class discussion to the way in which power and networks work in the Valley, and learn to apply it to the different contexts in which you work.

### Objectives

Power is about “making things happen.” Too often carefully crafted strategies fail because of poor execution and a lack of understanding of the political and organizational dynamics of firms. Managers with good ideas are often ill-prepared to sell them within the company and naively assume that everyone should accept the superiority of their ideas. Learning how to map the stakeholder terrain is as critical as learning how to analyze the economics of the industry structure.

Thus, the ultimate goal of this class is to help you increased awareness about the difference between developing a strategy for a business and “making it happen,” leading change from inside an organization.

### Competences

#### Basic Competences

- Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context. (CB6).
- The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study. (CB7).
- The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments. (CB8).

- Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way. (CB9).
- Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous. (CB10).

### **General Competences**

- To understand and apply the mechanisms that generate an atmosphere of cooperation, communication, and trust among the members of a team or organization. (CG4).
- To identify the catalysts of personal and organizational change to foster the entrepreneurial and innovative behavior that makes it possible to adapt to changing business environments. (CG5).
- To anticipate and evaluate particularly tense situations in order to maintain personal equilibrium and act objectively and coherently. (CG8).
- To make and validate hypotheses on personal or business reactions to different decisions and circumstances in order to develop methodical, solid learning about oneself and one's organization. (CG13).

### **Specific Competences**

- To understand and apply conflict-resolution techniques and skills in multicultural organizational environments. (CE7).
- To foster the leadership capacities of teams and companies, beginning with their own self-knowledge and an understanding of the different kinds of temperaments and the way they interact. (CE10).

## **Content**

This course into a sequence of cases and materials that will be grouped loosely into the following areas:

Understand the common barriers to “getting things done”, map out critical stakeholders and identify their needs for successful organizational cooperation, assess the political landscape of organizations, and devise strategies to successfully roll-out innovative initiatives given political constraints, and explore how your social network within and outside the firm can be developed and successfully leveraged for work effectiveness and career advancement.

## **Evaluation**

Grading will be based on class participation, and on two deliverables (to be prepared during the distance learning module):

Social Network Analysis and Power Interview (Individual assignments): 60% (SE2)

Class Participation: 40% (SE4)