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# Overview of Exercise\*

*“Your team has been selected as the “top management team” implementing change in your section. You are trying to distinguish the Jones School from other business schools by articulating a new vision around a smaller but more exclusive school. As a result, you will need to eliminate 15 students from your class (outside of your team which is based on teams posted on OwlSpace). As the top management team for your section, you are being asked to come up with a list of criteria that will rank the class and then evaluate your classmates on these criteria, with the understanding that the bottom 15 students on your list will be asked to leave the Jones School.”*

*\*Several key parts of this exercise are inspired by Ryan Quinn’s “Internal Labor Market” exercise available at Darden.edu. I strongly encourage you to check out his materials as well.*

# Purpose of the Exercise

- Practice change management (in realistic setting)
- Wrestle with the cognitive, emotional and relational difficulties of change in a realistic setting
- Why focus on downsizing?
  - *Very common type of change*
  - *One of hardest types of changes to implement*



# Challenges to Perform your Best

- Cognitive
- Relational
- Emotional



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# Selection Criteria Examples

- *Academics, as determined by national ranking of undergrad university*
- *Alignment to a strategic industry or functional area*
- *Available for networking. Easy to reach out to for future opportunities or advice.*
- *Class Contribution*
- *Class contributions and school involvement including clubs and leadership*
- *Classroom Contribution*
- *Club Involvement*
- *Club Leadership*
- *Comes from Outside of Texas*
- *Connected, as a function of LinkedIn connections*
- *Contributes to diversity in the classroom through global experiences*
- *Contributes to teams and does what it takes to get the job done.*
- *Contribution to the learning of the class*
- *Corporate Environment Work Experience*
- *Demographic (background) and career diversity*
- *Diversity, as a function of gender and location of undergrad university*
- *Employer Loyalty*
- *Enriches the Jones School experience by sharing new ideas and experiences.*
- *Exhibits potential for success. Managed Internship or Entrepreneurship search well.*
- *External Relations (social, outward facing, representativeness)*
- *GPA/GMAT*
- *Has exhibited some type of leadership at the Jones School.*
- *Higher Responsibility Work Experience*



# Best Practices for Downsizing

## Useful frameworks:

Mishra, Karen, Spreitzer, Gretchen M., and Mishra, Aneil. (1998). Preserving employee morale during downsizing. Sloan Management Review, 39(2): 83-95.

Mishra, Aneil K., Mishra, Karen E., Spreitzer, Gretchen M. (2009). Downsizing the company without downsizing morale. Sloan Management Review, 50(3): 39-44.

Bright, David S., Cameron, Kim S., and Caza, Arran (2006) The amplifying and buffering effects of virtuousness in downsized organizations. Journal of Business Ethics, 64: 249-269.

# POS Perspective

- Students need to act with courage to complete the exercise
  - *Many initially do not think they can do the exercise, but all of them persevere and will be better managers for doing so*
- Teach students that downsizing can be done humanely in ways that strengthen both the manager and downsized employee
- Help strengthen students by making them more attune to the emotions of major change

