

Learning Objectives

After reading this chapter, students should be able to:

- Define an organization and differentiate it from a group
- Examine organizations as complex systems
- Identify an organization's mission, vision, and core values
- Analyze and determine organizational structures
- Consider new leadership under conventional frameworks
- Analyze learning organizations and organization culture

Chapter Discussion Questions

1. Think of an organization of which you are a part and analyze its structure and culture. Are these congruent with the organization's mission, vision, and core values?
2. Describe how your leadership style works (or does not work) in an organization of which you are a part.
3. Consider the mission statements of the organizations used in the chapter. Could you work for those companies? Why or why not? What type of organization do you want to work within?
4. Describe a time when you have been inspired by someone else's vision. What impact did that have on you?
5. What is your personal vision statement?
6. What are the top five core values that guide your life?

Class Activities

Activity: Yellow Ball

Objectives

Participants will understand the role of chaos in organizations.

Participants will analyze prioritizing multiple goals in an organization.

Time

25 minutes, ideal for a group of 10–25

Materials

None

Set-up

Arrange the group in a circle facing each another. Go over the basic tenets of improvisational theater (or improv):

1. No blocking: Saying “no” will end a scene.
2. Yes And: When performing improv, it is important for group members to build upon one another's ideas, so “yes, and” adds to the scene.

Instructions

1. “I will say a person's name, name the object that I'm sending to that person, and the person receiving the object will acknowledge receipt by naming the object.” (*Note: you are sending an imaginary object)

Example:

Facilitator: Joe, Yellow Ball

Joe: Yellow Ball, Melissa, Yellow Ball

Melissa: Yellow Ball

2. As the group gets the hang of tossing the Yellow Ball, the facilitator should introduce other objects, such as a red ball, green ball, rubber chicken, hot coals, screaming baby. . .
3. When chaos arises stop the group and check-in on the status of the objects. Ask the group what they did well and what areas in which they could do better to maintain the location of all objects.
4. After a few minutes of brainstorming, try again keeping in mind what the group learned from the initial round.
5. Repeat what you did for the initial round with similar objects. (For photos visit: <http://www.rit.edu/~slrbbu/improv.htm>)

Activity Discussion Questions

1. How does this activity relate to organizations of which you are a part?
2. How does this activity relate to the multiple balls you juggle in your life?
3. How do you prioritize what balls you catch?
4. How do you approach chaos in your organizations?

Activity: Going Deep: Organizational Culture Analysis

Objective

Participants will critically analyze physical representations of organizational culture.