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Coventry University London

# Ricardo Semler Case Study Briefing



# **Advance notice:** **Leading Change Case Study**

- Please read the Case Study found in the Assignment section of M005 and be ready to present your findings in a formal presentation in week 11.
- Each team member must present a response to at least 1 of the 5 questions from the preceding slide.
- This presentation contributes up to 10% of your mark for your end of term Blog assignment

# Semler Case study

## Team **discussion**:

**Based on your reading of the case study discuss the following questions:**

1. What are the organisational reasons that led Ricardo Semler to radically change Semler's organisational culture and how would you describe the pre and post organisational culture.
2. How would you characterise Semler's early leadership style? And his later leadership style?
3. What impact do you believe the changes made will have on the motivation of employees and why?
4. Where do you see Lewin's 3 step model reflected in his drive to change
5. To what extent do you think Ricardo would succeed as a leader in organisations in your culture

These questions are designed to get you ***thinking*** about the case study. They are NOT the key presentation questions. See next slide for the content you are required to present



End of module  
marks available for  
this case study

# Leading Change Case Study

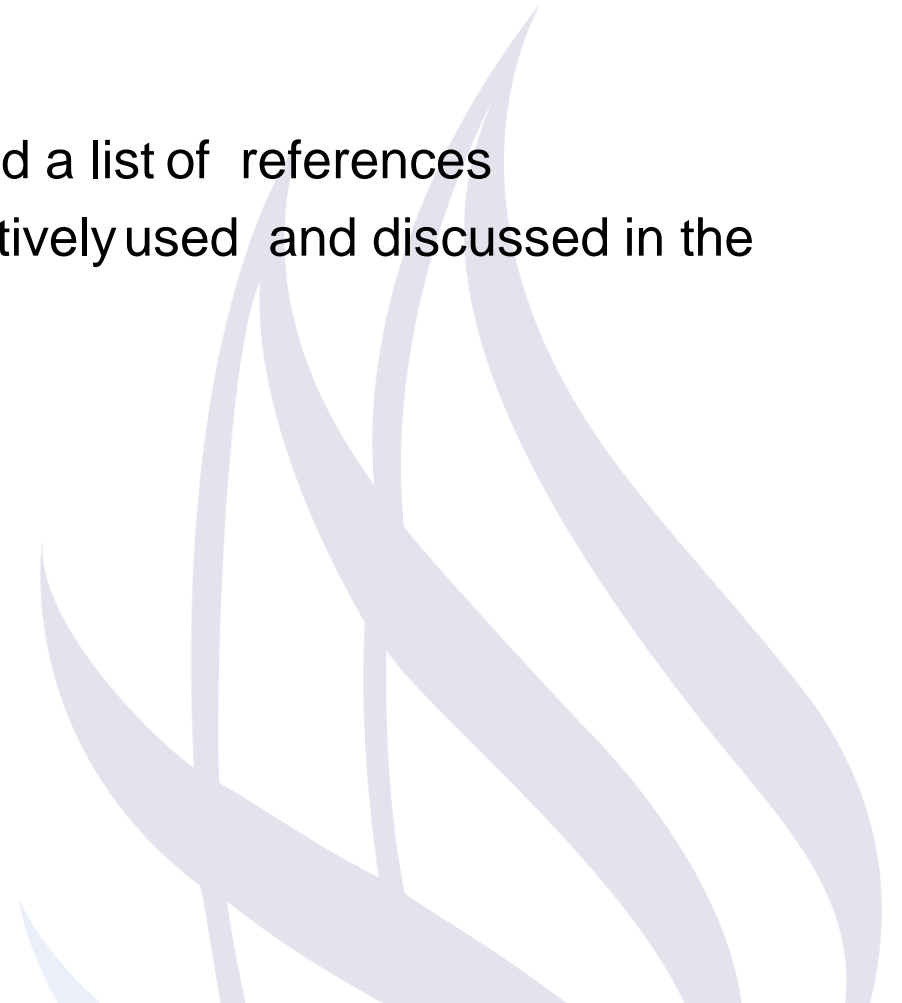
## Presentation Questions

Question	Group
What are the key change management events in this case study before pre 1980 and post 1980?	<b>Q1 All Teams</b>
How does McKinsey's 7 S framework help to identify the leadership style and skills required in the organisation	Q2 Team 1
Relate Handy's framework of organisational culture & Hofstede's national culture to the organisation. What was the impact of the programme of change?	Q3 Team 2
Apply Johnson & Scholes Cultural Web to the organisation. How does this explain the role of leadership in the organisation?	Q4 Team 3
How does Lewins 3 Step Model help to explain the phases of change in this case study?	Q5 Team 4
Chart the organisational and individual resistors to change in this case. How was change managed to address these?	Q6 Team 5
How would you define 'leadership' in the organisation – before and after the change process?	<b>Q7 All Teams</b>

# Leading Change Case Study

Some guidance on presentations for week 11:

- Slides should be fully referenced using in-text citations and a list of references
- A minimum of 5 peer reviewed journal articles must be actively used and discussed in the presentation
- Presentations should be created using PowerPoint
- Presentations must be submitted:
  - by email to your Seminar Lecturer
  - by 12noon *the day before* your Team Presentation



# Team Declaration: Included in Your File

As the leader of the team, I can confirm that each member has contributed equally to the research, creation and delivery of this presentation.

	Full Name and ID
Team Leader	
Team Member 1	
Team Member 2	
Team Member 3	
Team Member 4	
Team Member 5	
Team Member 6	