

**15.394**

**Designing and Leading the  
Entrepreneurial Organization**



**MIT Sloan School of Management**

# Agenda



- ❖ Class Cards, Resumes, Learning Objectives
- ❖ HUMAX Assessment
- ❖ Zaplet Case Discussion
  - ❖ Initial Organization
  - ❖ Initial Leadership
  - ❖ Alan Baratz, Professional CEO
  - ❖ Going Forward
  - ❖ Update
- ❖ Social Capital Synthesis

# **Case Discussion**



**Zaplet**

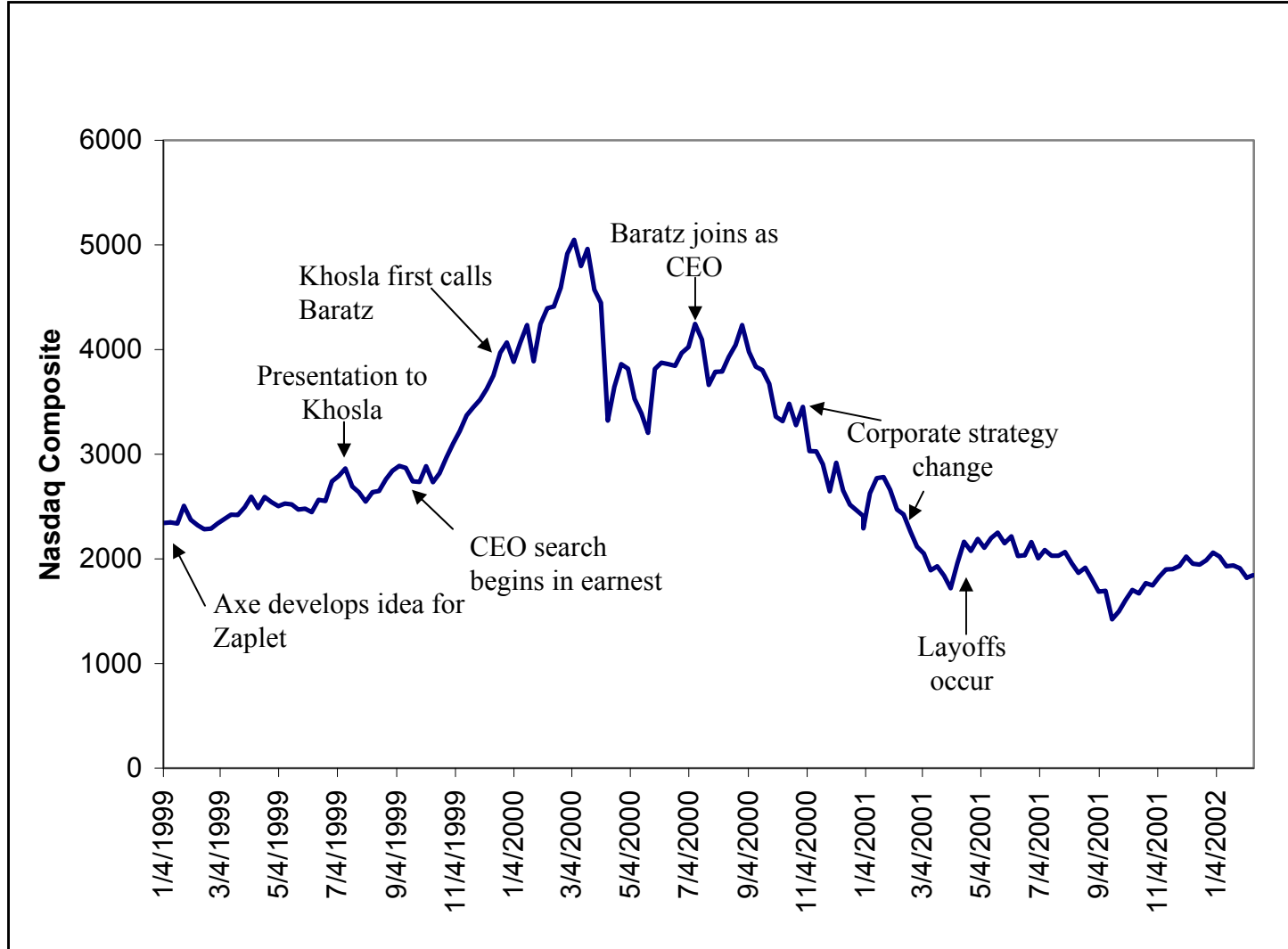
# Case Summary



## Strategic Alignment

- ✦ What is strategy?
  - ✦ **What** is the firm's value proposition?
  - ✦ **How** does the firm create value?
  - ✦ **Why** is the value appropriable/sustainable?

# Zaplet Timeline vs. Nasdaq Composite

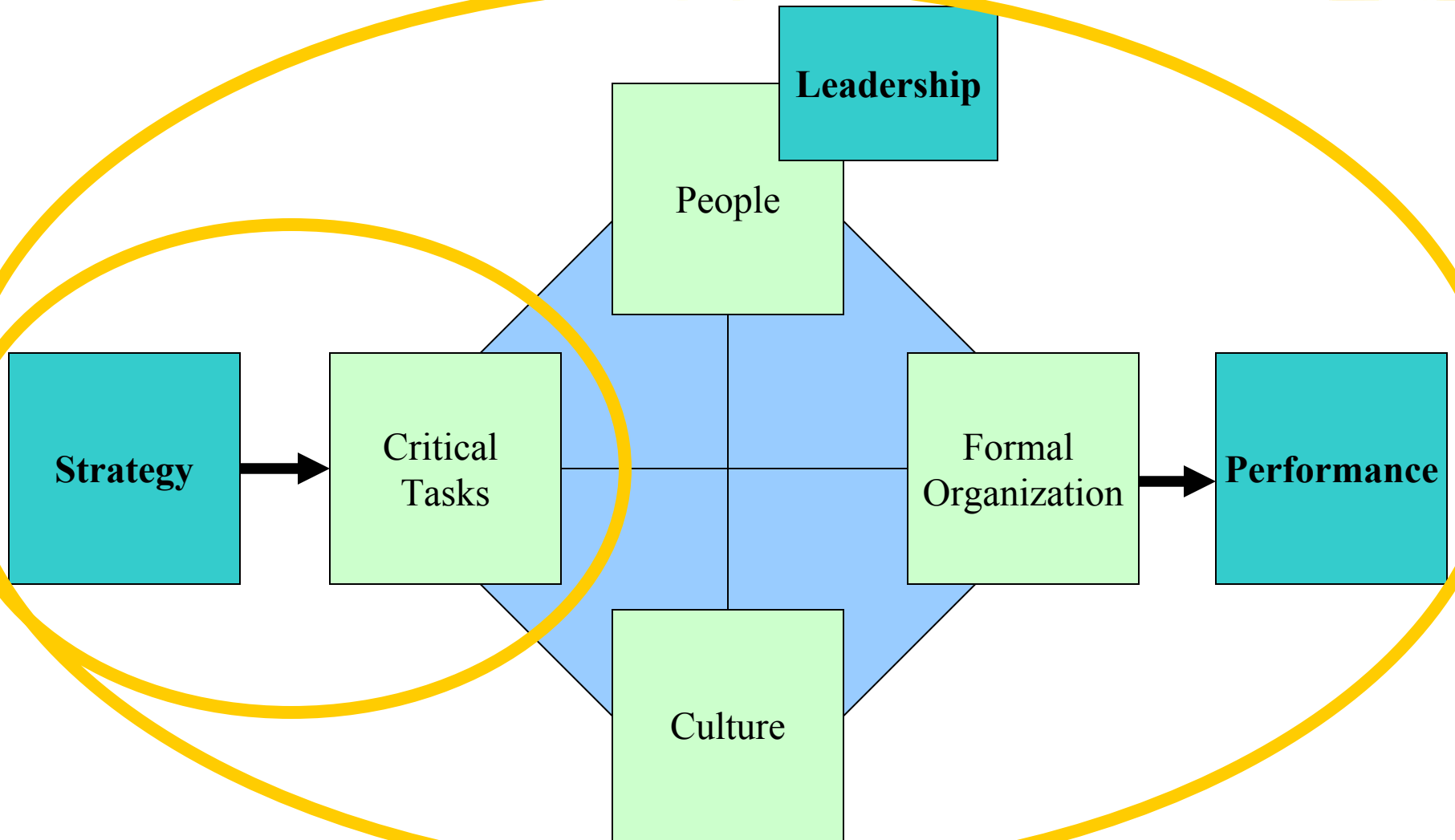


# “Mentor Capitalists”



<b>Sculptor</b>	Set strategic direction, shape prototypes, get early market feedback
<b>Psychologist</b>	Maintain perspective, calm proteges and boost their confidence
<b>Diplomat</b>	Mediate conflicts among team members
<b>Kingmaker</b>	Coach neophyte executives
<b>Talent Magnet</b>	Recruit key employees
<b>Process Engineer</b>	Put efficient structures in place
<b>Rainmaker</b>	Raise money

# Congruence



# Case Summary

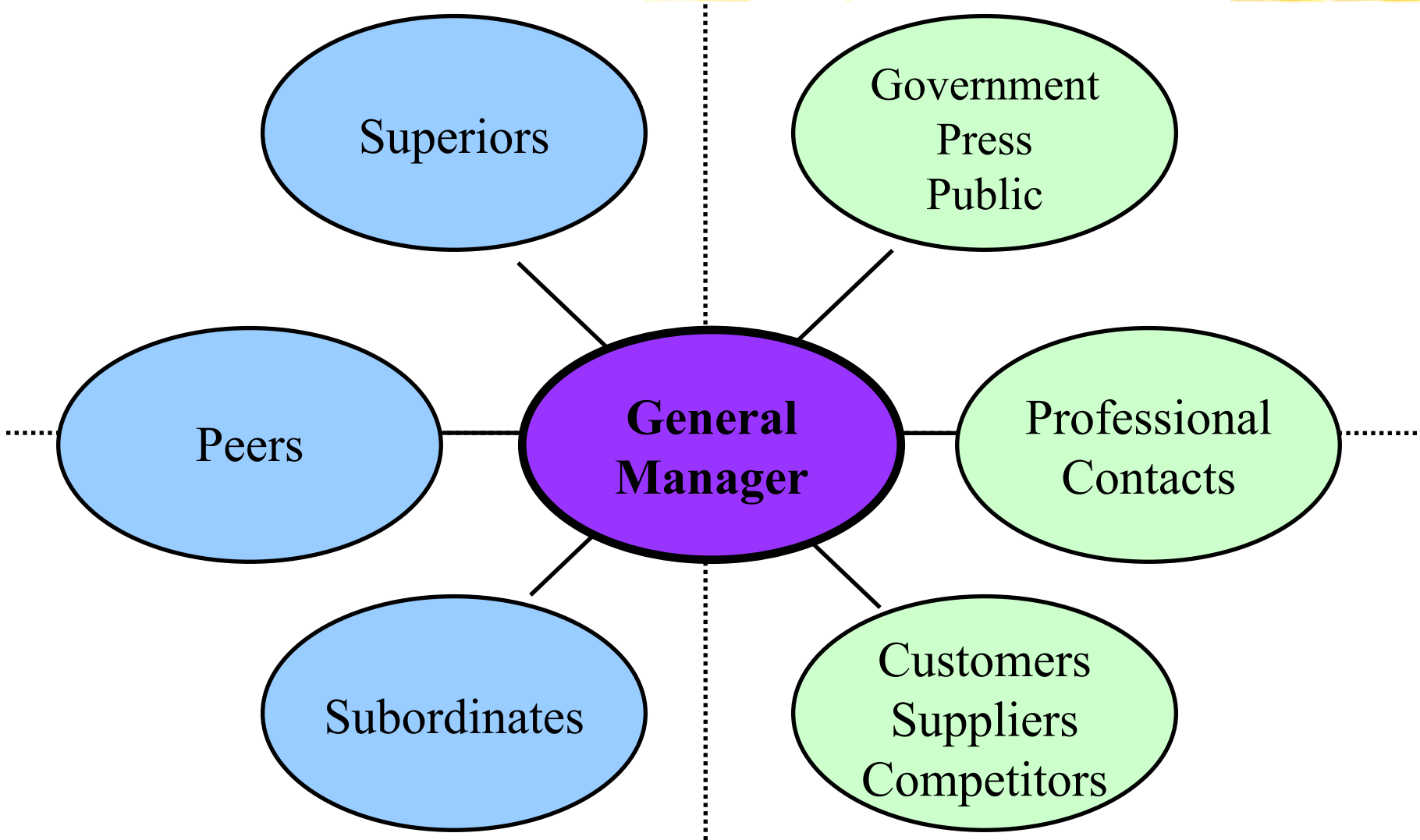


## Social Networks

- ✧ What is a network?
  - ✧ *Nodes (actors)*
  - ✧ *Ties (relationships)*
- ✧ Network properties:
  - ✧ *Structure*
    - ✧ Size
    - ✧ Density
    - ✧ Redundancy
  - ✧ *Composition*
  - ✧ *Focus*



# The Leader's Network



# Social Networks



- ✦ What is Social Capital?
- ✦ How do firms benefit?
- ✦ How are networks cultivated and maintained?
- ✦ How do networks relate to entrepreneurial opportunity?
- ✦ What about your network?

**Baker textbook**

**Zaplet**

**Heidi Roizen**

**Jerry Sanders**

**HUMAX**

**Assessment**

# HUMAX Assessment Instructions



## Completing the Assessment:

- ✦ Allow 60-90 minutes to complete the assessment.
- ✦ Plan to complete it in at least two sittings.
- ✦ Use **representative sample** of your network.
  - ✦ Don't overemphasize your current Sloan network.
  - ✦ Don't go through your address book and enter everyone you find.
- ✦ Print the long version of the report.