

Joline godfrey and the polaroid corporation (a) assignment



The company's engineering orientation and respect for "rising-wrought-the-ranks" made it difficult for innovative endeavors and talents from a different background (particularly females) to bring about strategic changes. The organizational defenseless at Polaroid manifested themselves through a series of unorthodox choices and maneuvers of Jollied Godlier and her mentor Jerry Sudden, which tried to circumvent internal limitations to obtain financial and human resources for the exploration of a strategic alternative.

With limited trust and regards for formal processes, Colleen turned her Odysseus project into a "private experiment" and failed to compromise tactically with key corporate stakeholders to earn support and legitimacy. The project gradually lost its direction and internal support and the failed Initiative cumulated in Jolliness derailment as an agent of change and a young talent with promising creature.

To prevent failures like Colleen and her Odysseus project from repeating themselves, we recommend from Polaroid organizational perspective to: 1) Introduce a project management office to provide guidelines, assess viability, prioritize resources and establish milestones and deliverables to materialize Innovative Ideas; 2) Introduce an internship program to provide high potential staff with structured training, line exposure, reject exposure and strategic guidance for them to flourish.

The Problems and How They Arose After the retirement of its founder, the company had retrenched to a narrow focus on profit through cost-cutting and short-term sales promotions instead of business innovations for strategic repositioning. The company's engineering orientation and respect for "

rising-through-the-ranks” had built a collection of like-minds which reinforced this lack of openness, making it difficult for Innovative endeavors and talents from a different background (particularly females) to bring about strategic changes. The Negative Consequences unorthodox mentor-apprentice relationship between Jerry Sudden and Jollied Godlier.

In an attempt to explore a strategic alternative to cope with external changes, they took a series of choices and maneuvers that circumvented Polaroid internal limitations. Jolliness Odysseus project took on a “ private experiment” flavor and gradually lost its direction and support from Polaroid corporate structure. To Polaroid, the failure of the Odysseus initiative not only cumulated in the derailment of Jollied as a young talent with promising creativity, but also spelled an opportunity issued perhaps for a critical corporate change. What Went Wrong?

While Polaroid senior management claimed to embrace innovation, they did not “ walk the talk”. As much as Jerry saw the need for Polaroid to evolve with its environment through Jolliness Odysseus project, the initiative lived on a patchwork budget. Financial support needed to be solicited from different functions, most of which through personal relationships rather than formal authority and endorsement. The project team had been assembled from volunteers who worked during private hours. Without stand-alone budget and resources, Jolliness drive for innovation faced erroneous pressure and took a hit in times of cost-cutting.

The strategic instinct and personal rapport that Jerry had with peers and top management could only carry the initiative through a short distance, but not

to the end where a fundamental change in the way Polaroid does business might have come about. Jolliness career at Polaroid had revolved around ad-hoc projects initiated by senior management (e. G. Corporate downsizing and the Spectra launch). Through these highly unstructured opportunities, Jollied had developed a knack for thinking out-of-the-box and taking on halogens at her own initiative. Jollied was creative, energetic and highly driven.

She had the charisma not only to attract followers but also elicit the best out of them. However, without well-structured training and guidance from Polaroid hierarchy, Jollied remained a “ dreamer” with no hand-on experience in line functions that are essential for creditability and respect in Polaroid conservative culture. With few opportunities to work through and appreciate the formal structures and processes in Polaroid, she had developed a tendency to go her own way, unimpeded and even to a agree of stubbornness that she simply refused to compromise tactically with key corporate stakeholders (e. . The marketing department) to garner support and legitimacy for her Odysseus project (see Exhibit 1). What Can Be Done to Avoid a Repeat? While it may be convenient to pin the failure of Odysseus, the mentor-apprentice relationship, and Jolliness derailment on the personal ineffectiveness of herself and Jerry, it would be far more meaningful rather for Polaroid to address innovation and executive development from an organizational perspective (see Exhibit 2). Firstly, e suggest the introduction of a project management office (PM) to consolidate, support and control innovative endeavors.

Individuals and teams are encouraged to formulate ideas into structured proposals with clear objectives, benefit and cost assessments, milestones, <https://assignbuster.com/joline-godfrey-and-the-polaroid-corporation-a-assignment/>

deliverables and adoption and cut-loss thresholds. The PM will evaluate the proposals in terms of strategic fit, potential impacts and viability, prioritize the chosen ones, and procure resources and support for their incubation. The PM will take projects with promising interim results to line and monitor their implementation progress.

The cost of a PM would likely be a couple of executives with good knowledge of organizational structure and business and financial processes to keep new ideas moving along. The key benefits off PM are the pronounced commitment to and structural support for entrepreneurship, which would foster innovation while keeping initiatives practical and realistic to yield profits for the organization over both short and long terms. Secondly, to protect talented but inexperienced executives from failing through derailment cracks, we recommend the establishment of a training and internship program.

Staff with toenails will each be assigned to a mentor from senior management, who will provide strategic guidance and help the staff develop key networks. The internship will be coupled with short-to-medium term assignments to business and functional lines to help the staff acquire hard-skills conforming to company standards and values. This balance of top-down and bottom-up approaches will help the staff understand business processes from strategic planning through to procedural execution. Cost of the program will likely be extra time spent by senior managers (as mentors) and line managers (as trainers).