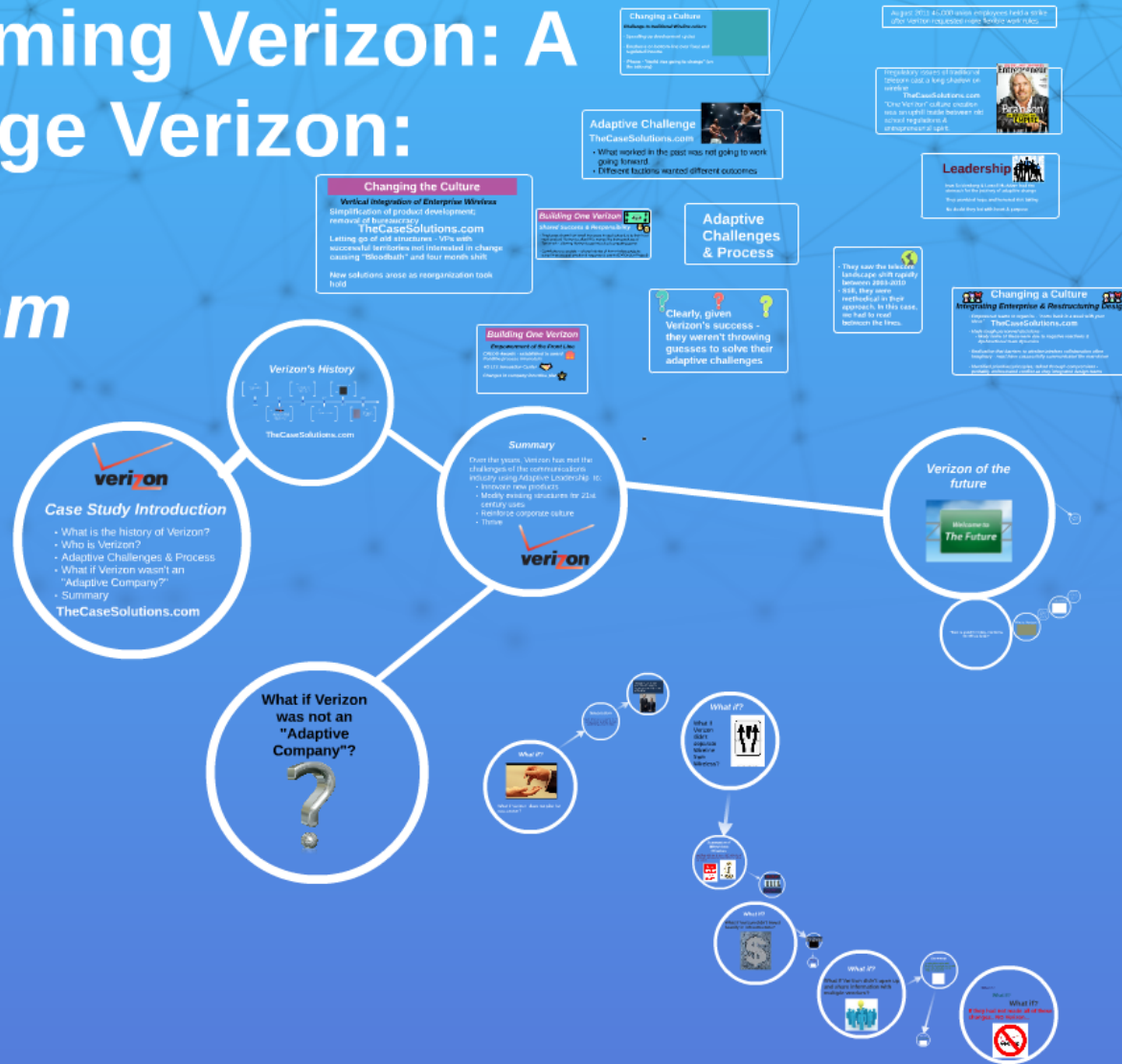


Transforming Transforming Verizon: A Platform for Change

TheCaseSolutions.com

Harvard Business School Case prepared by Elizabeth Moss Kanter and Matthew Bird

Presented March 22, 2014, by Renee Fette, Terry Larimer, Gina Micek and Ashley Robinson

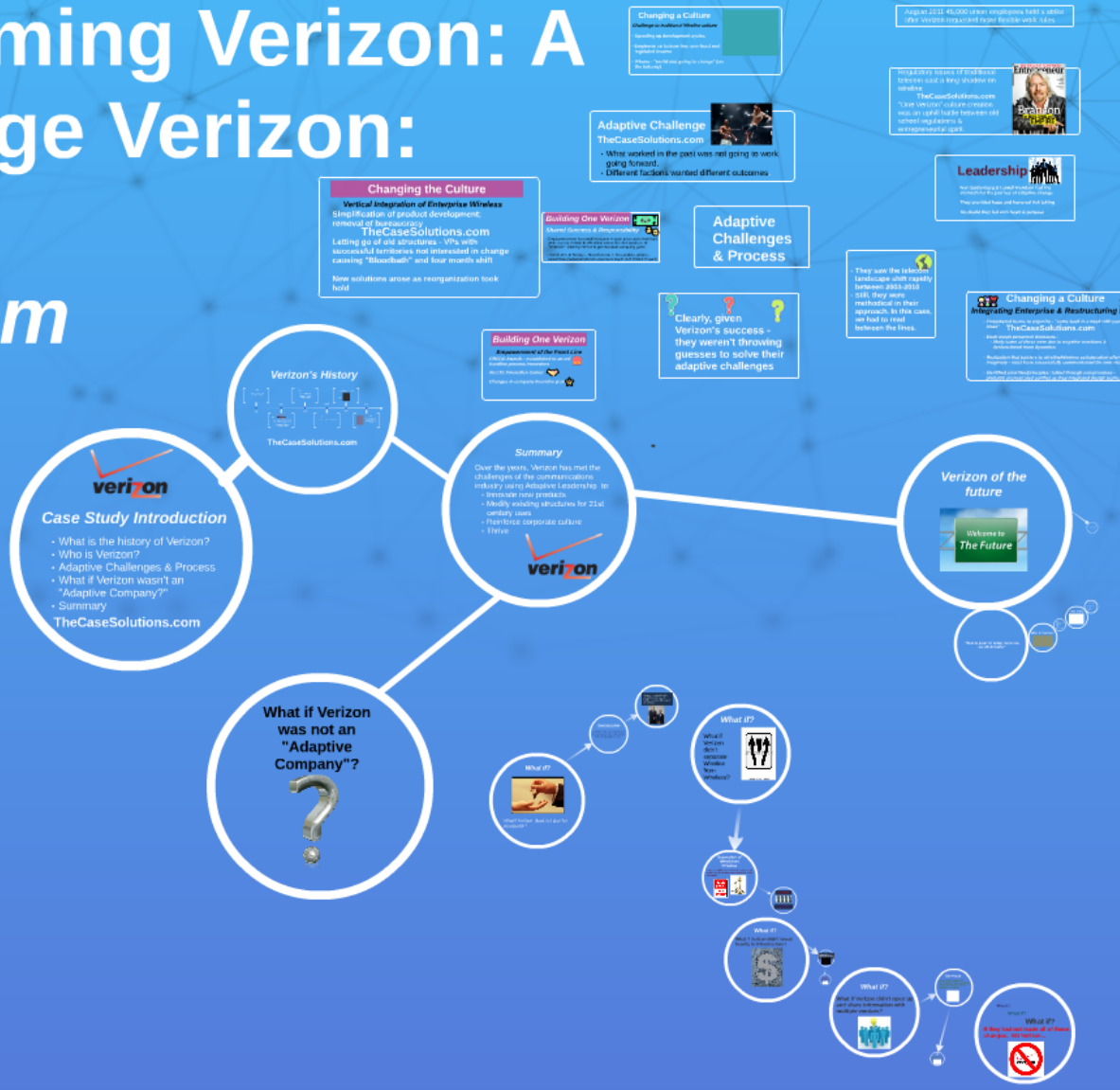


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Case Study Introduction

- What is the history of Verizon?
- Who is Verizon?
- Adaptive Challenges & Process
- What if Verizon wasn't an "Adaptive Company?"
- Summary

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Verizon's History



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Regulatory issues of traditional telecom cast a long shadow on wireline

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"One Verizon" culture creation was an uphill battle between old school regulations & entrepreneurial spirit.



Leadership



Adaptive Challenge

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- What worked in the past was not going to work going forward.
- Different factions wanted different outcomes.



Changing a Culture

Challenge to traditional Wireline culture

- Speeding up development cycles
- Emphasis on bottom-line over fixed and regulated income
- iPhone - "world was going to change" (on the balcony)





Changing a Culture



Integrating Enterprise & Restructuring Design

- *Empowered teams to organize - "come back in a week with your ideas"*

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- *Made tough personnel decisions -
 - *likely some of these were due to negative reactions & dysfunctional team dynamics**
- *Realization that barriers to wireline/wireless collaboration often imaginary - must have successfully communicated the new vision*
- *Identified priorities/principles; talked through compromises - probably orchestrated conflict as they integrated design teams*

Changing the Culture

Vertical Integration of Enterprise Wireless

Simplification of product development;
removal of bureaucracy

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Letting go of old structures - VPs with
successful territories not interested in change
causing "Bloodbath" and four month shift

New solutions arose as reorganization took
hold