

PM in Practice Podcast with Anik Seth - Teaching Note

Applicable Courses

Introduction to Management Accounting; Performance Management and Organizational Control; Introduction to Business Strategy.

Description

The interview with Anik Seth highlights his use of incentive systems and a supportive leadership culture to deliver great experiences for employees and customers at Tim Hortons. The key take-aways from the interview include:

- Anik's philosophy is *valuing people, products, and performance*. The order of these has profound meaning to Anik as he views people – both employees and customers – as his top priority.
- Given this philosophy, Anik leverages *a variety of techniques to increase employee engagement* [addressing the lack of motivation control problem]. Some are more traditional like incentive systems [result control]. Others are more innovative like cultivating a culture that features security, leadership, and the opportunity for advancement [cultural control], all of which are shown to increase engagement.
- Anik stresses how managing employee engagement *starts by identifying and hiring the right people, and then designing an onboarding system that emphasizes firm culture* [personnel control].

Assignment Options

Below are two assignment options that can be used in conjunction with watching the interview.

Option 1: Short-form Reflection

Assignment

Please provide a brief (no more than 200 words) response to the following required:

Anik's Tim Hortons restaurants use a variety of personnel and cultural controls to address (potential) employee control problems. Select one of those controls. Using what you learned/know about Tim Hortons' employees, explain why you think the selected control is either effective or ineffective.

Grading Rubric

0 (No attempt)	No reasonable attempt was made to respond to the requirement
1 (Weak attempt)	Some attempt was made to respond to the requirement; however, the response showed little depth and/or integration of course content
2 (Strong attempt)	Response to the requirement showed depth and/or integration of course content

Option 2: Long-form Reflection

Assignment

Please address the following two requirements on a 1-page submission (1-inch margin, 12pt font, single-spaced document):

- a. Select **TWO** lessons you learned or re-learned about employee engagement from listening to the interview with Anik Seth. Describe each lesson and connect the lesson with the comment/discussion in the interview that triggered the lesson.
- b. Select **ONE** tool or technique that Anik uses to engage his Tim Hortons employees. Describe the tool/technique and whether you believe it is likely to sustain its effectiveness over time.

Grading Rubric

Criteria	Weak	Solid	Strong
Reflecting on Thoughts and Learning	Described some content from the interview, but a more specific example of the defining/stand-out moment is needed. Briefly discussed what has been learned and potential impacts.	Supported thoughts about the event using a specific example to identify the defining/stand-out moment. Briefly identified lessons and impacts with some consideration of how to apply what was learned.	Shared thoughts about the event and his/her engagement in the event to depict the defining/stand-out moment. Clearly articulated lessons and beliefs and how to apply what was learned.
Communicating messages	Demonstrated one of the following: <ul style="list-style-type: none"> • Messages clearly structured, • Ideas clearly and concisely developed, and • No spelling and/or grammar errors. 	Demonstrated two of the following: <ul style="list-style-type: none"> • Messages clearly structured, • Ideas clearly and concisely developed, and • No spelling and/or grammar errors. 	Demonstrated all of the following: <ul style="list-style-type: none"> • Messages clearly structured, • Ideas clearly and concisely developed, and • No spelling and/or grammar errors.