VoiceThread as a Tool to Support Engagement in Online Business Courses

Nancy McGinley Myers
University of St. Thomas, mcgi0084@stthomas.edu

Glori Hinck
University of St. Thomas, ghinck@stthomas.edu

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VoiceThread: A tool to support engagement in online business courses
Glori Hinck, MS, MET, DC
Instructional Designer and Technologist

Nancy McGinley Myers, M.Ed.
Instructional Design Assistant
VoiceThread in Business Courses

- Recognize capabilities
- Describe use cases
- Identify advantages
Your experience

Introductions

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<td>Home Address</td>
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<td>Work Address</td>
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<td>City, State</td>
<td>MPLS, MN 55445</td>
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**Lean Six Sigma Black Belt Program Application**

*Executive Education and Professional Development*

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<tr>
<th>Degree(s):</th>
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*Email: jane.doe@email.com*

*Phone: 555-555-5555*
The Challenge of going Non-Calculative from Calculative Culture

I believe organizations do struggle with things that don't align with their culture. Regardless of the size of an organization, I feel that it's a lot easier to align with a strategy or process that you are familiar with as that is what you do day in and day out. So naturally if you are a quantitative based organization and you are looking to implement a risk management process or strategy it would end up numbers based as that's easy for you to understand. As outlined in the Mike's discussion it's easy for organizations to put these quantitative risk parameters up and so call "box themselves in" or put borders up.

There are a number of ideas I feel that a firm that is in a "calculative culture" could do to implement or design a risk management process that would break down the barriers or expand outside of the quantitative focus they may be associated with now and move into a qualitative process. To start I think a firm should start with a risk review of the organization and inventory and categorize all their documented risks and have them in a matrix for everyone to see. Once this process is complete they can analyze and see what they have and use it as a road map to expand into other areas such as qualitative. I would have a meeting among the different leaders of the organization and have the risk managers lead an open discussion and reflect on what their organizations current culture is and how they all view it. I think it would be important for the risk managers to have knowledge on non-calculative cultures and be prepared to lead and drive the discussion with these leaders and have them come up with ideas along their business units to identify risk and bubble it up to the risk managers. I think it would be a lot easier to break down the barriers between "calculative and non-calculative" if everyone is on the same page and has been given guidance on this issue. Also another option would be if the current risk managers don't have the knowledge in the non-calculative space, they could bring in outside consultants or hire someone with experience in this initiative to champion this cause.

Works Cited

http://www.referenceforbusiness.com/management/Pr-SaRisk-Management.html
https://en.wikipedia.org/wiki/Risk_management
http://www.corporateanalysisgateway.us/lls/course.cfm?crs=13&crspg=154

Hi,

Great post about calculative vs non-calculative cultures. Coming from an engineering organization, I definitely do feel is very challenging going from calculative to non-calculative. It seems that the biggest problem, which Mike talks about as well, is that the focus is on metrics. Our company has a desire to measure everything, and if it can't be measured then it probably isn't going to get focus.

I agree that a roadmap would be a good option to break down these barriers. I've had similar success with this when implementing other new processes within the company where the improvements were not purely quantitative.

Thanks,

I think one of the biggest barriers to this kind of change is that these cultures seem to only be able to be calculative or qualitative. There doesn't appear to be any middle ground. The quantitative gurus tend to rely more and more on their models as they go through more iterations and become more complex. This seems to lead them into a sense of security that does not allow them to even consider items or risks that can't be quantified and integrated into the model. Likewise, the qualitative culture seems reluctant to become more analytical for fear of falling into a "paralysis of analysis" where they will be consumed by data-driven models and ignore broader risk categories.

Your outline above sounds a bit similar conceptually to what I read in the case I used as my external research where a board or a responsible management level drives the conversation more towards a qualitative view of risk while presenting it in an analytical framework. Also similar in methodology, anyway is how these directors challenged the calculations on making their own scope and report on those findings.
Never give up. Life is... Trial and error. Mainly error. Lots of error.
VoiceThread

Voicethread for Mgmt 751

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How to Add Comments to a VoiceThread

Learn how to add comments to a VoiceThread.
The Relationship Between Organizational Culture and Enterprise Risk Management

R.L. Kimbrough, Deloitte & Touche LLP
P.J. Companon, The University of Alabama in Huntsville

Abstract: This article contributes to insights regarding the role of organizational culture in the implementation of risk management across an enterprise. Enterprise risk management is a systematic approach to managing all forms of risk faced by an organization, including those in the purview of an engineering manager. The literature discusses organizational culture's importance in ERM implementation, but there is scant empirical evidence regarding this connection. This research combined a culture measurement instrument with gauges of ERM implementation. The results were correlated, and the analysis supports the hypothesis that organic cultures tend to make greater progress in their ERM programs. An engineering manager can use this article to identify potential cultural strengths and barriers prior to implementing ERM.

Keywords: Risk Management, Organizational Culture

EMJ Focus Areas: Organizational Performance and Assessment, Organization and Work System Design

In a world of increasing risks from various sources, Enterprise Risk Management (ERM) is gaining acceptance as a way for organizations to address these uncertainties (Farrell, 2008). According to various ERM books and conferences, companies such as Wal-Mart, Capital One, Ford Motor Company, Union, Caterpillar, and Chase Manhattan have implemented ERM programs. Books, conferences, and seminars have been devoted to the topic. A wave of articles concerning ERM has been observed, while companies are appointing Chief Risk Officers to oversee ERM programs (Liesenberg and Hoyt, 2003). Well-known consulting practices now provide ERM services (Rumans and McCain, 2007). An overview of ERM’s primary characteristics is provided below. Organizational culture is discussed next; finally, some links between ERM and culture are discussed to lay the foundation for this study.

Enterprise Risk Management

Over the past several years, ERM has evolved as an approach to enhancing the tradition of managing specific types of risk within organizational silos, such as operational, financial, market, and information technology risks. In order to accomplish this, ERM takes a portfolio view of all risks facing the organization, as a whole, and attempts to manage these through a systematic method using a common risk language. It is characterized by efforts to comprehensively identify risks to the organization’s objectives, assess these risks in a standardized fashion, and make deliberate decisions regarding how to respond to those risks. This process is expected to be monitored at the highest levels of the organization, and continually improved. Typically, ERM encourages supporting these processes through mechanisms such as performance metrics linked to risk management, integration with strategic planning, and risk policies defining risk appetite, establishing an oversight committee, and providing a risk philosophy. Enterprise risk management is expected to pervade the organization, so that all risks can be dealt with systematically and consistently, rather than on an ad hoc or reactive basis.

Whether running a high-tech organization or supervising knowledge workers, engineering managers are called upon to actively support or lead ERM initiatives. This may include transparency in discussing risks, rigor in utilizing risk management methodologies, fluency in a risk lexicon, and effectiveness in working with colleagues across organizational boundaries. In addition, the ubiquitous nature of ERM by definition incorporates risks typically in the purview of engineering managers, such as risks related to operations, research and development, project management, safety, the environment, and new product or process design.

Organizational Culture

In contrast to ERM, organizational culture has been a topic of management theory for several decades. Numerous frameworks for understanding organizational culture have been proposed, using a wide variety of ideas. Some focus on managers’ assumptions about workers, while others describe various patterns of behavior within entities. There have been discussions of the values expressed by an organization, the leadership styles of those in charge, and the type of language used within the organization. Regardless of the approach, the underlying thought is that organizational culture plays a critical role in key areas such as how major initiatives are implemented, how quickly the organization can react to market changes, and whether or not the organization can successfully navigate major changes in the business environment.

Organizational Culture and ERM

Since ERM is a substantial initiative, and it is intended to help an organization be more resilient in times of uncertainty, it would not be unreasonable to expect an organization’s internal culture to be a significant factor in ERM deployment. Indeed, ERM implementers are encountering challenges related to organizational culture. One study identified “organizational culture” and “organizational turf” among the top barriers to ERM implementation, encountered by approximately half of survey respondents (Micciche, 2003). Another study found that about two-thirds of its participants were facing challenges in...
1) What supporting facts, figures, metrics or other data points would be helpful for you to understand the case? These ideas could be future additions to the appendix or external links for deeper information.
Copyright Considerations
Faith and Work: Hobby Lobby and AutoZone
Ivey Publishing
This case examines the issue of religion in the workplace. In Part I, the arts and crafts company Hobby Lobby takes issue with parts of a new law that it believes run contrary to the organization’s stated Christian values. In Part II, an employee of AutoZone faces religious discrimination.

SEARCH for material in Business Ethics

NEW IN BUSINESS ETHICS

After the Wrongdoing: What Managers Should Know about Whistleblowing (Article)
Fraud Risk Management: A Small Business Perspective (Article)
Make Way for the Chief Integrity Officer: Beyond Compliance (Article)
Navigating the Realities of Emerging Markets: Compliance in Context (Article)
Using a Framework to Create Better Choices (Note)
LEARN STUFF
voicethread phase III
Student Enrollment Example

- Enrollment in Lean Six Sigma Programs
- Green Belt – participates in projects
- Black Belt – leads projects
- Need Green belt to take Black Belt
- Observe process before improvement
- Participants
  - Alice: Marketing coordinator
  - Heather: Program Manager
  - Jane: Student
- Observe process – create process map
LEARN STUFF
FUTURE PLANS
Future Plans

• Asynchronous lectures with embedded assessments
  – Checks for understanding
  – Comment moderation
Future Plans

• Student final projects
NEGOTIATION Exercise

Opus College of Business

University of St. Thomas
Recommendations

• Start with a simple, low-stakes activity
• Realize that there is a learning curve!
• Don’t always use VoiceThread- mix it up with regular discussion boards sometimes.
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Sign out of this account (hinc4279@stthomas.edu)

VoiceThread Universal Guide

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Visit the Standard VoiceThread Site
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5. Select your caption file.
6. Click “OK”.

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3Play Media via VoiceThread School of Learning
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