

# Good follow up river woods case case study example

[Business](#), [Management](#)



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## **Question 1**

One of the causes of lack of effective management is that my age is an issue to some of the members of the management team. Additionally, they feel that I do not have the experience that is required for such a position.

Additionally, they feel that they have already developed a comfortable working and communication relationship with their line managers, which makes them handle their duties well since they feel that their issues are directly heard at the headquarters. They seem to think that reporting through me may be inefficient and that their issues that they raise may be neglected. Furthermore, the management team seems to agree only with my suggestions blindly. They are not questioning the ideas or contributing some of their own. If I were effective, the management team members would also challenge and raise their own concerns. This would then be followed by deliberations to come up with the best solutions or ideas. Question 2

One source of power that I bring is expertise. The two masters' degrees in engineering give me an edge and ability to develop and generate new ideas. Secondly, my high level of effort portrays me as a dependable and reliable employee. This makes the CEO to believe that I have what it takes to make

the necessary changes. In addition, my personality is likable, which at least allows the members of my management team to attend the meetings. However, I seem to lack the charisma and power to influence and positively motivate the members of management team to implement the new ideas in a timely manner. Additionally, I seem to lack legitimacy. This then causes the management team to take me for granted hence they resort in dealing with their line managers at headquarters. To increase my power and influence, I need to be more assertive in insisting on the implementation of my ideas and challenge my management team to come up with new ideas. Additionally, I can develop relationships with my management team and pay close attention to their concerns. This then can allow me to help them with the issues they have hence they can avoid going or dealing with their line managers at headquarters. Question 3

Since there are delays in the implementation of the new ideas, retribution can be used to ensure that the management team is effective in meeting the new objectives. Furthermore, retribution also needs to be applied because of the increasing cases of absenteeism. Rewards such as bonus or incentives can be introduced to foster the motivation of the management team to ensure their subordinates meet the set deadlines. A reasoning strategy needs to be applied by ensuring that all management team members are committed to achieving the goals of the organization. Question 4

I need to develop new instructions that indicate the consequences of not meeting or implementing a new organization structure. Additionally, I need to ensure that instructions are given directly to each member of the management team. Having a one-on-one meeting with each member of the

management team may help reinforce the need to have and implement the new ideas. To turn this career situation around, I need to be more aggressive and visit the management team in their stations and to some extent interact with their subordinates to understand and develop new ways to reduce absenteeism. Question 1

The lack of effectiveness in management is mainly due to lack of confidence of the departmental heads in the manager's new plan. Furthermore, they fail to give him constructive criticism during the weekly meetings. The plans that are purposed and planned upon are never implemented due to the neglect of the managers. The complacency is transferable to the workers due to the close associations the managers have with their subordinates. Consequently, the whole team gangs up against the plant manager. The fact that the employees have known each for long is another cause of the lack of management effectiveness. As the plant manager, one might choose to hire new departmental head that will ensure that employees deliver on whatever has been passed in the weekly meetings. This is the best way to break the monotony and old-fashioned way of thinking that the current employees have. Question 2

One of the main weaknesses is the fact that the plant manager is quite young. This is especially so since the plant manager's position is broad and calls for previous experience as a manager for several years. This might cause the inability to determine the negative energy and lack of cooperation of the managers from an early stage. One of sources of power strengths is the technical expertise. This is especially so since the plant manager has two masters' degrees that are specifically suited to the firm at hand.

Furthermore, the plant manager put in a lot of personal efforts. The weekly sessions show that he was determined to bring about change in this firm. Power cannot be increased any further since as plant manager that is the highest rank of power after the CEO. However, influence can be changed. Influence is determined by how people view you, either as a weakling or a mover. He can use the fact that he is young for his advantage by instigating changes that include hiring and firing new employees. This will make the employees become aware of his power as plant manager and hence they will know that they are dispensable. This will disrupt the status quo that currently exists and that is undermining any of the plans that the plant manager aims at implementing.

The use of power to bring change causes influence and hence respect for authority. Attraction, either through charisma, physical attraction or agreeable behavior is another source of influence that the plant manager can use to ensure that his decisions are respected and adhered to. The C. E. O can call for a special meeting at which he can address the problem with the departmental heads undermining the plant manager. This will give the plant manager the legitimacy he requires to carry out his duties successfully.

### Question 3

The reciprocity technique can be used to ensure the workers do as you wish without the use of intimidation. For example, promising them an increase in allowances or annual bonuses if they manage to reach certain targets is a motivational tool. In extreme cases, intimidation might be used especially if this is the last option. Threatening the employees, including the other managers, of firing them is sufficient motivation to end the resistance to the

changes the plant manager aimed at implementing. Coercion is another option available whereby the plant manager will just have to call each departmental head separately to determine what his views are and explain that the rest are already on-board with the plan. The plant manager can also use reason to get through to the employees. He can call for an emergency meeting with all the employees whereby he can explain the challenges of the firm and exactly how he sees the new strategies can be most beneficial.

### **Question 4**

The best course of action to avert the situation from getting any worse is to call for a meeting with the departmental heads. However, the meeting will involve a single manager at a time. The aim of the meeting will be to let the departmental heads become aware of the consequences of failing to follow up on what had been agreed upon. They are then to be instructed to ensure that all the recommendations are implemented otherwise some people will have to be laid off. The best way forward is for the plant manager to be strict and straightforward.

### **Reference**

Whetten, David A, and Kim S. Cameron. *Developing Management Skills*. Harlow: Pearson Education, 2010. Print.