

Organisations and behaviour case study examples

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



What mistakes has Alan already made in developing a team-based organization?

This case shows that Alan had made some mistakes in his attempt to develop a team-based organization. To start with, making decisions on such issues require intensive planning that usually takes place in two phases, which include the actual decision-making and implementation of the decision (Daft, 2009). As a matter of fact, the planning should take place in two phases: making the decision and preparing the parties involved for implementation. Before arriving at the Alan should have consulted with the senior managers on the required leaders for change, institute overseeing committee, as well as conducting a preliminary investigations. These steps are essential in ensuring efficient work process for teams working for an organization, and acceptance of the proposed change among employees and managers.

Alan failed to identify and address these issues before arriving at a conclusion and implementing the idea. This entails: developing a mission, coming up with the department to conduct preliminary tests, forming the design team, devising means of transferring authority, and composing the introductory plan (Keyton, 2010).

If Alan were to call you in as a consultant, what would you tell him to do?

As Alan's consultant, I would have advice him to reevaluate all the steps mentioned in order to determine if his idea for the company had positive implications. While preparing for the implement the new plan, he should consider developing a mission statement that outlines the functions of the

teams and a summary of the long-term positive outcomes of the change; this must show consistency with the company's strategy. He should also consider environmental that will make the change become a success. (Kachaner, George, & Bloch, 2012). Allan should also consult with the steering committee to get their opinion on where the first team should start. He should consider a site with many workers, one where workers are more open to change, and one where improving performance is feasible.

After successful development of mission statement and identification of initial sites, I would advice Alan to help the steering committee institute team responsible for instituting other teams. I would make it a point to Alan that he should ensure that the teams include people from all departments. Allan should also relegate responsibilities to team members (Griffin, Texas, & University, 2009). This could take a long period and is the most difficult to achieve as it involves organizational change. My last advice to Alan would be to write a provisional plan to guide initial team work. The plan will act a roadmap and guidance during the change process.

Using the organization chart of Thompson RV Wholesale Supply and Distribution, describe how you would put the employees together in teams
The company is headed by a president who delegates duties to vice presidents responsible for all the six departments. I would put the employees in teams coming from different departments that include: warehouse, retail services, service department, and accounting and finance group. The first team will comprise of managers from and employees from the various divisions forming committee that will institute other teams.

References:

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Kachaner, N., George, S., & Bloch, A. (2012). "What you can learn from family business." Harvard Business Review.

Keyton, J. (2010). Communication and organisational culture: a key to understanding work experiences. SAGE.