

# Charlotte beers case report

Food & Diet



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BUSTER**

Charlotte Beers Here are some questions relating to the Charlotte Beers case to help you develop your group presentation and individual paper. You are strongly encouraged to generate and respond to other questions of your own choosing. The articles titled *Leading by Leveraging Culture* and *Why Transformation Efforts Fall* (HOB, March- April, 1 995), and B&D chapter 15 (*Integrating Frames ...* ) can also be particularly helpful. After attending the presentations of the other groups, your Individual paper should reflect all four frames.

Be sure to distinguish assumptions from facts, and to support inclusions with specific and adequate evidence from the case. Also, be sure organization of the paper is crystal clear and that there are no spelling or other grammatical errors. While it is the substance of your paper that will be graded, it is in your best interest to make sure that access to your thought processes and conclusions is unimpeded by opaque organization or grammatical errors. The length of the paper should be in the range of 5 to 10 pages.

Note that for some of the questions there is a brief, fairly obvious answer and that answer is often either wrong or, at best, impoverished. Overall: . What is Beers trying to accomplish as CEO of Googol & Matter Worldwide? In terms of structure? HER? Power/politics? Culture/symbolism? 2. What is your assessment of the vision? In terms of each of the four frames, what are the implications of the vision? 3. What is your assessment of the process Beers and her team went through to create the vision in terms of each of the four frames? . What are the key challenges facing Beers at the end of the case in terms of each of the four frames?? What Is Beers trying to accomplish as CEO of O & M? Why was Googol & Matter having problems when Beers took

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over? What were the biggest challenges that she faced? What was her "taking charge" strategy? How effective has she been so far? Why? What is your assessment of the balloons? What exactly is the vision? Is it a "good vision"? What makes for a "good balloons"? Is it clear? Is it original? Is it just stating the obvious? How important is originality?