

# Chattanooga case analysis essay sample essay



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**Abstraction**This analysis will use my apprehension of the Chattanooga Ice Cream (CIC) instance and will depict how I would use the constructs and rules learned so far in JWMI 510. Leadership in the twenty-first Century. A reappraisal of the squad disfunction and how the President and General Manager, Charlie Moore, contributed to that disfunction will be shared.

This instance survey will besides cover what the CIC direction squad could make better to understand the positions of each other and their foreman. Specific recommendations will be made sing what Moore should make to help his squad to work together and to decide struggles more efficaciously.

**Introduction**CIC, Incorporated is a entirely owned subordinate of Chattanooga Food Corporation (CFC) and is a household controlled enterprise. Charlie Moore is presently the President and General Manager of the Ice Cream Division.

Primary clients are supermarkets and related nutrient ironss. CIC is known for the mid-priced basic ice pick merchandises it provides. The last four old ages have shown level gross revenues and worsening profitableness. The most recent blow comes as the 3rd largest client, Stay & A ; Shop, has decided to replace CIC merchandises in all of its southeast part supermarkets with Sealtest merchandises.

Moore and his direction squad must make up one's mind what to make to turn this state of affairs about. **CIC Management Team Dysfunction**The CIC Management Team clearly meets the standards for the five disfunctions of a squad (Lencioni, 2002). These disfunctions are: 1-Absence of Trust 2-Fear of Conflict 3-Lack of Committedness 4-Avoidance of Accountability 5-Inattention

to consequences. The absence of trust is obvious in how the persons are defensive. They look to be protecting themselves and their involvements merely and are not comfortable with being vulnerable with their equals.

While there is conflict nowadays in the group, it appears to be destructive combat as opposed to productive struggle. The deficiency of committedness clouds the lucidity and buy-in. The old thrust towards consensus that Moore utilized is unsafe as the directors may not purchase in if they don't agree with a determination. Another cause for deficiency of committedness is the demand for certainty which could ensue in analysis paralysis, which can be explained by one of Aesop's Fables.

"The fox and the Cat". The fox bragged of 100 ways he had to get away from the hounds and huntsmen while the cat had one. When the hounds came, the cat went up the tree and hid while the fox was caught by the hounds and killed by the huntsmen. The fable provides "better one safe manner than a hundred on which you can not reckon" (Baker,

2014). Avoidance of answerability is besides obvious through the involuntariness of the squad members to name out other squad members on public presentation or behaviour that might ache the squad. Without the old four disfunctions being addressed, the last disfunction of inattention to consequences can not be overcome. The focal point must be foremost on squad position and so single position.

How the President and General Manager's Style Contributed to the team's disfunction Moore preferred group based determination devising, conferencing on determinations with his direction group and hammering

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consensus. He did not move on his early experiences with the group to alter his direction and leading manner consequently to guarantee success.

Moore's preferred struggle handling manner was a mix of avoiding and suiting ( TKI ) and these manners did not turn to the chances for squad edifice that other manners would hold. Moore seemed unable or unaware of the demand to use a different manner to back up the group towards successful squad edifice. Moore utilized a democratic leading manner which gives workers a voice in determinations ( Goleman.

2000 ) . The direction group did not possess the degree of emotional intelligence at that point to be able to utilize his preferable manner successfully ( Goleman. 2000 ) . Again. Moore's inability or deficiency of consciousness of other manners or preparation chances contributed to the team's disfunction.

Moore seemed to be missing in the four chief areas/pre-requisites for leading which are ( Gonos ; Gallo. 2013 ) : 1-Know yourself 2-Know the employees and understand them 3-Have cognition and accomplishments of utilizing direction methods and processes 4-Display the behaviour of a director that corresponds to the state of affairs. Moore besides lacks in the 4E and 1P Model that should be used invariably. particularly in his place ( Wining. 2005 ) .

He does not hold positive energy and did not stimulate others. He does not look to hold the border or bravery to do tough determinations and most of all. he and his squad seem to fight on what to put to death. He lacks the

passion needed to stimulate his squad and actuate them to work as a squad on the of import points.

Moore contributes to the team's disfunction on multiple degrees. What the CIC Management Team could make better to understand the positions of each other and their foreman The first measure of the CIC direction group should be to acknowledge they are non a true squad and so understand why this is true. They can so use multiple tools to assist them understand their single penchants of communicating. leading and struggle direction which will fix them for the work required to get the better of the disfunctions of a squad ( Lencioni.

2002 ) . Some of the tools I would propose that they use would be the DiSC Assessment to understand their direction manners and the demand to alter their manners depending on the state of affairs ( DiSC. 2014 ) . I would besides propose the TKI Conflict Mode instrument to assist the group understand what their single preferable struggle manners are and how to alter manners depending on the state of affairs ( TKI.

2007 ) . The Team Assessment ( Lencioni. 2002 ) would be a great manner to put the baseline to understand current province and besides to be able to mensurate betterments traveling frontward. All of these consequences are so utile. non merely for the person but besides for the group to understand each other and to work better together. These alterations will necessitate to be supported and reiterated daily by their leader in order to guarantee everyone is on board and that they are working continuously on get the better ofing the disfunctions of a squad.

They will besides necessitate to follow a set of values that represent teamwork that would include hearing and reacting constructively to other positions ; giving others the benefit of the uncertainty ; supplying support ; and acknowledging the involvements and accomplishments of others ( Harvard Business Review. 1993 ) . The following subdivision will cover specific recommendations for the squad to work on together in order to construct the foundation towards success and a true squad. Specific Recommendations Now it is clip to discourse what Moore should make to assist his squad work together and work out struggles.

The first point I would work with the squad on is a squad charter ( JWMI 510. Week 4 ) . A squad charter should be generated in a group putting to promote understanding and buy-in and to explicate team way along with boundaries. The squad charter should be used to specify mission.

intent. values. outlooks. communicating programs.

squad appraisals to specify strengths and chances. coveted terminal consequence. deliverables and any other points that a squad considers should be defined for all. I would urge the following short term ends for Moore and his leading squad: 1-Growth through new clients and/or new channels 2-Identify the right people to work on the different countries to back up the growing inaugural 3-Review market research to place on-going best patterns to discourse in leading meetings 4-Team edifice I would urge developing new mission and vision statements as this will specify the concern and suggest the future end. Developing a mission statement should be a group activity to guarantee ownership and purchase in at the top.

A mission statement should stimulate employees across the company to follow the mission ( Williams. 2008 ) ( Horn. 2014 ) . A possible mission statement that the CIC leading squad may develop could be something like this: CIC. Inc. is dedicated to supplying top quality ice pick merchandises and first-class client service.

We strive to continually better our concern partnerships to maximise profitableness for all involved. We challenge ourselves to remain on the cutting border of industry and utilize our cognition. experience and committedness to excellence to the best of our ability. A possible vision statement could be: To make felicity by supplying the best ice pick available to our clients.

Both the Mission and Vision will back up the important demand to construct trust within the leading squad and across the organisation. I would urge a boot off of the new mission and vision through an employee town hall meeting. This is a perfect clip to portion the leading squad charter besides. A future tool could be work outs.

like those used by Jack Welch at General Electric ( Welch. 2005 ) . This would give employees the chance to voice their suggestions for betterment and future growing. It is vitally of import to supply the employees with the cognition that the end is to keep a reciprocally good relationship.

Krauthammer's values and related rules struck a chord with me and I would extremely urge their usage at CIC ( Six and Sorge.

2008 ) . Here is a dislocation of those values and related rules: 1-Passion for people ( Look for the positive in others ; see the person behind the behaviour

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) 2-Enrichment ( Seize every chance to turn ; give constructive feedback ; work-life balance ) 3-InnovAction ( Constantly challenge success ; interpret thoughts into KISS ( Keep it simple. stupid ) and concrete actions ) 4-One Team ( Each takes full duty for the squad consequence ; everyone contributes the best they have to offer ) 5-Impact! ( We do things with intent ; we pattern what we preach ) Another of import tool that could be used to specify functions and duties is a RACI Matrix. RACI is an acronym for the followers: R= Responsibility ( who I responsible for really making or finishing the action ) ; A= Accountability ( who is accountable for guaranting that the action is completed ; this is normally one individual ) ; C= Consult ( who are the capable affair experts to be included to finish the action ) ; I= Informed ( who needs to be kept informed of the position of action point ) . Get the better ofing the five disfunctions of a squad within the leading squad and across the organisation is one of the most of import keys to the hereafter success at CIC. It is besides of import to develop an action program with specific functions and duties defined.

DecisionThe recommendations above explain how I would put to death and guarantee a return to profitableness at CIC within 6 months. Appendix A shows the action program with duties and due day of the months. It will be imperative to hold follow-up Sessions and working Sessions to track public presentation to the short term ends and to besides go on to construct and track the hereafter longer term ends for the company. MentionsSloan. Carl ( 1997 ) . The Chattanooga Ice Cream Division Case Study.

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