

Case Study # 5 Question # 2

What processes and procedures are essential to making the teams work?

Teams are an essential ingredient for building a successful business. Building great teams does not just happen. Shelia knew that it is necessary for creating and performing in groups to understand and use effective processes which lead to high-performance. It takes planning and continuous effort to get them on the right track and to keep them on the right track. Shelia does not meet with team members outside of Greenville, North Carolina, but she has trust and respect among her teammates as well as an understanding of her role on the teams. Shelia's team was across several states, and she maintained communication through email, web meeting, and phone. Smart leaders know that for teams to work well, they must identify employees' skill set and assign them tasks that are capable of their abilities. Shelia worked well with her teams in her location; however, working with groups that spanned the globe created several challenges. There were issues with suppliers when they did not provide proper documentation for completion and still seeking payment. There were also issues with working out replacement shipments when the blades and towers from overseas were received damaged in transit. Shelia put in place some processes and procedures to continue the power of teamwork with team members. A method to the dealing with the problems with the company's product and delivery to the customers, Shelia saw a need to organize a new team to deal with the issue that involved all the groups. She formed a new team in the wind division to help the wind farm sites quickly get the replacement parts that are needed. Shelia put in a procedure to monitor the needs of the wind farm site team to report their damaged parts. The ticket system was set up for the wind farm sites to report the damaged parts. The system also delegated cases to different team members

who would be responsible for finding a solution to the problem and getting the needed parts to the wind farm site as quickly as possible. Shelia was able to monitor the groups progress through weekly web meeting to discuss cases, updates, and setting goals for the team.

Unfortunately, Sheila was not able to help the team to celebrate the successes of the new group.

As the leader of the team and a new member of the latest group, it is vital to set goals for the team to strive to achieve. Shelia struggled with fulfilling orders for the company because the team did not have clearly outlined goals. Having useful, productive goals in place would have made all the difference when creating a team for Sheila and the team. Shelia and her team would have benefitted from the S.M.A.R.T. goals to help her and the team to attain achievable benchmarks that would have lead to her success and the teams. It is vital for Sheila and the team members to have clear and established aims to avoid delays. Shelia and the new group should have been **Specific** about what goals, knowledge, abilities, and skills needed to achieve the task. Shelia knew about some of the more significant components based upon the receiving she did; however, she did not have the expertise on smaller parts specification. Establishing points of fulfillment for each case of the product along with an exact part number or name of the product would have given Sheila a target to aim to achieve. The goals of the team should be **Measurable**. To Measure, the progress, completion, or success of the target is essential for the group. Sheila should have had someone working with her to help her track her progress. Also, to ensure action steps needed to be taken to implement those **Assignable** goals. Sheila did not have the required knowledge and resources **Relevant** to get the job done for the company. Any purpose set for the team or individuals is essential and relevant to company-wide aims. The leader must link the employees' goals back to broader team and company-wide goals. One way to motivate employees is to make sure they know their intentions are adding to the full vision of the

company. Lastly, Sheila's reprimand for Timeliness was unfair. The team did not establish a timeframe for everyone to follow. Goals must be time-related for employees to be productive in the workplace. Not setting timelines or time frames is a common pitfall for demotivating a staff. Schedules also should be set for management. If time frames were discussed and shared with the team, Sheila would not have been left to feel dismayed.

In conclusion, Sheila should have implemented the same SMART goals that she used with the first team.. Sheila and her team would have more progress if she had a better understanding of the wind turbine products.

Reference

Scandura, T. (2019). Essentials of Organizational Behavior: An Evidence-Based Approach. (2nd ed.).