



## *JWI 510: Leadership in the 21<sup>st</sup> Century*

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### *Academic Submissions and Evaluation*

#### **ASSIGNMENT 2: CELERITAS LEADERSHIP PROJECT**

Part 1: Due Week 7 and Part 2: Due Week 10 (40% of final grade)

*"A good leader...is someone who has energy, can articulate a vision and inspire others to perform, makes the tough decisions, has the skill to deliver, and never fails to deliver the financials."*

Jack Welch

Leadership comes with many challenges. You need to motivate, inspire and encourage your teams to work toward common goals. This assignment offers you an opportunity to apply what you have been learning about leadership to a complex business situation. It is designed to help you synthesize the leadership practices we have studied so far into informed recommendations that address the challenges presented in the case.

For this two-part assignment, you will evaluate how leaders can ensure collaboration and cohesiveness among all team members. You will also demonstrate *your* ability to lead (e.g. appraise, evaluate, interpret, etc.), through this case analysis. Be sure to consider suggestions from your reading of Lencioni's, *The Five Dysfunctions of a Team*. Additionally, this case analysis should incorporate concepts and examples from the course lectures, discussions, videos, readings, and DiSC and TKI results.

NOTE: Assignment 2 is broken down into two parts. You will submit Part 1 (Problem and Analysis) of this assignment in Week 7 and Part 2 (Executive Summary, Revisions to the Problem and Analysis, and Recommendations) in Week 10.

#### **Part 1: Problem and Analysis**

Due Week 7, Sunday (15% of final grade)

During Weeks 4-6, we have explored a number of leadership topics from the perspectives of both team members and team leaders. This assignment will help to integrate these topics with the materials from Weeks 1-3 of the course. Be sure to make use of all that we have learned since Week 1, e.g., personal leadership style, the DiSC, TKI, etc.

#### **Instructions**

1. Read the Celeritas case.
2. Write a 4 – 6 page paper to address the following:
  - a. **Problem:** Following the executive interviews, Reese identified four areas that were negatively impacting the Celeritas leadership team. Based on what you read about team dynamics and market performance, do all of these areas of concern appear to be of equal importance? Explain your position.
  - b. **Analysis:** Examine the possible causes of the issue or problem, using the questions below to guide you:
    - i. In what ways do Dr. Philip Boyer's leadership style and history with the company contribute to the team's dysfunction?

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- ii. How did Carla Reese's leadership style at the offsite meeting contrast with Boyer's leadership style? Cite specific examples for each to support your position.
  - iii. Dave Lloyd made his case for why sales had been suffering at Celeritas, but his aggressive style, even if he was correct, seemed to cause others to go on the attack. How might he have presented his position differently and, perhaps, have gotten a more supportive response?
  - iv. How could Boyer have handled the follow-up meeting with the VPs differently? What steps might have reduced the negative reactions and created more enthusiasm for the announced changes?
3. If sales were up but the senior team still lost confidence in Lloyd at the end of the third quarter, would Boyer still have been justified in asking for Lloyd's resignation? Why?

#### **Professional Formatting Requirements:**

- Typed, double spaced professional font (size 10-12), includes headings and subheadings, with one-inch margins on all sides. See the Sample Professional Paper under Course Documents for an example.
- References must be included and provide accurate information that enables the reader to locate the original source. Application and analysis of course materials and resources is expected, and additional research is welcome.
- Include a cover page containing the title of the assignment, your name, the professor's name, the course title, and the date.
- The paper's length is 4 to 6 pages, excluding your Cover page and Reference list.



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Weight: 15%		Assignment 2 - Part 1: Problem and Analysis			
Criteria	Unsatisfactory	Low Pass	Pass	High Pass	Honors
1. Problem: Define the issue or problem.  Weight: 30%	Did not or unsatisfactorily explains the background of the case and the dysfunctions of the senior team.  Little to no synthesis of ideas is demonstrated and logical reasoning is not evident.	Partially explains the background of the case and the dysfunctions of the senior team.  Discussion lacks clarity and/or conciseness.	Satisfactorily explains the background of the case and the dysfunctions of the senior team.  Discussion may lack some clarity or conciseness and/or may not be thoroughly supported.	Fully explains the background of the case and the dysfunctions of the senior team.  Discussion is clear, concise, and well-supported.	Exemplary explains the background of the case and the dysfunctions of the senior team.  Unique insights and stance are clear, concise, and supported by logical reasoning.
2. Analysis: Examine the possible causes of the issue or problem.  Weight: 60%	Did not or unsatisfactorily examines the possible causes of the issue or problem.  Little to no synthesis of ideas is demonstrated and logical reasoning is not included or evident.	Partially examines the possible causes of the issue or problem.  Demonstrates synthesis of ideas and logical reasoning from course concepts.	Satisfactorily examines the possible causes of the issue or problem.  Demonstrates some synthesis of ideas and understanding of course concepts.	Fully examines the possible causes of the issue or problem.  Demonstrates synthesis of ideas and understanding of course concepts.	Exemplarily examines the possible causes of the issue or problem.  Demonstrates critical analysis, excellent synthesis of ideas, and understanding of course concepts and unique insights.



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<b>Weight: 15%</b>	<b>Assignment 2 - Part 1: Problem and Analysis</b>				
<b>Criteria</b>	<b>Unsatisfactory</b>	<b>Low Pass</b>	<b>Pass</b>	<b>High Pass</b>	<b>Honors</b>
<p>3. The paper is professionally formatted and includes in-text citations, references, and is free from grammar and spelling errors.</p> <p>Weight: 10%</p>	<p>The paper is unsatisfactorily formatted. It may not include a cover page and headings or lacks professional choices in formatting, font, and spacing.</p> <p>Sources are not consistently cited in text, and accurate references are not included. There are mechanics or usage errors.</p>	<p>The paper is partially satisfactorily formatted. It may not include a cover page and headings or lacks professional choices in formatting, font, and spacing.</p> <p>Sources may be not consistently cited in text, and accurate references may not be included. There are some mechanics or usage errors.</p>	<p>The paper is satisfactorily formatted. It includes a cover page and headings, but may lack professional choices in formatting, font, and spacing.</p> <p>Sources may not be consistently cited in text, and accurate references may not be included. There may be some mechanics or usage errors.</p>	<p>The paper is professionally formatted.</p> <p>It includes a cover page, headings, professional formatting, font, and spacing.</p> <p>All sources are consistently cited in text, and accurate references are included. There are no mechanics or usage errors.</p>	<p>The paper is exceptionally formatted. It is highly professional in look and easy to quickly locate information.</p> <p>It includes a cover page, headings, professional formatting, font, and spacing.</p> <p>All sources are consistently cited in text, and accurate references are included.</p> <p>There are no mechanics or usage errors.</p>



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## **Part 2: Executive Summary, Revisions, and Recommendations**

Due Week 10, Sunday (Weight: 25%)

During Weeks 7-10, we have explored a number of leadership topics from the perspective of leading in organizations. The assignment will help you integrate what you have been working on throughout the course. Make use of all you have learned since Week 1, including your personal leadership style, the DiSC, TKI, etc. You will need to formulate your recommendations with a consideration of the time and resource constraints described in the case that have the potential to undermine the trust the team leader is seeking to build.

For this assignment, you will continue your Celeritas case study analysis by providing an Executive Summary, revisions to the problem and analysis, and recommendations for improving teamwork and resolving conflicts more effectively. You will also have the opportunity to improve Part 1 (Problem and Analysis) based on the feedback that you received from your instructor.

NOTE: Since this component of the assignment is a continuation of the work you completed for Part 1, you should continue your work in the same document that you submitted for Part 1 (Problem and Analysis). Even though the Executive Summary comes first in the paper, it is often written last since it presents a synopsis (or overview) of the entire paper.

### **Instructions**

1. Read the Celeritas case again.
2. Write a paper that addresses all of the following:
  - a. **Executive Summary:** Briefly summarize key points of the paper:
    - What is the problem or issue?
    - What are the possible causes of the issue or problem?
    - What solutions do you recommend?
  - b. **Problem and Analysis from Part 1 of this assignment:** Implement any feedback that you received from your instructor.
  - c. **Recommendations:** Acting as a leadership consultant to Boyer (and applying principles and practices from this course), what recommendations would you make to improve teamwork and resolve conflicts more effectively? Use the questions below to guide you:
    - How could Boyer facilitate buy-in and feedback from the VPs and the teams that report to them? For example, are there any short-term goals, or team activities, that could galvanize the commitment of all employees and “get every brain in the game?”
    - What can Boyer change about his own communication style and actions to build and maintain trust among all employees to ensure Celeritas’ mission and vision are achieved? What must be changed about the existing organization culture, as it relates to collaboration and cohesiveness, for Celeritas to thrive in their market segment?



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#### **Professional Formatting Requirements**

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- Include a cover page containing the title of the assignment, your name, the professor's name, the course title, and the date.
- The paper's length is 8 to 10 pages, excluding your Cover page and Reference list.



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Weight: 25%		Assignment 2 - Part 2: Executive Summary, Revisions, and Recommendations			
Criteria	Unsatisfactory	Low Pass	Pass	High Pass	Honors
1. Executive Summary: Summarize key points of the paper.  Weight: 30%	Does not or unsatisfactorily summarizes key points of the paper.  It lacks logic, clarity, and conciseness.	Partially summarizes key points of the paper.  It may lack some logic, clarity and conciseness.	Satisfactorily summarizes key points of the paper.  It is somewhat logical, clear, and concise.	Fully summarizes key points of the paper.  It is mostly logical, clear, and concise.	Exemplarily summarizes key points of the paper.  It is highly logical, clear, and concise.
2. Problem and Analysis Revisions: Implement feedback from the instructor (from Part 1 of this assignment).  Weight: 20%	The student does not or unsatisfactorily implements feedback from the instructor or did not include the Problem and Analysis.	The student satisfactorily implements feedback from the instructor.  A few of the changes may lack some clarity, logic, and conciseness.	The student partially implements feedback from the instructor.  The changes are somewhat logical, clear, and concise.	The student completely implements feedback from the instructor.  The changes are mostly logical, clear, and concise.	The student exemplarily implements feedback from instructor.  The changes are highly logical, clear, and concise.
3. Recommend ways to improve teamwork and resolve conflicts more effectively.  Weight: 40%	Does not or unsatisfactorily makes recommendations to improve teamwork and resolve conflicts more effectively.  Rationale is not supported with references to course reading materials and external sources as appropriate.	Satisfactorily makes recommendations to improve teamwork and resolve conflicts more effectively.  Rationale is partially supported with references to course reading materials and external sources as appropriate.	Partially makes recommendations to improve teamwork and resolve conflicts more effectively.  Rationale is mostly supported with references to course reading materials and external sources as appropriate.	Completely makes recommendations to improve teamwork and resolve conflicts more effectively.  Rationale is completely supported with course reading materials and external sources as appropriate.	Exemplarily makes recommendations to improve teamwork and resolve conflicts more effectively.  The student demonstrates thought leadership and rationale is effectively supported with course reading materials and external sources as appropriate.



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Weight: 25%	Assignment 2 - Part 2: Executive Summary, Revisions, and Recommendations				
Criteria	Unsatisfactory	Low Pass	Pass	High Pass	Honors
<p>4. The paper is professionally formatted and includes in-text citations, references, and is free from grammar and spelling errors.</p> <p>Weight: 10%</p>	<p>The paper is unsatisfactorily formatted. It may not include a cover page and headings or lacks professional choices in formatting, font, and spacing.</p> <p>Sources are not consistently cited in text, and accurate references are not included. There are mechanics or usage errors.</p>	<p>The paper is partially satisfactorily formatted. It may not include a cover page and headings or lacks professional choices in formatting, font, and spacing.</p> <p>Sources may be not consistently cited in text, and accurate references may not be included. There are some mechanics or usage errors.</p>	<p>The paper is satisfactorily formatted. It includes a cover page and headings, but may lack professional choices in formatting, font, and spacing.</p> <p>Sources may not be consistently cited in text, and accurate references may not be included. There may be some mechanics or usage errors.</p>	<p>The paper is professionally formatted.</p> <p>It includes a cover page, headings, professional formatting, font, and spacing.</p> <p>All sources are consistently cited in text, and accurate references are included. There are no mechanics or usage errors.</p>	<p>The paper is exceptionally formatted. It is highly professional in look and easy to quickly locate information.</p> <p>It includes a cover page, headings, professional formatting, font, and spacing.</p> <p>All sources are consistently cited in text, and accurate references are included.</p> <p>There are no mechanics or usage errors.</p>