



## **ASSIGNMENT 2: CASE STUDY**

Part 1: Due Week 7 and Part 2: Due Week 10

*"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. As you work on the assignment, be sure to make use of all that we have learned from Week 1 through Week 7, e.g., personal leadership style, the DiSC, TKI, etc.

### **Instructions**

1. Read the case, *Blake Sports Apparel and Switch Activewear: Bringing the Executive Team Together*
2. Write a 4 – 6 page paper to address the following:
  - a. **Risk to the Business:** Despite the success of the business and the talent of individual team members, the Executive Team at Blake Sports Apparel suffers from a number of dysfunctions that are impacting the business. What are the biggest risks this business is currently facing? Explain your position and cite specific examples from the case to illustrate the potential impact of these risks.



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- b. **Successes:** It's a natural tendency when exploring team dysfunction to focus only on the negative; however, Blake Sports Apparel and this Executive Team have a long track record of wins and high performance. Summarize the key successes and positive characteristics of this organization. What are the strengths of the Executive Team?
- c. **Analysis:** Explore the possible causes for the team's dysfunction, using the questions below to guide you. Include specific examples from the case to support your analysis.
- i. How might the company's early entrepreneurial success have sown the seeds for dysfunction as the business grew?
  - ii. How would you characterize the level of trust, communication and information sharing among this group?
  - iii. In what ways do alignment (or lack of alignment) around goals and incentives impact team performance and cohesion?
  - iv. In what ways are the current team structures and decision making processes impacting the business?
  - v. In what ways do CEO Cameron Barker's leadership style and history with the company contribute to the team's dysfunction?

#### **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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**Rubric Assignment 2: Part I**

Weight: 15%	Assignment 2 - Part 1: Problem and Analysis				
Criteria	Unsatisfactory	Low Pass	Pass	High Pass	Honors
<p>1. Identify team dysfunctions and the biggest risks to the business.</p> <p>Weight: 15%</p>	<p>Did not or unsatisfactorily explains the dysfunctions of the senior team and the biggest risks to the business.</p>	<p>Partially explains the dysfunctions of the senior team, but does not connect these to the risks they pose to the business.</p>	<p>Satisfactorily explains the dysfunctions of the senior team and presents a basic connection to the threats these pose to the business.</p>	<p>Excellent explanation of the dysfunctions of the senior team; makes a strong, well-reasoned and well-supported connection between these and the risks they pose to the business.</p>	<p>Exemplary explanation of the dysfunctions of the senior team and extremely well developed and clearly explained connection to the risk the business faces includes detailed citations.</p>
<p>2. Summarize the key successes of the organization and the strengths of the team.</p> <p>Weight: 15%</p>	<p>Key successes of the organization and strengths of the team and missing or unclear or inaccurate.</p>	<p>Basic summary of key successes of the organization and strengths of the team; discussion lacks clarity and/or conciseness.</p>	<p>Good summary of key successes of the organization and strengths of the team; discussion may lack some clarity or conciseness and/or not thoroughly supported.</p>	<p>Very good summary of key successes of the organization and strengths of the team; discussion is clear, concise, and well-supported by references and examples.</p>	<p>Exemplary summary of key points; includes unique and well-reasoned insights; clear and concise, and supported by references and examples.</p>
<p>3. Analysis: Examine the possible causes for the team's dysfunctions.</p> <p>Weight: 60%</p>	<p>Did not or unsatisfactorily examines the possible causes of the team's dysfunctions.</p> <p>Addresses one or none of the questions with sufficient depth or insight</p> <p>Little to no synthesis of ideas is demonstrated and logical reasoning is not included or evident.</p>	<p>Partially examines the possible causes of team's dysfunctions</p> <p>Addresses two questions. with depth and insight</p> <p>Demonstrates minimal synthesis of ideas and logical reasoning from course concepts.</p>	<p>Satisfactorily examines the possible causes of the team's dysfunctions.</p> <p>Addresses three questions with depth and insight</p> <p>Demonstrates basic synthesis of ideas and understanding of course concepts.</p>	<p>Fully examines the possible causes of the team's dysfunctions.</p> <p>Addresses four questions with depth and insight</p> <p>Demonstrates very good synthesis of ideas and understanding of course concepts.</p>	<p>Exemplarily examines the possible causes of the team's dysfunctions.</p> <p>Addresses all five questions with depth and insight.</p> <p>Demonstrates critical analysis, excellent synthesis of ideas, and understanding of course concepts and unique insights.</p>



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Weight: 15%	Assignment 2 - Part 1: Problem and Analysis				
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.</p> <p>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.</p> <p>There are mechanics and/or usage errors.</p>	<p>The paper is partially satisfactorily formatted.</p> <p>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 may not be included.</p> <p>There are some mechanics or usage errors.</p>	<p>The paper is satisfactorily formatted.</p> <p>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.</p> <p>There may be some minor 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.</p> <p>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>



## **ASSIGNMENT 2: CASE STUDY**

### **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 analysis of the *Blake Sports Apparel* case 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 *Blake Sports Apparel and Switch Activewear: Bringing the Executive Team Together* 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 Cameron Barker (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:
    - What can Barker do to increase trust and improve communication?
    - How can Barker incentivize the teams to improve alignment and meet their collective goals?
    - What can be done to make team meetings more effective?



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- Should Barker change the teams either in terms of team leadership and members and/or or overall structure? Explain.
- What, if anything, does Barker need to change about his own leadership style and his behaviors in order to make his Executive Team more effective?
- What additional actions should Barker take to improve team dynamics and performance and ensure that both Blake Sports Apparel and Switch Activewear improve collaboration and thrive in their market segment?

#### **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, the student name(s), 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.



**Rubric Assignment 2: Part II**

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



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<b>Weight: 25%</b>	<b>Assignment 2 - Part 2: Executive Summary, Revisions, and Recommendations</b>				
<b>Criteria</b>	<b>Unsatisfactory</b>	<b>Low Pass</b>	<b>Pass</b>	<b>High Pass</b>	<b>Honors</b>
<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.</p> <p>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.</p> <p>There are mechanics and/or usage errors.</p>	<p>The paper is partially satisfactorily formatted.</p> <p>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 may not be included.</p> <p>There are some mechanics or usage errors.</p>	<p>The paper is satisfactorily formatted.</p> <p>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.</p> <p>There may be some minor 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.</p> <p>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>