

### Leadership Control – Study 1

Mr. Chen works in the office which you manage and it was discovered that he has been eating other employees' clearly-marked sandwiches and other snacks like pudding, apple sauce, yogurt, and fruit. This has happened frequently enough that employees at Rosedale Academy are getting very frustrated and upset. Employees have now approached you as Manager of Rosedale to address this behaviour. Your task is to implement **control measures** and initiate **progressive discipline with Mr. Chen.**

Before beginning, please review the SMART goals under the "Locke" section of Lesson 3-4.

#### Instructions:

1. Watch the given video (Video 1), take notes about different control processes or issues in processes.
2. Complete the following tasks:
  - a) Set goals and standards around food, the kitchen, the refrigerator, labelling, etc. for your employees in a written document/memo that is addressed to all the employees at Rosedale Academy. Make sure your goals follow the SMART model learned earlier in the course. This should be one page (1/2 page minimum; 1 page maximum) **written document** addressed to employees that defines team behaviour goals and standards (Feedforward).
  - b) Using the video provided, measure the results and write them down. Tell me what is happening. Compare the results to the goals and standards. Tell me about who is performing above, at and below the goals and standards you created. You should summarize your findings in one page (1/2 page minimum; 1 page maximum) **written document** that addresses three inefficiencies in the office that should be addressed as work continues (this is not related to Mr. Chen's behaviour).
  - c) Take action using progressive discipline (watch the video and perform the following actions when asked to do so). Create a **script** of what you would say if you were giving a verbal warning after the first incident in the video. This should be a one page (1/2 page minimum; 1 page maximum) written script of the first verbal warning.
  - d) Assuming the behaviour was not corrected, a follow up formal written letter addressing the continued undesirable behaviour. Create a one page **formal written warning** after the second incident in the video.
  - e) Assuming that the behaviour continues unabated after the written letter, a written final decision on Mr. Chen's employment. Create a one page **script** of either a suspension/demotion or termination that you would say to Mr. Chen after the third incident.
  - f) In conclusion, explain the importance of using control measures in solving workplace problems. Then identify two other control measures (other than progressive discipline) that could have been used in this situation and give support for their implementation in this situation. Conclusion should be one page **written document** with all points mentioned above (1 page).
3. Save the files on your computer so that you have a copy of your completed assignment.

4. Submit the assignment for marking. If you need help submitting your assignment, please see the "Getting Started" course for instructions.