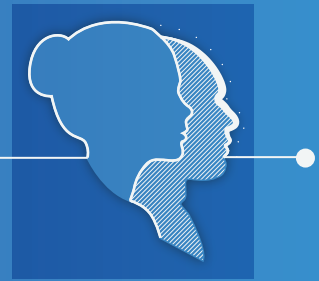


# Business is *people*

WEEKS 8 & 9  
MANAGEMENT & LEADERSHIP



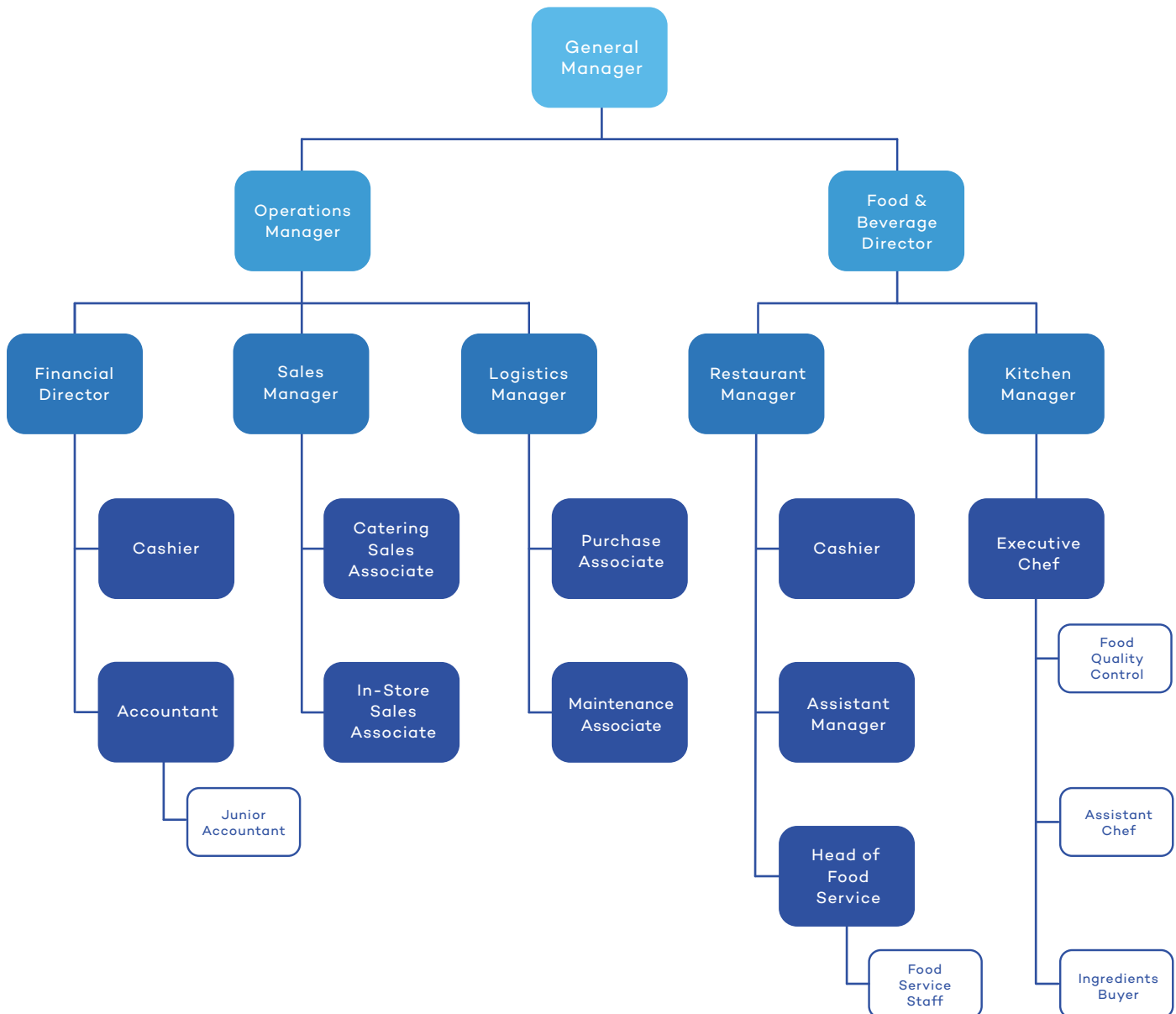
**ASSIGNMENT**

Leadership & Management –  
Leadership Consultant Analysis

**DUE DATE**

Week 9

## ORGANIZATIONAL CHART



# HUMAN RESOURCES:

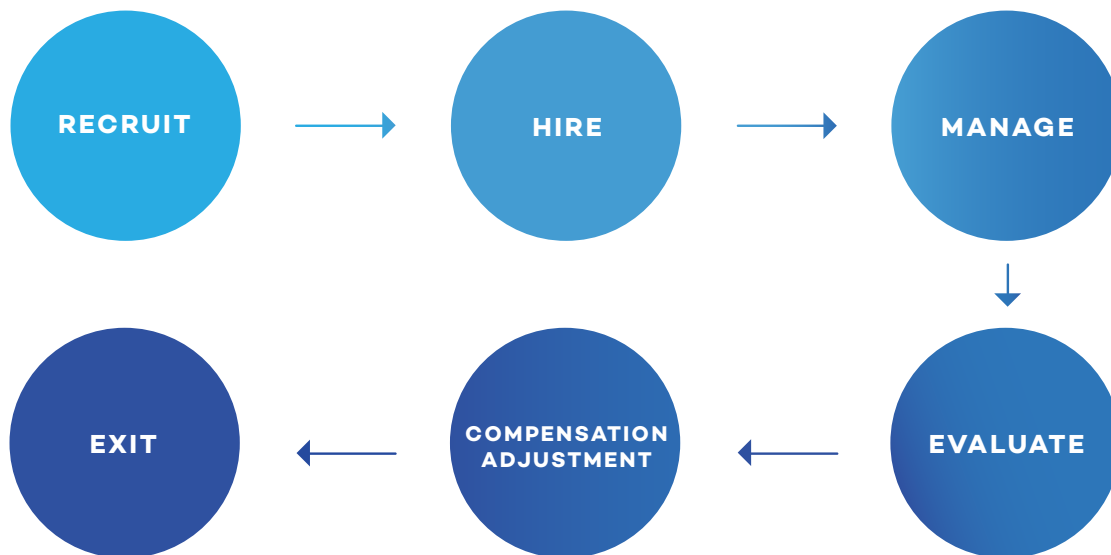
Hello,

Head of HR here, providing you a bit more insight into our process. I've included a flow chart on the high level process (see below) but also wanted to provide a more detailed explanation.

Our HR cycle begins with our recruiting department. We have campus recruiters who attend career fairs and develop relationships from select universities around the country. We also do a substantial amount of recruiting through LinkedIn, targeting professionals further along in their career with the backgrounds we look for. We then conduct phone screens with qualified candidates, followed by rigorous in-person interviews. We hire approximately 10% of the candidates we interview in-person.

Once an employee comes on-board, our performance management system begins. Employees are required to write out goals and objectives after their first 30 days on the job. They have regular ongoing conversations with their direct managers, as well as with assigned mentors, regarding their performance. On or near their anniversary date, we conduct a formal performance review. In the review, we evaluate how the employee performed relative to the goals they mapped out for themselves, and relative to our expectations. Based on the result of the performance review, we make compensation adjustments and promotion decisions. Finally, when an employee does exit their role, by transitioning to another role within the company or by terminating their employment, we conduct formal exit interviews.

Hope this helps. Look forward to your feedback on how we can improve.



## LEADERSHIP STYLE:

Hi,

I'm writing this email in response to your request for an overview of my leadership style. First, I think it's important to tell you how I got to my role as the General Manager. I started at the bottom and I've worked my way up through the ranks by being the top performer in every role I've had. I've worked hard to get to where I am today, nothing has been given to me, and I believe everyone reporting to me should have a similar mindset and work ethic. I'm looking for people who can keep up with my level of performance; that's what we need to achieve our organizational goals. I demand a lot from people. Some might say I'm difficult to please, but I believe in continually pushing people to achieve results they previously didn't think possible. To do that, my employees must move fast and execute on the directives I give them. If they can't, then I need to find others who can keep up. That may sound harsh, but I view maintaining a strong performance-based culture as my responsibility as a leader.

Please feel free to contact me with any questions.