

Students,

As with the template for assignment 2 part 1 template, this template is set up to reflect what you need to address for part 1 of Assignment 2 regarding the Celeritas Case. Green text includes instructions and clarifications that will be deleted before submitting your final paper while the blue text indicates areas where you need to replace with your own information.

A couple of you asked how to change the running head at the top of this page. If you don't want to use the Celeritas Case Analysis title, just hover over the top of the page and double-click—this will open up the header and footer of the paper and you can modify the paper in the same way you would modify other sections. When you are done, click the close (“x”) in the top right corner to return to the main content.

Title

Author

Jack Welch Management Institute

JWI 510: Leadership in the 21st Century

Professor's Name

Date

Executive Summary

For Part to of Assignment 2, you will include your executive summary on page 2—so you will need to add a page to your part 1 response. Your executive summary (or abstract) should be one paragraph and should not exceed 120 words. To count the number of words in this paragraph, select the paragraph, and on the Tools menu click Word Count. It is a summary of the most important elements of your paper. All numbers in the executive summary, except those beginning a sentence, should be typed as digits rather than words. Make sure you summarize the key point of your paper and address the following: What is the problem or issue? W/hat are the possible causes of the issue or problem? What solutions do you recommend?

Introduction

This template is formatted per APA Style guidelines, with one inch top, bottom, left, and right margins; Times New Roman font in 12 point; double-spaced; aligned flush left; and paragraphs indented 5-7 spaces. The page number appears one inch from the right edge on the first line of each page, excluding the Figures page. Page 1 header is set up differently than subsequent pages to properly format the running head label. Use headings and subheadings throughout the paper corresponding to the paper assignment (the last page has a graphic of the APA heading levels should you need to go beyond two levels of headings and subheadings).

You should have begun part 1 of your paper with the introductory paragraph. Make any changes based on the feedback you received from your professor in part 1, and also add any additional sections that may have been written since submitting part and make sure to update your thesis statement with this information.

Background

In this section, you should have already provided a background of the Celeritas case and outlined the problem (team dysfunctions) in part 1—in part 2, just make any revisions/corrections (Suggested length-1 page).

Analysis of the Problem

In part 1, you should have examined the possible causes of the issue or problem (Suggested length: 2-5 pages). Make any revisions as required from Part 1 grading.

CEO's Leadership Style

You should have written a paragraph describing Dr. Philip Boyer's leadership style and how it contributed to the team's dysfunction. Make any revisions as required from Part 1 grading.

Contrasting Consultant and CEO Leadership Styles

You should have written a paragraph here in part 1 comparing how Boyer’s leadership style is different from Carla Reese’s leadership style. Make any revisions as required from Part 1 grading.

Lloyd’s Ineffective Influence

You should have written a paragraph regarding why Dave Lloyd was ineffective in influencing his boss and colleagues. Make any revisions as required from Part 1 grading.

Handling of SVP Meeting & Suggested Future Actions

You should have written a paragraph here on how Lloyd could have handled the off-site SVP meeting differently? What actions could Lloyd have taken to effectively work with his colleagues and get his career back on track? Make any revisions as required from Part 1 grading.

Previous Team Building Efforts

In part 1, you should have a paragraph summarizing the previous team building efforts at Celeritas. What worked well and why? What didn’t work well, and why? Make any revisions as required from Part 1 grading.

Recommendations

For part 2, you will add this section—and address the question” What could the team of senior leaders have done to better understand the perspectives of each other and their boss.” Share your insights on what you believe will work to help the Celeritas team regain its lost momentum and to begin to work more collaboratively and effectively as a team.

Acting as a leadership consultant to Boyer (and applying the principles and practices from this course), what recommendations would you make to improve teamwork and resolve conflicts more effectively?

You can organize your work to respond to the prompts in assignment 2 by using the following sub-sections.

Facilitating Buy-In

How would you facilitate buy-in by all team members? For example, are there any short-term goals, and mission or vision statements, that could galvanize the commitment of all employees, especially the senior leadership team?

Building Trust

What would you do to build and to maintain trust among all employees to ensure Celeritas' mission and vision are achieved?

Cultural Cohesiveness and Collaboration

What must change about the existing organization culture, as it relates to collaboration and cohesiveness, for Celeritas to thrive in their market segment?

Return to Profitability

What should be done to ensure a return to profitability within 6 months?

Conclusion

Write a summary paragraph that brings the essential elements of the case, your insights, and recommendations together in a clear and concise way. This conclusion ties your paper together—reminding the reader the essential points of your analysis.

The suggested length of your paper is for part 2 is 6 to 10 pages excluding your cover page and your reference list.

Comments About Grading

Review the grading rubric for part 2 in your course documents (last page of the Assignment 2 instructions). I will be looking for the following items:

- 1. A logical, clear and concise executive summary that identifies key points of the paper (30%)**
- 2. Integration of the feedback I provided to you in part 1 and corresponding changes that are highly logical, clear, and concise (20%)**
- 3. Makes recommendations to improve team work and resolve conflicts effectively with supporting logic and integration of course reading materials and external supplemental resources as appropriate (40%)**
- 4. Good formatting, professional-looking, with cover page, headings, spacing, sources consistently cited in the text, and formatted references. No mechanics or usage errors. (10%)**

References

- Anderson, Charles & Johnson (2003). *The impressive psychology paper*. Chicago: Lucerne Publishing.
- Beer, M. & Vargas, I. (2011, Nov 9). Celeritas, Inc.: Leadership challenges in a fast-growth industry. *Harvard Business Review*.
- Collins, J. C. (2001). *Good to great: Why some companies make the leap ... and others don't*. New York, NY: HarperBusiness.
- Everything DiSC Workplace (2012). New York, NY: Wiley & Sons, Inc.
- Katzenbach, J. R. & Smith, D. K.(1993), The Discipline of Teams, *Harvard Business Review*, 1993
- Lencioni, P. (2002). *The five dysfunctions of a team: A leadership fable*. San Francisco, CA: Jossey-Bass.
- Smith, M. (2001). Writing a successful paper. *The Trey Research Monthly*, 53, 149-150.
- Welch, J. & Welch, S. (2005). *Winning*. New York, NY: Harper

Note: You must integrate the some of the resources you have learned in the first seven weeks of the course to support your paper such as your leadership style, the DiSC, the TKI, the Vroom-Yelton decision making model, emotional intelligence, the 5 Dysfunctions, Winning, etc.

In the body of the paper make sure you properly format the in-text citations. When the names of the authors of a source are part of the formal structure of the sentence, the year of the publication appears in parenthesis following the identification of the authors, for example, Smith (2001). When the authors of a source are not part of the formal structure of the sentence, both the

authors and years of publication appear in parentheses, separated by semicolons, for example (Smith and Jones, 2001; Anderson, Charles, & Johnson, 2003). When a source that has three, four, or five authors is cited, all authors are included the first time the source is cited. When that source is cited again, the first author's surname and "et al." are used. See the example in the following paragraph. The full source citation will appear in the list of references that follows the body of the paper.

Example: Use of this standard APA style "will result in a favorable impression on your professor" (Smith, 2001). This was affirmed again in 2003 by Professor Anderson (Anderson, Charles & Johnson, 2003).

When a source that has two authors is cited, both authors are cited every time. If there are six or more authors to be cited, use the first author's surname and "et al." the first and each subsequent time it is cited. When a direct quotation is used, always include the author, year, and page number as part of the citation. A quotation of fewer than 40 words should be enclosed in double quotation marks and should be incorporated into the formal structure of the sentence. A longer quote of 40 or more words should appear (without quotes) in block format with each line indented five spaces from the left margin.¹

See the next page for the APA Style Headings for the 6th addition and the page following for the grading rubric to be used to evaluate part 2 of this assignment. Delete these and all instructions in your final paper.

APA Style Headings: 6th Edition

Level	Format
1	Centered, Boldface, Uppercase and Lowercase Heading Then your paragraph begins below, indented like a regular paragraph.
2	Flush Left, Boldface, Uppercase, and Lowercase Heading Then your paragraph begins below, indented like a regular paragraph.
3	Indented, boldface, lowercase paragraph heading ending with a period. Your paragraph begins right here, in line with the heading. ^a
4	<i>Indented, boldface, italicized, lowercase paragraph heading ending with a period.</i> Your paragraph begins right here, in line with the heading.
5	<i>Indented, italicized, lowercase paragraph heading ending with a period.</i> Your paragraph begins right here, in line with the heading.

^aFor headings at Levels 3–5, the first letter of the first word in the heading is uppercase, and the remaining words are lowercase (except for proper nouns and the first word to follow a colon).

Weight: 25%		Assignment 2 - Part 2: Executive Summary, Revisions, and Recommendations			
Criteria	Unsatisfactory	Low Pass	Pass	High Pass	Honors
<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>Satisfactorily summarizes key points of the paper.</p> <p>It may lack some logic, clarity and conciseness.</p>	<p>Partially summarizes key points of the paper.</p> <p>It is somewhat logical, clear, and concise.</p>	<p>Completely 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>The student does not or unsatisfactorily implements feedback from the instructor or did not include the Problem and Analysis.</p>	<p>The student satisfactorily implements feedback from the instructor.</p> <p>A few of the changes may lack some clarity, logic, and conciseness.</p>	<p>The student partially implements feedback from the instructor.</p> <p>The changes are somewhat logical, clear, and concise.</p>	<p>The student completely implements feedback from the instructor.</p> <p>The changes are mostly logical, clear, and concise.</p>	<p>The student 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>Satisfactorily 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>Partially 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 completely 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>

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 references are not included in a manner that enables the reader to quickly identify sources. 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 not be consistently cited in text, and references may not be included in a manner that enables the reader to quickly identify sources. 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 references may not be included in a manner that enables the reader to quickly identify sources. 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 references are included in a manner that enables the reader to quickly identify sources. 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 references are included in a manner that enables the reader to quickly identify sources. There are no mechanics or usage errors.</p>