

Leadership in the Transportation, Logistics, and Distribution Sectors

Capstone Case Study

Notes: The purpose of this case is to build upon all of the topics covered during the 24-hour course – giving the participants the opportunity to apply their new knowledge to a real-world scenario.

This case builds upon the data provided in the Foundations of Organizational Behavior and Supervision & Employee Relations case studies.

Additional information:

Sam has made improvements with the way he communicates with the trainees. After evaluating your style of communications, you recognize that you did not give Sam complete information to perform his job. You've rectified the situation by becoming more explicit in your instructions. And, the level of feedback you provide helps employees to focus on their work.

Jo, however, is not satisfied with how you handled her concerns. She feels as if you did not hear her. As a result, Jo has lodged a complaint about you to your supervisor.

Though the overall morale of your staff has improved, you have discovered that Alexi has gotten three speeding tickets in the past two months. He's about to be suspended. When you confront him with this information, he defends himself by saying he was never told that his driving record would have an impact on his job. After all, you've told your staff they must meet the company's timelines...or else.

Though you have shared with your employees the benefits of remaining union free, they have voted in the local Brotherhood of the TLD to represent them in salary negotiations, job structures, etc. You know longer have the flexibility of assigning your staff as you see fit, unless their job duties fit within the constraints of the union contract.

Customers have been complaining that deliveries are arriving progressively later. You noticed the logistics coordinator you hired has not been willing to work beyond an eight-hour shift.

To make matters worse, the dockworkers who load your shipments onto their containers have been unable to come to work due to excessive flooding and road closures. Your clients' electronics gear sits waiting to be loaded and shipped.

Further, your boss has come to you demanding answers as to why so many clients are enraged and wants your solution NOW!

You're at your wits end.

What are you going to do?

Based on the information that has been covered in this course and your own knowledge of management, design a plan that you can present to your boss to resolve these matters.

Identify the problem

Analyze alternative solutions

Select the best three options

Present the plan to your boss

Describe how you will follow up to ensure the plan is working.