Growing Managers: Moving from Team Member to Team Leader

Jennifer Tjersland Othman Albesher

Case Summary
ColorTech Greenhouses, Inc., headquartered in Phoenix, Arizona, is a supplier of annual and perennial flowers to big box stores. The company quickly became the largest and most global grower in the western hemisphere. The status of the declining sales from the Phoenix division was examined through the eyes of Melissa Richardson, a recently promoted sales manager for ColorTech corporate headquarters. This case discusses the reasons for the difficulties currently confronting the Phoenix ColorTech sales team.

Recommendations

Summary
Although the sales team in Phoenix has some challenges, including poor management performance and untrained employees, and is faced with other goals, a new and existing team is needed to continue their growth and success. A case of high employee turnover, motivation, and production challenges.

References

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Summary

Although the sales team in Phoenix has some challenges, including mismatched managers, mismatched sales teams, and mismatched sales goals, it is still clear that the sales team can be taken to the next level to achieve its goals and create a team of high-performing, dedicated, and productive employees.

References


approach to analysis

The Phoenix ColorTech sales team and its members will be assessed to relate to the GBR theories of motivation and job performance.
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About ColorTech Greenhouses, Inc.

ColorTech was a privately held supplier of annual and perennial flowers to big-boss stores. Along with the rest of the color industry, ColorTech was facing increased price competition as well as a steady declination in sales. At this time, the market was experiencing a very low demand for the flower industry. ColorTech particularly was constantly receiving pricey customized orders, and being insisted upon for demands for lower prices. While the company operated its main U.S. greenhouses in Phoenix, Arizona; San Diego, California; and Columbia, South Carolina; ColorTech Greenhouses, Inc. operated in Nogales, Mexico, Colombia, and planned to expand into Ecuador.
# Statement of Issue

The Phoenix Sales team lacks motivation and commitment to company goals, as evidence by their declining sales, dismissal of corporate expectations, and poor attitudes. These problems are exacerbated by poor management support.

## Inconsistent or Declining Sales
- Terms are unresponsive to meeting sales goals, with no evident and consistent feedback or support.
- Inability to perform beyond expectations, even with adequate performance metrics.
- Sales personnel seem disengaged, indicating a lack of motivation.

## Inattention to Company Initiatives
- Inadequate communication regarding new initiatives.
- Inability to effectively implement new strategies.
- Low engagement levels from employees, leading to reduced performance.

## Poor Attitudes
- Negative attitude towards company initiatives.
- Lack of enthusiasm for new projects.
- Friction between employees and management.

## Lack of Management Support
- Management is not actively involved in sales initiatives.
- Lack of clear communication and support for employees.
- Insufficient resources and training for sales teams.

### Example Table

<table>
<thead>
<tr>
<th>Issue</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inconsistent or Declining Sales</td>
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</tr>
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</tr>
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</tr>
</tbody>
</table>