Current Reward System

Recommendations

- Formalize teams
- Implement group goal-setting
- Monthly or weekly meeting for progress
- Discussion of barriers and resources available
- Appoint leaders
- Direction, clarity, coaching, mentoring and administration needed
- Implement group incentives

*Formalize – to (put a principle)
Helps with on-boarding
Incentives give employees a reason to keep others accountable
Leader provides clarity, coaching, coaching needed.

Reward System

- Profit/Stock Sharing
- Gives employees incentive to want to better the company
- Group Productivity
- Extra pay based on group production based on result-oriented measures
- Individual Incentive
- Skill based pay
- Implementing a reward system Rufer will need to:
- Make rewards visible
- Make rewards timely
- Make rewards reversible

References

Questions ?

The Morning Star Company: Self-Management at Work

Thecasesolutions.com

INTRODUCTION

- Who is Morning Star?
- Self Management
- Teams
- Rewards
- Recommendations
- Questions

Thecasesolutions.com

Morning Star

- **Founded in 1970 by Chris Rufer**
- **Started as a trucking company**
- **Purchased a packing company in 1990**
- **Purchased existing facility in 2002**

Thecasesolutions.com

* Started as a trucking company hauling tomatoes and peaches from farms to processing facilities

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- Chris Rufer: President
- The only employee with an official title
- Workers are known as colleagues
- Responsible for:
- Planning
- Organizing
- Staffing
- Directing
- Controlling their own work activities

* The only person with an official title is Chris Rufer. This was only b/c the company was required to have a president for legal purposes.

Self Management

A self-managing team is a group of employees working together who are accountable for all or most aspects of their task.

Thecasesolutions.com

Advantages

- **Greater employee responsibility & accountability**
- **Freedom for team Innovation**
- **Employee Empowerment**

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* Started as a trucking compan
hauling tomatoes and peaches
farms to processing facilities

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Disadvantages

- **No central Authority**
- **Long decision making process**
- **Can lead to uncertainty and chaos**
- **Group think - to many ideologies colliding**

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TEAMS

Looking for peer accountability

"Based on individual freedom with the expectation that individual colleagues would take responsibility for holding their peers accountable and address failures directly" – give them the environment to accommodate this level of accountability.

There were no appointed managers whose job centered on accountability or incentives in place to ensure colleagues accepted the "responsibility" side of the equation.

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