

Overview

- Discussion and Background of Case
- Identifying Issues/Problems
- Importance/Urgency
- Effects of Problem on Organization
- Why did issues arise (resources, people, processes)
- Who is affected
- Constraints/Opportunities
- Role of Leader (leadership styles, effectiveness)

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Discussion

- Who are the key players in this case?
- Who is the decision maker?
- What do you believe appears to be the issue?

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Background "High Demand for Student and Learning Writing Center (SLWS) Services

- Increase in numbers
 - 7 year time frame (6800 to 14,000 students)
- Increase in usage
 - 43% Graduate
 - 23% Undergraduate
- Increased services
 - International
 - Workshops for graduate students
 - Program english language learners

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Background "Lack of resources/manpower"

- Staff
 - Tracy Chan (director 7 years)
 - Fewer Staff (down by 4 part time)
- Physical Space
- Funding
 - Commitment via strategic planning, but failed
 - 2006 -2008
 - Increase Students/Decrease 3% funds each year
 - Funding new position

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Organizational Challenges

- New employee - Hinske
 - Leadership/Followership (empowerment)
 - Right people on the bus
- Communication
 - Hierarchy
- Barriers to Learning Culture
 - Resources, Blame, Work/Learning Dichotomy, Need for Control
- Conflict
 - Interests
 - Leader vs. Manager



Importance and Urgency

- Communication/Discussion
- Deliverable/Project
 - Month and a half left
- Urgency

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Effects

- Priorities and direction
- Monitoring performance
- Organizational Structure
- Competitive Advantage
 - Employee engagement
- Morale
- Client/Consumer Satisfaction