

Leadership Excellence

Case Study

Reference



Congratulations!

You've been promoted to head the Smithville city station package delivery operations for Zephyr Air. What an honor! This is quite a step up for you, both in responsibility and in visibility. Many eyes will be on you in the hopes that you will be an excellent manager in your new role.

*Here's a brief overview of our History, Structure, and Process,
and then we'll introduce your Team, Mission, and Management Choices.*

Our History

Before the start of the air express industry, the only way to send a package overnight was by passenger airlines. In addition to being inefficient, the service was expensive and unreliable.



Our company realized that using a “hub and spokes” system (similar to what railroad companies use) was the key to success. We set up satellite distribution centers that are coordinated through one national sorting facility. Our planes fly to our central hub at night to provide our customers with the convenience of sending packages up until the close of regular business hours. We've made substantial investments in specialized sorting and handling equipment as well as delivery vehicles (planes, trains and trucks) needed to ensure on-time, next-day delivery.

A big part of our history has been our relationship with the many union employees that have helped us to be successful since our first days. Our craft partners provide the vast bulk (over 70%) of Zephyr's daily labor efforts. To do this better, Zephyr management must work to maximize the efforts of over a dozen different craft unions and trades providing all this important work. Zephyr works hard to overcome the “management vs. labor” stigma with all of its craft employees.

Zephyr Air is known for its Customer Centricity. Our older ads used the now-famous motto of “Getting your packages to you in a breeze!” Our new marketing strategy is more down to earth. It focuses on engaging our customers by understanding their needs:

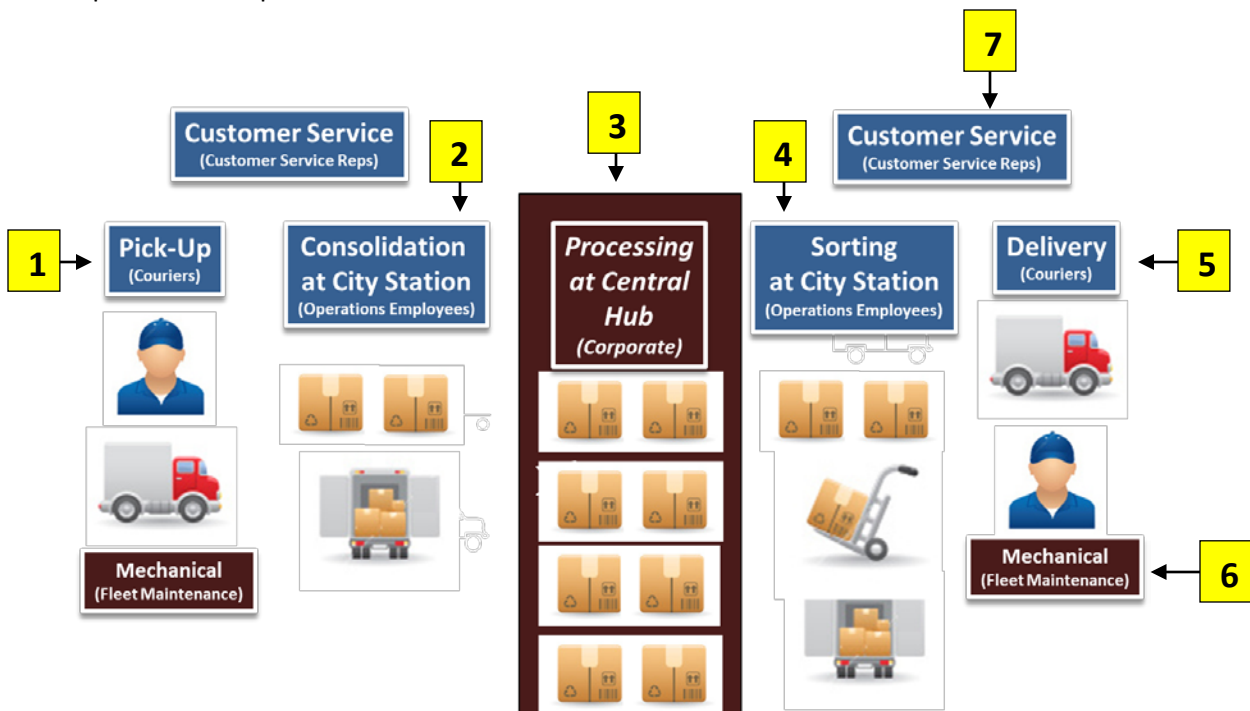
Zephyr Air will help you see: *Our Customers' Centricity!*

Our Company Structure

Our company services the entire United States air express market. Each region is run by a General Manager and operates independently of the company's other regions. Our marketplace dictates that competition is regionally-focused, with (non-union) managers of each city station competing for business in their city and surrounding communities. Managers in each region lead work groups with large craft populations. The crafts are part of four key departments: Distribution, Operations, Mechanical, and Customer Service.

Our Process

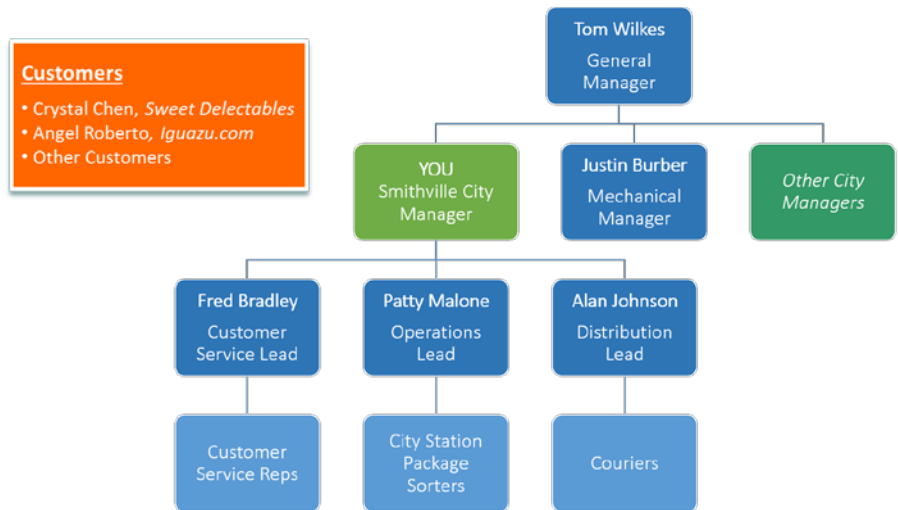
Customers initiate a package pickup by using a smart phone application, a phone, or by placing their order online (either through us or through one of our customer client's websites). The following is a visual depiction of our process:



1. Customer delivery orders are forwarded by our sales reps to a *Courier* who works in the Distribution department. Couriers pick up packages at customer locations throughout the communities adjoining our city, North Suffolk. By evening, all couriers have made their pickups and have returned to the city sorting centers.
2. Operations employees then sort and place the packages into large bins that are soon loaded onto an aircraft and flown to the *Central Hub* (which is run by Corporate).
3. At the Central Hub, packages are unloaded from bins, sorted by zip code and then loaded onto the appropriate plane or train. These planes and trains then depart for their destination city. In the early morning hours, the planes and trains arrive at their destination city terminals.
4. Operations employees unload the bins when the planes and trains arrive. They then sort the packages and place them on a conveyor belt that passes between strategically-parked delivery trucks. They load the packages onto the trucks.
5. Couriers are on the road before 10 a.m. They must complete delivery before the 4 p.m. deadline promised to the customer.
6. The fleet of trucks our Couriers use for deliveries are maintained by the Mechanical group.
7. Customer Service Reps (CSRs) are available throughout the process. They handle...
 - Customer inquiries, including lost, incorrectly routed or damaged packages
 - Special orders (extra-large or heavy packages)
 - Processing requests for shipping materials and account adjustments

Your Team

Let's introduce you to the team you will be working with in the Smithville city station.



Tom Wilkes is the General Manager for the region and *your* Manager. He is based at Regional Headquarters. Tom has a 'command and control' approach that has served him well for over 26 years of his working at Zephyr Air. Tom has high hopes for you and your ability to engage your direct reports (Alan, Patty, and Fred) and your customers.

Tom's a great logistical manager, although he can sometimes be abrupt with those who do not follow the rules. He works long hours to ensure the job is done, and his neck is on the line if you do not succeed since your station services some very high-profile customers.



Justin Burber is a new peer manager who has heard all the jokes he can stand about his name! He's still learning the ropes...but doing so quickly. Justin manages the Mechanical group. His group maintains the fleet of trucks used by your Distribution Team (the Couriers). Although relatively new to this position, He's worked at Zephyr Air for 3 years.

Justin likes to invent new ways of accomplishing tasks. His team's fleet maintenance work is generally good but it can sometimes be inconsistent. Justin may sometimes slip away at lunch for an hour or two but on those days he stays late to compensate for the 'lost' time.



Alan Johnson is one of your direct reports. He's been the Distribution Team Lead for nearly 13 years and he manages the Couriers who pick up and deliver the packages. Alan is a personable manager who likes action as well as being a skilled negotiator. He can make the most routine task seem exciting.

Sometimes Alan's been reluctant to follow-through on what he considers to be tedious administrative details of the job but he gets the job done anyway. Occasionally he'll take long weekends for 'get-aways' but he's always on the job when needed.



Patty Malone is one of your direct reports. As the Operations Team Lead, Patty manages the employees who sort the packages and load them onto our fleet of trucks for delivery. Her employees also load our packages onto the planes which are heading to the Central Hub. Patty has been here for 17 years.

Patty gets the job done in an orderly and structured manner. She'll follow your orders. She's punctual and reasonably reliable. Lately, though, it seems like something is bothering her. She will sometimes arrive late or suddenly leave early without explanation.



Fred Bradley is one of your direct reports and the Customer Service Team Lead. He manages our Customer Service Reps who work in our call centers handling special requests and customer complaints. He's committed to firing ineffective team members (who don't leave of their own accord) to improve his error rates.

During his 36+ years here Fred is known for providing structure, goals and metrics for others to perform their job. He can see where the organization needs to go and can communicate that vision to others. He has a tireless devotion to the job and to building the skills of his group. He puts in long hours and has worked through several weekends in his attempts to turn results around. He'll sometimes spend time in the evenings catching up on work he couldn't finish during the day.



Crystal Chen works for one of our key customer accounts, **Sweet Delectables**, the famous high-end fruit and specialty food store which has its fulfillment center here in North Suffolk. Crystal is looking for a harmonious working relationship with our operation. Although she likes to avoid conflicts, she's not quick to forgive our frequent fumbles with **Sweet Delectables'** shipments. Late package deliveries can mean damaged fruit, melted chocolates or spoiled food for them.



Angel Roberto is the founder/owner of **Iguazu.com**, a fast-growing online business. Angel began by shipping home furnishings and small furniture, which quickly morphed into shipping home appliances, kitchenware, bathroom items, rugs, large furniture, patio furniture, and nearly every other item used in a home, residence or office. Although Angel started **Iguazu.com** only a few years ago, he's succeeded in growing his online business nearly exponentially each year. Angel sees the success of **Iguazu.com** linked to the success of Zephyr Air.



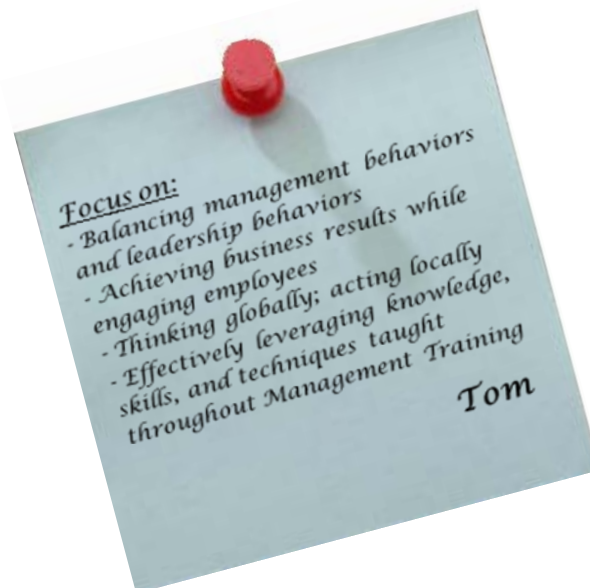
Your Mission

You are responsible for achieving our vision, which states: *Zephyr Air will help you see: Our Customers' Centricity!* Zephyr Air recognizes that the only way you can achieve Customer Centricity is by building a team of engaged and skilled managers. If you succeed in engaging your direct reports, your customers, your manager and even your peer, you will be a success and you will certainly achieve Customer Centricity.

You were promoted so that you can maximize the percentage of packages that reach their final destinations error-free. Zephyr Air defines error-free as 0% errors, however, most city stations average error rates of 4.29% in their Distribution, Operations and Customer Service departments. You are expected to achieve **Management Excellence** by engaging your Team Leads, improving their skills, and by gaining their trust in you so that they can successfully manage *their* teams of employees. You are also expected to gain the confidence of our customers, your manager and of course, your peer.

You will have an opportunity to make decisions which represent a "typical day" in that month. Your actions will be reflected by monthly reports based on the decisions you made on that "typical day." So although it is a typical day, please make sure you include everything you believe should be accomplished that month when you make your decisions on that day.

Please remember that feedback, even in the form of complaints, is an opportunity. Customers whose complaints are quickly resolved often become our most engaged customers. Your primary responsibility though is to manage your Distribution, Operations and Customer Service Team Leads in a way which engages them (without ignoring our Customers, your Manager, or your Peer). You have a challenging job ahead of you, but we have every confidence in you and your ability to manage these people well!



Your Management Choices

You have the ability to select from any of the items listed below. *Note: You will receive a more complete Reference Guide on your first day that will explain each of the options listed below.*

- **Questions** – You can ask your Manager, your Peer, a Direct Report or a Customer questions.
- **Check In** – You can check in with your Manager, your Peer or a Direct Report.
- **Talk With** – You can talk with your Manager, your Peer or a Direct Report.
- **Briefing** – You can hold a briefing with your Manager, your Peer or a Direct Report
- **Individual Updates** – Team Leads can provide you with an update
- **Ask a Customer** for a Status Update
- **Customer Talk With** - Listen to your Customer's Concerns
- **Weather Briefings** for a Customer
- **Lunch** - You will decide where to eat your lunch and/or with whom.
- **Social Events** are employee-only events
- **Celebrate Reaching a Milestone** can be held to acknowledge your employees' accomplishments.
- **Celebrate this Month's Birthdays** to congratulate employees who had a birthday this month.
- **Conduct Past Performance Team Safety Inspections** to celebrate past safety achievements.
- **Team Meeting: Recognize Team for Good Work** to celebrate & discuss team achievements.
- **Team Meeting: Announce a Community Service Project** to declare a city project to perform.
- **Safety Checkups** can be held to encourage or improve our safety record.
- **Launch a Community Service Project** to actually commit to working on a project.
- **Team Goal Setting** to have your Team Leads set goals for the upcoming month and quarter.
- **Conduct facility-wide training** (to trains all of your employees) not just your Team Leads.
- **Request Technology Research Briefing** to get information on possibly useful technologies.
- **Team Report Outs** to have your Team Leads report their status.

Best of Success!

Ben McGarry, Human Resources Director, Zephyr Air