Case Shred Long Form

Name

[Institutional Affiliation(s)]

Author Note

**Case Analysis Outline Shred**

**CASE TITLE : Team Conflict: The Chatty Accusation at the Customer Support Call Center \_ Name: THUY TRUONG**

Complete the following items but keep info brief **with no item on the outline taking more than one line**.

I. **Major Problem(s) Identified**. List 3 problems to help determine which one is the most urgent and needs immediate attention. Is there a problem that is an underlying causative factor that led to the urgent problem?

**Problem #1:**

Justifications/Facts to back problem statement**.** Why is this a problem? What objective facts in the case support that this is the problem? Is there a cause and effect factor evident in the problem? Is the problem the result of another underlying causative factor or problem?

 1. There exist a conflict among the four Customer Support Representatives.

 2. Three American members were not happy with Enriquez. They passed hated comments about her.

 3. Long call duration of Enriquez was cause and effect factor in this problem

 4. Enriquez was transferred from the sales department

 .

**Problem #2:**

Justifications/Facts to back problem statement**.** Why is this a problem? What objective facts in the case support that this is the problem? Is there a cause and effect factor evident in the problem? Is the problem the result of another underlying causative factor or problem?

 1. Long call duration of Enriquez.

 2. Her average call duration time was 13 minutes.

 3. Enriquez was a Costa Rican and she better understand her people.

 4. Ames restrict the call duration time to seven minutes per call.

**Problem #3:**

 Justifications/Facts to back problem statement. Why is the problem? What objective facts in the case support that this is the problem? ? Is there a cause and effect factor evident in the problem? Is the problem the result of another underlying causative factor or problem?

 1. Combined evaluation and reward for all four Customer Support Representatives.

 2. Monthly average call duration of the team was 7.4 and there was a deduction in salaries team.

 3. Ames wanted to promote cooperation is her team.

 4. Long call duration of Enriquez.

II. **List & Prioritize Goals:** What are the best possible measurable outcomes to remedy the situation? How can you measure or quantify the success of the goal?

 1. Average call duration of team should be less than 7 minutes.

 2. Decrease in average call duration of Enriquez can solve the problem

 3. Transfer of Enriquez from call center department of sales department can solve the problem

 4. Salary deductions should be made on individual’s performance

III. **Discussion & Analysis of problems, factors and underlying issues.**

The key problem was the conflict that was arisen the members of call center team. This conflict was arisen because the deductions in salaries were made on the overall performance of team. Sonia Enriquez was the customer support representative who missed her target. The limit of call duration was seven minutes per call and this target was set by Jennifer Ames. The average call duration of Enriquez was 13 minutes. The other three members of team had to pay the price of Enriquez’s performance. Moreover, Enriquez was transferred from sales department and she was a Costa Rican.

**IV. Solution Alternatives: Strategies t**o Achieve Goal & Resolve or Mitigate the Problem.

 Solution: 1: Remove the limit on call duration or increase it from seven minutes to ten minutes.

 1. The conflict will be resolved as the team can easily manage this target.

 2. Customers will be more satisfied as Enriquez could make longer calls.

 2. Worst Possible Outcome – Disadvantages:

 a. Cost of Call center will increase.

 b. Call waiting time for customers will increase.

 Solution #2: Deductions should be made on individual’s performance.

 1. The conflict will be resolved as performance of Enriquez could not affect the salaries of others.

 2. Performance of Enriquez may increase due to the release of pressure from other members.

 2. Worst Possible Outcome - Disadvantages

 a. The concept of Team work will be demolished

 b. May give birth to negative competition in all four customer support representatives

 Solution #3: Transfer of Enriquez from call center to sales department.

 1. Conflict will be resolved and target of call duration will be achieved easily.

 2. Sales of the company can be increased.

 2. Worst Possible Outcome - Disadvantages

 a. Customers satisfaction level can be decreased as they were well satisfied from Enriquez.

 b. It can harm the feelings and loyalty of Enriquez

**V. Solution Recommendation:** Choose one Solution to Recommend implementing that you’ve listed above and use a major justification to state why it is the best one to remedy the problem and to meet the goal.

 A. This solution cannot only resolve the conflict but can also increase the sales of company

 1. Enriquez failed to achieve her targets. The price of her failure should not be paid by others

 2. Reaming members of team will be able to achieve the target easily.

 3. Average call duration will be decreased significantly by this solution.

**WARNING!! Possible pitfalls to avoid in your case analysis, so try to avoid the following:**

I. Problem Identification

 \_\_A symptom, not a problem was identified.

 \_\_Problem identification was not adequately justified within the context of the case information

 \_\_Problem justification was not logical or realistic.

II. Facts subjective (opinions, predictions, speculations) not objective – happened in the past; supported by data

III. Goals are not measurable outcomes but are strategies or recommendations.

IV. Recommendations don’t fit the goal or adequately address the problem.

V. Pros/Cons – too general, not measureable, feasible or well thought out.

VI. Vague, general or nonspecific language and writing.