

Matrice White

Dr. Susan Luck

MBA 601

September 11, 2011

Statement of Problem:

“Managers must be able to communicate easily and efficiently, and they must share a vision of the direction in which they wish to take their organization. If they cannot agree with reasonable precision on these “plans”, then they will pull in different directions and the team (or organization) will break down.” (Mintzberg, 1973). Effective Communication is the key to success in many different aspects. As a Customer Care Professional, the issue at hand is that the managers within my organization, lack time to review monthly monitors and update the team on changes within the organization. Each time there is a call, monitored the report is sent out via email with an audio of the call attached as well. The intent of the email is for each person to review his or her call and notes. After reviewing the notes and the call, if you disagree with what Quality Analysis (QA) documented, you are to then email that information to your manager. on numerous occasions the notes documented are misconstrued. When management ineffectively communicates issues about one’s production it results in an increase in employee dissatisfaction, a decrease in management credibility and the level of customer service provided to external customers becomes inefficient or negative.

Also, employee satisfaction is imperative within an organization. When employees are dissatisfied it causes a ripple effect and can interfere with operations. Management should make sure that employees are fully aware of what is going on within an organization and what the exact expectations are. When the managers receive a call scored from QA, they will review the

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Comment [1]: Two things: 1) you have to introduce direct quotes; you can’t just drop them in. See Hacker page 163, item 36b. 2) You need to set off a quote that is more than 40 words by indenting it. See page 162 at the bottom of the page. If you meant this quote as an epigram, then email me and I will tell you how to put it in the paper correctly.

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Comment [2]: 7c

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Comment [3]: 17;—never a comma between the subject and the verb

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Comment [4]: 12b

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Comment [5]: 17]—again s+v

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Comment [6]: 2b

Luck, Susan 9/16/2011 1:52 PM

Deleted: The issue with the above process is that

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Comment [7]: 2b

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Comment [8]: Faulty predication. Beginning a sentence with when means you can’t begin the main clause with “it”. Rework.

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Comment [9]: 3b

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Comment [10]: Same note as above

call and then forward the call to the representative via email. It is up to the representative to then review the call and forward an email with any concerns back to their manager and their manager will place the item in dispute with QA for reconsideration. If a call is monitored, it is only fair to take a few minutes out of the day to face-to-face discuss the results. It is bad enough to have someone critiquing your work behind the scene, but not having the ability to discuss concerns verbally could create more issues. When employees receive their reviews and the review isn't a perfect score, people start to become dissatisfied about the results. Sometimes writing an email to explain the reasoning behind an imperfect score creates a negative effect. I feel that when you are angry you can't necessarily get your point across through an email either. Dissatisfied employees can lead to a negative outlook on the company. Employees become disengaged with activities that the company wishes to sponsor and also dread going to work each and every day. The morale within the company slowly turns into negativity.

Equally important, "Employees tend to live up to their managers expectation of them. If a managers expectations are high, productivity is likely to be excellent." (Peter Hall). In a lot of cases a manager's word and their actions are all he/she has to stand on when satisfying employees. If employees feel as if they can't trust their manager then it creates a barrier. The amount of credibility a manager has determines the amount of trust an employee will place into their manager. It is imperative for a manager to gain rapport with their team members. Gaining rapport requires some face-to-face feedback. If employees are able to speak with their managers verbally instead of in a written manner, people may be able to clearly express their concerns and all questions and inquires will be resolved at that particular point. When reviews are received and are unclear people begin to create their own assumption for the "mark-offs". When you receive feedback that you feel to be poorly reviewed, you would like to have someone to consult with at

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Comment [11]: 12b

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Comment [12]: Way too many ideas here. 1 idea=1 sentence. Read aloud. Where you need to breathe is where the sentence needs to break.

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Comment [13]: 2b

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Comment [14]: 7c; who is taking?

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Comment [15]: 12b

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Comment [16]: Which people? Be clear as to whom you mean.

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Comment [17]: Rework to get rid of the ... [1]

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Comment [18]: Redundant

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Comment [19]: Quotes can't do the ... [2]

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Comment [20]: 12a

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Comment [21]: Avoid this construction. ... [3]

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Comment [22]: 17b

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Comment [23]: 12b

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Comment [24]: 12a

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Comment [25]: 12b

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Comment [26]: 12a

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Comment [27]: 7d

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Comment [28]: 2b; again break into two ... [4]

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Comment [29]: 2b

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Comment [30]: 17b

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Comment [31]: Period goes inside quotat ... [5]

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Comment [32]: 5a

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Comment [33]: 2b

the same time you receive the review. If your manager is always too busy to assist you in with issues that greatly concern you, then you feel as if they are “backing out” and your level of trust begins to die down. Keeping productivity excellent requires satisfying the team members that control production and allowing team members’ constant access to managers. It is important for managers to keep the trust with each and every person that reports to them.

Furthermore, customer service assists with the overall ratings that each organization receives. Communicating effectively to keep your team members abreast of expectations and changes before the changes happen will help reduce employee dissatisfaction which will also

help your employees to take good care of the organization’s consumers. If customers are unhappy with the level of care that they receive when they reach out to an organization for assistance, the organization becomes known for bad customer service. For instance if you are shopping for a new bank to do important business with and one friend has encountered a bad experience with a certain bank, the only thing you can think about is the negative comments that your friend told you. In some cases it will automatically eliminate you from taking your business there. If employees are unhappy with an organization then it causes them to have a careless attitude about the company’s image. When employees gain this “I don’t care” attitude it creates a domino effect; not only does it cause dissatisfaction with the employee but with the customers as well. When you contact someone about a bill that you received and they treat you with disrespect then as a consumer you automatically begin to look for other places to take your business.

Effective communication will go a long way and will assist with unnecessary negativity created by misunderstandings. Just as it is a team member’s responsibility to perform certain tasks within an organization, it is up to the manager to make sure that each person is satisfied and the level of care remains efficient and experiences are positive.

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Comment [34]: 12a

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Comment [35]: No quotation marks around slang

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Comment [36]: 12a; always use who or whom to refer to people, never that

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Comment [37]: 12b

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Comment [38]: Again redundant

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Comment [39]: 17e

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Comment [40]: 17b

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Comment [41]: 12b

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Comment [42]: 17b

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Comment [43]: 12b

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Comment [44]: 17b

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Comment [45]: 12b; the same concept of “when/it” applies here that I marked above.

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Comment [46]: 12a

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Comment [47]: 17b

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Comment [48]: 2b

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Comment [49]: 12a

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Comment [50]: 12a

In conclusion, effective communication is essential within an organization. Being able to deliver sensitive information in an understanding matter to your employees would assist with keeping the morale at an above standards rate. In many cases people fail to realize that just by communicating face-to-face, simple misunderstandings can be alleviated. When management appear to care about their employees concerns it makes it a lot easier for employees to talk to management instead of holding so much frustration within. In some cases, I understood that management maybe a little too busy at a certain time period to discuss concerns about the reviews and changes but if management could find an effective way to inform the team members of such, then the expectations of the team members won't be so high. There are some benefits to being able to have face-to-face meetings to discuss reviews and changes within the organization. When you meet face-to-face with a person, I body gestures tell it all. You gain a better understanding of what the expectations are if you have someone that is making direct eye contact and speaking with confidence. There shouldn't be any assumptions made if everyone agrees to understand each and every ones' expectation of one another. If you are a person that likes to receive feedback via an email, then maybe the approach isn't all bad but for a lot of people, being able to verbally express concerns will make life a lot easier within the organization.

Audience Analysis:

The primary audience will be management. Management will be the individuals that are capable of making the necessary changes to assist with correcting the above issue. The management team will create critical points within their day that they are most certain that they can't meet with team members and then analyze other points in their day that they can potentially

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- Comment [51]:** 24
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- Comment [52]:** 24
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- Comment [53]:** Again
- Luck, Susan 9/16/2011 3:02 PM
- Comment [54]:** 12b
- Luck, Susan 9/16/2011 3:02 PM
- Comment [55]:** 2b
- Luck, Susan 9/16/2011 2:58 PM
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- Luck, Susan 9/16/2011 2:57 PM
- Deleted:** , it is
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- Comment [56]:** Here you need two words sine "may" is the adverb
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- Comment [57]:** 17b
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- Luck, Susan 9/16/2011 3:02 PM
- Comment [58]:** Again sentence too long
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- Comment [59]:**
- Luck, Susan 9/16/2011 3:02 PM
- Comment [60R59]:** 12 b
- Luck, Susan 9/16/2011 3:02 PM
- Comment [61]:** 2a
- Luck, Susan 9/16/2011 2:58 PM
- Deleted:** their
- Luck, Susan 11/20/2011 11:38 AM
- Comment [62]:** Who
- Luck, Susan 9/16/2011 3:02 PM
- Comment [63]:** 12a
- Luck, Susan 9/16/2011 3:02 PM
- Comment [64]:** 19d; apostrophe goes before the s

meet with their employees. The amount of time that they will allot each meeting will be based upon the type of issue that needs to be discussed.

The secondary audience will be the team members who are experiencing the dissatisfaction of the above process. Customer Service Professional (CSP) may be able to have all questions that they need an answer for already written down to avoid a silent moment during discussion. CSPs will have to understand that time is very limited and to have realistic expectations of face-to-face feedback. CSPs will also need to keep negative comments to themselves to avoid involving other team members and creating a negative vibe across the entire department.

Customers would be considered tertiary audiences because they have no control of what is going on internally. They would prefer to call in and have pleasant experiences every time they reach out for assistance.

[Matrice.](#)

[You have a great topic. Now go back and restructure more tightly; make sure that you give specific examples that show how and why face-to-face meetings will help. Here you allude but you don't show.](#)

[Content B- 81 \(see rubric\)](#)

Mechanics 60 (I stopped counting)

$$\underline{81+60=141/2=70.5}$$

Scoring Rubric for

Statement of Problem

You will receive two grades on the assignment: the content grade is worth 50% of the final assignment grade and the mechanics grade is worth 50% of the final assignment grade.

For the mechanics section, the rubric assumes that you begin with a score of 100 and lose one point per error in grammar, mechanics, and usage.

The content rubric follows below:

An exceptional and excellent paper has the following features; it earns an A:

- ★ Has a clear and consistent focus
- ★ Has a logical and masterful organization
- ★ Uses transitions to connect ideas
- ★ Supports ideas well with details, quotes, examples, and other evidence
- ★ Answers all 5 Ws
- ★ Exhibits well-formed sentences varying in structure
- ★ Exhibits a rich yet concrete vocabulary, including precise language that is appropriate for the audience of the paper

- ★ Requires no rereading for the audience to understand the message completely

A commendable paper has the following features; it earns a B+:

A B+ paper has the same general features of organization and effective elaboration as an A paper, but it represents a somewhat less accomplished performance. It may, for example,

- ★ Lack the depth and logical precision of a A paper in presenting argument and evidence
- ★ Exhibit appropriate sentence variety and vocabulary but lack the control and precision of an A paper

A proficient paper has the following features; it earns a B:

- ★ Has a fairly clear focus that may occasionally be clouded
- ★ Show organization but relationships between ideas may sometimes be difficult to understand
- ★ Only superficially develops ideas and may contain evidence that lacks effect
- ★ Has complete and varied sentences most of the time
- ★ Meets the assignment and the question posed

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A basic paper has the following features; it earns a C:

- ★ Has a vague focus and may contain irrelevant details or digressions
- ★ Shows an attempt at organization but connections between ideas are difficult to understand
- ★ Lacks important supporting evidence or the evidence cited does not sufficiently develop ideas
- ★ Show little sentence variety
- ★ Approaches the assignment but does not meet it

Anything below these standards is an F paper.