Research the concepts of motivation, trust, and behavior as they individually, and collectively, relate to the ability for leaders to create sound management relationships that ultimately lead to successful organizations.
Apply your research on the concepts of motivation, trust, and behavior to the relationship-building issues identified in the case study.
Develop a forward strategy for leadership, and management that focuses on relationship building, diversity and trust that will help the organization implement these new strategies.
Explain the reasoning/conclusions behind your plan elements and support them with your research, class materials, and case-study facts.
Analyze how the plan/strategies you develop for management will maximize organizational effectiveness, purpose and vision.

Case Study

Ann McConnell is chief information officer (CIO) at Jackson Spice Ingredients (JSI), a large Maryland spice and food ingredient company. In an industry that has a large national market presence, yet is global in its need for raw materials, JSI is always looking for ways to increase productivity and speed things up while staying connected to its worldwide sources. The mission of the organization is “to profitably expand its global leadership position in the spice, seasoning markets while being good stewards of the environment.”

Two years into the job, McConnell suggested to company president, Charles Jackson, that it implement a new global organizational structure that is focused on divisions or geographic area, thus enabling a stronger focus on local environments and sustainability. One of the first steps would be to reorganize the current functional structure and moving or hiring new managers for each of the new divisions. The new divisional structure will enable more of a focus on the local environment, thus assisting managements in understanding how they can impact each demographic area.

In a meeting with managers, Charles and Ann need to introduce the new strategies. They know that 3 of the 7 current managers will be reluctant to change to the new organizational structure and strategy. Charles and Ann need to consider what management strategies they will need to focus on how to get all the managers onboard and they need to consider what management skills will be most needed to implement the new strategies.

Taking into consideration what you have learned the past few weeks on learning organizations, culture and human capital, develop a strategy for leadership to use that will help management in their new roles and that will focus on the organizational vision and purpose.