**Section A: Organization description:**

* You must change the name of the organization and employee names.
  + Pippo’s Pizza and Pasta | owner=James
* Provide a detailed discussion of the organization.
  + It is primarily a pizzeria. Also serves calzones, pasta, potato skins, wings, beer/wine, ribs, sandwiches, and apple pie.
  + They do delivery
  + Have tables which is a 50/50 between fast food and restaurant style. Order at cash register and then get served after ordering
  + Has a room to host parties
* Discuss the history and background of the organization.
  + Has been open for 30 years and is on its third owner
* Discuss the vision and mission of the organization.
  + The mission is to become the biggest pizzeria in San Ramon
* Discuss the purpose and objectives of the organization. Think of the goals, financial objectives, and strategic objectives of the organization.
  + The purpose is to make as much money as possible as a pizza restaurant can in San Ramon. It is a goal to become the go to pizza shop when a family wants to order a pizza or book a party for a birthday or sports team

***INSTRUCTOR BEST PRACTICES for you:***

* Put this section all in your own words and do not cite from organization websites. Even the vision/mission – rephrase in your own words. Remember, to create fictitious names for the organization and chosen leader OR use the generic terms (organization, leader, company, director, etc). Make sure you have clearly discussed all 6 areas of the organization description.
* IF you chose a leader, within the organization, that is over a specific area/department of the organization – describe the history, background, vision, and mission for the entire organization. Then introduce the specific area/department and discuss the purpose and objectives of that specific area/department. This will support the flow of your paper writing.
* IF you chose a leader that is over the entire organization – then all 6 areas should be discussed at the organization-level.

**Section A1, Leadership Practices:**

In this section, you will provide specific descriptions of three leadership practices of the current leader. ***The current leader must be someone other than yourself.***

***INSTRUCTOR BEST PRACTICES for you:*** A leadership practice is anything a leader does, within the scope of the position, on a routine basis. For example, when I was in a leadership position I held a weekly team meeting and did annual performance evaluations. In this section, make sure to:

* Identify each leadership practice, provide a specific example of the chosen leader performing that leadership practice, and explain why it is a leadership practice (i.e. what is the value/impact of the leadership practice).
* Provide specific examples that illustrate the practice.
* Cleary state the leaders title and (fictitious) name. The leader analyzed in A1 will be the same leader analyzed in C1, C2, and C3.
  + James is the owner/manager
* Write a separate paragraph on each of the three practices.
  + Model the way
    - James would always be extremely friendly when interacting with customer. He would frequently help fill all roles of store. He would take orders, make pizzas, and even make deliveries. He was always a role model as to when a good employee should look like.
  + Promote relationships
    - James would always encourage the workers to have good relationships with each other. He would joke around with the employees which would show that he wants everyone to be friends so they work better together. This was a contrast to other pizza shops I worked at where the manager did not care if people were friends, they just wanted to get the job done.
  + Give real-time feedback
    - Since James was often in the store working with us he would always give immediate feedback. Whether is was good or bad. This would correct bad behaviors and encourage good behaviors.
      * Would praise drivers that completed quick delivery routes
      * Would correct poor customer interaction when customers would get rude to make sure we are always friendly in response

**Section A2, Effect of Leader on Culture:**

In this section, discuss how the current leader of the organization has affected the culture based on his or her underlying beliefs, assumptions, and values.  
  
A leader's values and beliefs shape the culture of an organization. Organizational culture is defined as the underlying beliefs, assumptions, values, and ways of interacting that contribute to the unique social and psychological environment of an organization.

***INSTRUCTOR BEST PRACTICES for you:*** Describe the culture of the organization (paint this picture first). Then provide 2 specific examples of how your chosen leader impacts that culture and why this is valuable OR (if the leader impacts the culture negatively, explain why this is negative – what is the consequence?).

* Describe how the leader has affected the organization’s culture in a positive or negative manner.
  + James pushed for Pippo’s Pizza to always be a friendly environment. This meant that all employees were friendly to each other and to the customers. James promoted this by always being the shining example, when the owner of the store is willing to help the dishwasher it really sets the example of everyone should be open to doing anything in the store to help.

1. There was never any animosity between employees for very long.
2. All employees would be willing to help each other complete their respective jobs if a certain area was backed up.

* Provide examples to support your analysis.

1. In the few occasions there was animosity the employees causing it were let go if James could not get them to correct their behavior.
2. There was some occasions when there would be a lot of dishes at the end of the night due to a party. When this would happen the cooks would often help me by mopping the store and cleaning the tables which was also part of my job but they would help so we could close faster. Even though technically they could just leave once they finished their respective jobs. This likely only happened because of the expectations James put in place.

**Sections B1/B2/B3/B4:**

In this section, conduct a SWOT analysis of the chosen organization. In this analysis please address the strengths, weaknesses, opportunities, and threats to the organization. Remember, strengths are positive, weaknesses are negative, opportunities are unmet, and threats are unresolved.

*If your chosen leader is over a specific team, department, division you can do the SWOT over that particular team, department, or division. Just remember that Current Opportunities and Current Threats begin OUTSIDE the entire organization (not just the team, department, or division).*

Note: The accepted model for a SWOT analysis defines strengths and weaknesses as **internal** to the organization, and opportunities and threats as **external** to the organization.

**Section B1, Current Strengths:**

In this section, discuss two of the organization's current strengths including specific details. Address how the strengths you identify have a positive impact on the organization.

***INSTRUCTOR BEST PRACTICE for you:*** Make sure for each Current Strength you: state the Current Strength, provide a specific example of the Current Strength, and explain the benefit to the organization.

* When assessing the strengths, think about the various functions such as finance, marketing, research and development, etc.
* Write a separate paragraph for each of the two strengths.
* Best Pizza in town
  + Everyone I knew that had eaten at Pippo’s thought they had the best pizza of all the options in San Ramon
  + Having the best pizza is a very big strength for a pizzeria because it is the restaurants main item they are selling
  + Having good pizza keeps customers coming back
* Great customer service
  + The employees were always friendly and created a welcoming environment
    - Good customer service can often lead to returning customers
  + Employees would build relationships with many customers as there were a lot of regulars
    - Keeping regulars coming in is the backbone of a restaurant because it would give a steady income stream you could always rely on
  + Deliveries were always fast, ensuring the pizza was still hot and customers weren’t afraid that an order could take over an hour to get delivered

**Section B2, Current Weaknesses:**  
  
In this section, discuss two of the organization's current weaknesses including specific details. Address how the weaknesses you identify have a negative impact on the organization.

***INSTRUCTOR BEST PRACTICE for you:*** Make sure for each Current Weakness you: state the Current Weakness, provide a specific example of the Current Weakness, and explain the harm to the organization.

* When assessing the weaknesses, think about the various functions such as finance, marketing, research and development, and so forth.
* Write a separate paragraph for each of the two weaknesses.
* Old Technology
  + The cash registers were 10+ years old and would frequently stop working.
    - This would harm the organization as sometimes this would cause backups in the line when people would order in the store
    - It would also cause phone orders to get backed up and people would be on hold for 5+ minutes sometimes.
  + The card reader was also very old and would sometimes stop working making it so we could only take cash
    - when this would happen many people would have to leave as not many people carry cash on them anymore
* While the pizza was amazing there were other items that were not good at all
  + One example was the ribs, they were very expensive and people did not order them very often (maybe one order per month)
    - Then when people got them they didn’t like them as they are just frozen low quality ribs.
      * Often times these customers felt ripped off and it was kind of true
  + Another bad product was all the pastas, they were all bought in the frozen section at the grocery store down the street and would get served in the same plastic containers they come in
    - Customers don’t go to a restaurant to order past they could have made in their own microwave.
      * These customers would also often feel ripped off.

**Section B3, Current Opportunities:**  
  
In this section, discuss two of the organization's current unmet opportunities, include specific details on how the opportunities have the potential to benefit or improve the organization.

***INSTRUCTOR BEST PRACTICE for you:*** Make sure for each Current Opportunity you: state the Current Opportunity, provide a specific example of what the Current Opportunity might look like, and explain the potential benefit to the organization.

* When assessing the opportunities, think about the various areas of potential benefit or improvement for the organization such as technology, monetary policies, market changes and so forth.
* Write a separate paragraph for each of the two opportunities.
* Note: The opportunity needs to be external to the organization.
* Pippo’s is not a household name in san ramon, meaning there is a lot of potential for growth through marketing
  + If more people learn that pippo’s exists and try the pizza then it has the opportunity to get a lot more customers
    - Because the pizza is so good once people try it they will be likely to return as everyone I knew that tried it would consider it to be the best pizza in town. Its just a matter of getting them to try it.
  + The location is also bad, which is a big ippurtunity for improvement if they move locations
* The rise of delivery apps like doordash and uber offer a big opportunity for growth
  + Many more families use this to order lunch or dinner now
    - This opens an opportunity for more people to learn that the restaurant exists by seeing it on the app when browsing restaurants.
    - It also can reduce the cost of employees as the store would not need as many delivery drivers since the apps have their own drivers

**Section B4, Current Threats:**  
  
In this section, discuss two of the organization's current unresolved threats. Include specific details on how the threats identified have the potential to threaten or harm the organization.

***INSTRUCTOR BEST PRACTICE for you:*** Make sure for each Current Threat you: state the Current Threat, provide a specific example of what the Current Threat might look like, and explain the potential harm to the organization.

* When assessing the threats, think about the various areas of potential threat or harm such as technology, competitors, monetary policies, government, and so forth.
* Write a separate paragraph for each of the two threats.
* Note: The threat needs to be external to the organization.
* A threat to Pippo’s is that pizza is a highly competitive industry
  + There are many very large pizza companies that are all already household names that are common favorites among families
    - You have the cheap cosco pizza that people buy for parties, dominos that people like for the crust, round table and mountain mikes which people regard for being high quality and many more
* Another threat is that there is a trend of people trying to eat more healthy
  + Pizza is not a healthy option and the only healthy option that pippos has is salads. And the salads that pippos does offer are either the basic house salad or a premade salad you can get from the grocery store like a Caesar salad for example.
    - This threatens pippos to potentially have a loss in customer due to not having very good healthy options

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**Section C Leadership Analysis:**  
In this section, perform a leadership analysis of your current leader's top three strengths and weaknesses, and make three recommendations to improve his or her leadership effectiveness. Apply one theory to all three sections: C1, C2, and C3. T**he theory you choose should be different from the theory you chose in task one. \*\*\*Nothing to write here; begin writing in C1.**

**Note: It is highly recommended that you use at least three distinct and unique scholarly sources to support the scholarly leadership theory.**  
***INSTRUCTOR BEST PRACTICE FOR C1/C2/C3:*** These sections are similar to what you did for yourself in Task 1 Sections B1/B2/B3. Only difference is you are now analyzing a leader (not yourself) using a different leadership theory (than you chose for yourself in Task 1).

**Section C1, Leadership Strengths of the chosen leader:**  
In this section, discuss three strengths of your chosen leader, describing in detail how the three strengths you identified align with the chosen scholarly leadership theory.

* This section of the task requires scholarly research.
* Provide specific examples to support each strength, and include *at least* **one** in-text citation using a scholarly source.
* Write a separate paragraph for each of the three strengths.

***INSTRUCTOR BEST PRACTICE for this section:*** make sure to clearly state each leadership strength, provide a specific example of your chosen leader with each strength, an explanation of ‘why’ each is a strength, and connect each strength to the leadership theory chosen for the leader.

1. Good Delegator
   1. James was always good at picking the right person for the job. He would use his strong relationships with the employees to learn what each was good or bad at and then would use this knowledge to pick the person for that job.
      1. An example of this is he realized I was good at accounting from the way I would do my tips at the end of the night as a driver, never making a mistake. He translated this to that I would be good at closing out the register since I was good at accounting. Turned out he was correct and I was a good replacement for the person that previously did it but was no longer working at Pippo’s
         1. Situational leadership theory as presented by Hersey and Blanchard which hypothesizes the importance of a manager’s relationship orientation and task orientation in conjunction with effectiveness. (source 3)
2. Empathetic
   1. James is an empathetic leader. There was a regular that would order a delivery quite often. However, they were on the edge of our delivery radius, weren’t near any other deliveries because it was the farm area, and would never tip. Even though the delivery made money for the store he said we could add them to the do not deliver list because he understood that the drivers were losing money making this delivery.
      1. Situational leadership theory proposes that effective leadership requires a rational understanding of the situation and an appropriate response, rather than a charismatic leader with a large group of dedicated followers (Graeff, 1997; Grint, 2011). (source 1)
3. Communicates Effectively
   1. James was good at effectively communicating with the employees what he expected of them and how he wanted to job done. An example is that he created an assignment sheet for closing. Dish washers, cooks, drivers, and people working the register all had different tasks to accomplish for closing.
      1. Assigning tasks and job roles, specifying procedures, and clarifying follower expectations result in increased job satisfaction (Arvidsson et al., 2007).(source 1)

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**Section C2, Leadership Weaknesses of the chosen leader:**  
  
In this section, discuss three weaknesses of your chosen leader, describing in detail how the three weaknesses that you identified align with the chosen scholarly leadership theory.

* This section of the task requires scholarly research.
* Use the same scholarly leadership theory you used in C1.
* Provide specific examples to support each weaknesses, and include *at least* **one** in-text citation using a scholarly source.
* Write a separate paragraph for each of the three weaknesses.

***INSTRUCTOR BEST PRACTICES for this section:*** make sure to clearly state each leadership weakness, provide a specific example of your chosen leader with each weakness, an explanation of ‘why’ each is a weakness, and connect each weakness to the leadership theory chosen for the leader.

* Not consistent
  + James was not consistent in how he handled situations with different employees. Basically, he would play favorites. Like one time I requested a weekend off for trip a month in advance. He told me that he will see what he can do, and then a few days later when a coworker asked for the same days off he granted them to him but not to me. Even though there was other people that could cover both of our shifts, as I was able to ask another coworker to cover me instead of him figuring that out himself.
    - Nicholls (1985) described three flaws with SLT dealing with its consistency, continuity, and conformity. (source 1)
* Resistant to change
  + James asked us to come to him with any changes we thought would benefit the restaurant but would always shoot them down immediately. This was a conceptual contradiction and ambiguous. He was telling us he wanted improvements but would never actually change anything.
    - An example would be that we suggested we add a stuffed crust option to the menu because at the time all the big pizza companies were doing it and it was very easy to do with Pippo’s style of pizza. I was already doing it with the ones I would make myself for lunch. However he refused to even try it.
    - Another example would be that we suggested removing some of the items that were rarely ordered and did not taste good. But he refused to even entertain the idea of removing some items that were litterally a Safeway select frozen dinner
      * Bass (2008) agreed, noting lack of internal consistency, conceptual contradictions, and ambiguities. (source 1)
* Doesn’t try to improve employees weaknesses
  + Basically meaning that if there is an employee that is bad at a certain task, instead of trying to teach them to get better at it he will just assign someone that is good at it to do it instead. While this is a good short term solution it is not good in the long run if that employee may be the only one at work at a certain time.
    - An example of this is that I was not the best at using the outdated card reader system. When it would act up and not work I was not able to get it working again without help. When it broke instead of showing me how to fix it he would just fix it himself. Which was good in the moment but it caused issues when I was 1 of only 2 workers on a Sunday morning and the system broke. I would be forced to only take cash orders until he would come in to fix it.
      * This theory lacks the critical element of follower development presented in the adopted definition of leadership in this research inferring instead that organizations seek the right person for the right moment in time and little else. (source 2)

**Section C3, Recommendation for the chosen leader:**  
  
Now that you have evaluated the current leaders' strengths and weaknesses, recommend three specific actions, behaviors, or practices that would improve the current leader's effectiveness in leading people and organizations. The recommendations address the current leaders identified leadership weaknesses and align with the chosen scholarly leadership theory.

* This section of the task requires scholarly research.
* Use the same scholarly leadership theory you used in C1.
* Provide specific examples to support each actionable item, and include *at least***one**in-text citation using scholarly source.
* Write a separate paragraph for each of the three recommendations.

***INSTRUCTOR BEST PRACTICES for this section:*** make sure to clearly state each actionable recommendation, provide a specific example of your chosen leader following through with each recommendation, an explanation of ‘why’ each recommendation would be effective, and connect each recommendation to the leadership theory chosen for the leader.

* Get better at not playing favorites
  + Try creating a set of standards to follow when dealing with who should get the days off they requested. This could be seniority or even just making all employees find someone to cover for themselves.
    - Nicholls (1985) described three flaws with SLT dealing with its consistency, continuity, and conformity. (source 1)
      * Creating standards would help resolve the consistency and continuity downfalls of situational leadership that Nicholls pointed out.
* Give changes a chance
  + As stated in the weaknesses James wanted to make changes to improve things but would not listen to the employees that were making good recommendations. If he was willing to give them a chance then maybe he could see that they would be changes for the better.
    - Bass (2008) agreed, noting lack of internal consistency, conceptual contradictions, and ambiguities. (source 1)
      * If James was willing to try changes that employees suggest it would make him have more internal consistency, less contradictions, and less ambiguity which are all weaknesses of situational leadership.
* Give employees the chance to improve
  + Rather than avoiding assigning employees to things they are not good at, try having the employees that are good at a certain task train them.
    - This theory lacks the critical element of follower development presented in the adopted definition of leadership in this research inferring instead that organizations seek the right person for the right moment in time and little else. (source 2)
      * This would help employees become more well rounded so they can be better at lot more things on the job. This would help improve on one of the criticisms of situational leadership that the leader is only concerned with picking the right person for the job right at that moment, rather than training all the employees to be able to handle that situation.

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**Possible References:**

1. Situational, Transformational, and Transactional Leadership and Leadership Development
2. The Emergence of Leadership Styles: A Clarified Categorization
3. Literature Review on Leadership Theories