

Waco Case Analysis

Nathan Moran

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The Problem

Monk Barber, the plan engineering manager, was meeting with Monique Saltz, the area manager, so Saltz could relay that she was unhappy with the project schedule Barber had. He then claimed to have met with the engineers and stressed the importance of the project to them, but they did not respond at all. When Saltz met with the engineers, they said they had no idea how important the project actually was. They even went as far as saying they don't ever remember meeting with Barber to discuss the project at all.

Because of this, Saltz went to Shelly Tomaso, the plan manger, and they reviewed the plant record locations from the transceivers. The engineers had not even been in the same room at the same time with Barber. This leads to the problem that Waco Manufacturing is facing, which is dishonesty involving the work being done, or not being done, and trying to pass the blame off on others.

Porter's Five Forces

Competitive Rivalry: The competitive rivalry is medium. They are focused with their differentiation but still apart of a broad market. Other companies could try to compete with them.

Threat of New Entrants: The threat of new entrants is also medium. It's a broad market so new entrants could easily enter, but the odds that they'll enter the specific sector that Waco is targeting is low.

Threat of Substitutes: The threat of substitutes is pretty low, since Waco specializes in particular parts for their customers.

Bargaining Power of Suppliers: The bargaining power of supplies is low because there are many suppliers of the raw materials that Waco needs.

Bargaining Power of Consumers: Bargaining power of consumers is medium. Right now the customers can only get the exact things they need from Waco, but they could switch and ask for the same from another company willing to work with them.

Stakeholder Analysis

Shareholders: Shareholders are anyone who owns part of the company in shares of stock. They are affected by the decisions being made here and the actions of employees. If the employees are playing the blame game, it could lead to potential losses for them. Fixing these issues would lead to more stability or growth within the market.

Employees: Employees are those that work for Waco Manufacturing. They are affected by working in a potentially toxic work environment. If people get away with blaming, there can be turmoil in the company. These issues need to be addressed to keep a healthy work environment.

Customers: Customers are those buying from Waco Manufacturing. If the issues Waco faces are not addressed, projects and items will be delayed, resulting in a loss of customers and business. Addressing these issues will result in customers staying and new customers being brought in.

Option A: Create Consequences

The first option would be to introduce formal consequences towards employees who try and take advantage of the work system. If the project was extremely important, like noted, Saltz or Tomaso should either seriously reprimand Barber or even go as far as firing him to set an example for future cases and employees. Because this project is so important and Barber not only completely ignored his responsibilities, but lied about it and blamed it on others, a firing could be brought forth. This would allow their system of employee tracking to remain, and reasonable consequences would be handed out. The employee tracking is in place for a reason and proves Barber seriously disregarded his duties and failed to deliver (Morgan).

Option B: Alter System

The second option would be to alter the system by creating more formal procedures, increase communication, and introduce documentation. The best way to do this would be to have meetings set up over a semi-normal time period, once every week or two. The first meeting there would be creations of expectations, estimates and meeting logs. The logs would take notice of attendance, so the employees are held accountable, unlike now. They would then meet again bringing up how their estimates are going, what can be expected in the next coming weeks and addressing any problems that have delayed the project. There is always room for improvement, and Waco should always be striving for it (Goldratt).

As for Barber, he would be left on staff for now since there were no formal procedures to deal with what he did. That being said, going forward there is now clear expectations of everyone where reprimands and firings would be expected depending on the severity of the situations.

When it comes to the tracking of employees, there would need to be some sort of formal privacy policy or notice. Employees would read through understanding why tracking is being implemented and used and sign at their own discretion (Cash).

Do Nothing

Doing nothing would be a massive mistake. It of course, is still an option if management does not care about how their workers are lying to them, but it should be addressed. Ignoring what is going on would lead to massive problems within the company. There would be absolutely no accountability and no consequences. This would cause distrust between all employees and work would be significantly decreased. It would allow for too much of a lax work environment that would lead to no productivity. Customers would notice by not getting their products on time or at all, causing profits to drop significantly. Jobs would then be at risk all throughout the company and shareholders would suffer losing much of their investment.

Recommendation

My recommendation would be to alter the system. Some drastic changes are needed to make sure expectations are clear. Firing Barber would be acceptable but would not help with future dealings of lying and blame. Implementing formal systems to document and walk-through projects would be extremely beneficial in the long run for Waco Manufacturing. It would allow their projects and employees to have clear visibility of what is expected of them and what is being focused on and completed.

Anything short of procedures like this would lead to more distrust between employees and management. This would affect all of the stakeholders invested in Waco Manufacturing. Implementing these procedures would benefit management and

employees when it comes to the completion of projects. Proper completion would boost both their customer base and the investment shareholders have. Sure, at this time other employees, specifically the engineers that were blamed, would still be upset with Barber, but now there are clear guidelines needed to be followed, and if he doesn't follow them there are clear expectations of the actions to be taken against him.

Works Cited

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