

PROPOSAL:
Research-based Practice Report.

Q(1). Leadership & Management Practices in Incumbent Organization.
(2-4 pages).


DOES AUTHENTIC LEADERSHIP IMPROVE CUSTOMER COMPLAINT EFFICACY? SUGGEST METHODS FOR IMPROVEMENT.



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Day & Time of Tutorial: Thursday, 17:30

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Due Date: TBA
Word Count:

Declaration: “I certify that I can provide a copy of the attached assignment if required” - “I certify that the attached assignment is my own work and that all material drawn from other sources has been fully acknowledged”

Signed:


Dated: ...11th August 2009...

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OBJECTIVES

The purpose of this report is to attain a firm understanding of the company in question by conducting a recent evaluation in order to understand the mind-set of customer complaints and strategic planning. Each interviewed aspect is to be supported with existing academic literature in order to justify the answers accordingly if possible. An individual from within the organization ought to also be examined for any traits of ‘Authentic Leadership’, and this, in turn, shall be discussed in context of the organization.

SURVEY QUESTIONS

- In the past 90 days, what were your three most important strategic accomplishments?

- In the past 90 days, what were the three most important ways you fell short of your potential?

- In the past 90 days, what are the three most important things you have learned about your strategy?

(Strom and McFarland, 2009)

What’s our purpose as a company? What’s the promise of our brand?

- What do our customers/consumers feel is the most valuable things that we can do for them? (Consider this as the basis of your brand promise.)
- What is the unique value of our organization...the competitive differentiator in our minds and in the minds of our stakeholders?
- Where is our competition coming from and what are their perceived advantages?

- What's our strategy for how to work with what we have to create our desired results?
- What are our key 3 to 5 strategic imperatives...the things that we feel we must accomplish to create the future outcomes we want to create? (These imperatives are the building blocks of your plan.)

(Elash, 2005)

Design

- What is our mind-set about complaints?
- What do we want to accomplish with our service recovery approach?
- What experiences do we want our customers to have when they give us feedback?
- What guidelines should we follow when handling complaints?

Measure

- What are our goals and how will we know we are getting close to them?
- What do we currently do well?
- What does our staff think and feel about complaints?
- How robust are our current metrics regarding product or service failures?
- How widely is our complaint data shared internally?
- Have we benchmarked ourselves against our competitors?
- Would it be useful for us to use a robust customer relationship management (CRM) program to track our complaints?

Align

- Do our written responses to complaints reflect our service recovery approach?
- Does our reward system compensate for effective complaint handling?
- Are our return policies, refunds, and guarantees in alignment with our customer philosophy?
- Are our internal policies, procedures, and systems in alignment with our feedback philosophy?

Respond and Recover

- Does our staff respond to complaining customers as if they have been given a gift?
- How empowered is our staff to respond to complaints?
- How do we handle conflicts between our staff and our customers?
- Does everyone, in some way, take responsibility for responding and recovering for our customers?

Integrate

- How do we apply what we learn from our customers to help improve our quality?
- What is our process enabling staff to learn from each other about effective complaint handling?
- What is our system for sharing information across departments?
- How do we ensure that the topic of "feedback" is on everyone's agenda?
- How can we use our service recovery approach in our marketing?

(Barlow, 2009)

Authentic Leadership Questions

- Which people and experiences in your early life had the greatest impact on you?
- What tools do you use to become self-aware? What is your authentic self? What are the moments when you say to yourself, this is the real me?
- What are your most deeply held values? Where did they come from? Have your values changed significantly since your childhood? How do your values inform your actions?
- What motivates you extrinsically? What are your intrinsic motivations? How do you balance extrinsic and intrinsic motivation in your life?
- What kind of support team do you have? How can your support team make you a more authentic leader? How should you diversify your team to broaden your perspective?

- Is your life integrated? Are you able to be the same person in all aspects of your life—personal, work, family, and community? If not, what is holding you back?
- What does being authentic mean in your life? Are you more effective as a leader when you behave authentically? Have you ever paid a price for your authenticity as a leader? Was it worth it?
- What steps can you take today, tomorrow, and over the next year to develop your authentic leadership?

(George, 2007)

[Authentic Leaders are comfortable with complexity and look for opportunities to partner with individuals and groups to address organizational, societal and environmental issues.]

PURPOSE

The purpose of this investigation is to examine whether authentic leadership is present within the examined retail companies and hence to ascertain if the complaint handling procedures correspond with existing acceptable standards from literature – if a correlation exists between presence of authentic leadership and complaint handling procedures this shall be highlighted. The strategic alignment of the company shall be used in order to contrast and justify the decisions taken by the company. An attempt to justify authentic leadership to specific company organization policies and procedures will be made highlighting any commonalities. At least two organizations shall be examined for this study but more will be included in this study pending on attainable cooperation. In all cases the leader in question will be a manager of approximately equal comparative responsibility.

LITERATURE

Concepts of strategic planning and customer complaint will be researched for different scenarios. Some background information for the company in question will also be researched and related to existing material of similar industries. A solution to any problems the organization may encounter will be presented with supporting evidence based on the answers from the survey questionnaire.

On a last note, the interviewed shall be examined for any traits of authentic leadership and their role in the organization shall be discussed as to relevance to what degree their authenticity is of any proactive use towards the handling of complaints.

Any background information obtainable that is related to the company will also be used and fundamental aspects pertaining to management shall be contrasted against it in order to support or contrast the concepts.

COMPLAINT LITERATURE

Foster, G. (2007). A matter of complaint. *Occupational Health*. Vol. 59, No. 12, p. 25

Stauss, B., Schoeler, A. (2004). Complaint management profitability: what do complaint managers know?. *Managing Service Quality – Emerald Insight*. Vol. 14, No. 2/3, p.147-156

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Denburg, M., D., Kleiner, B., H. (1994). How to provide excellent company customer service. *Leadership & Organization Development Journal*. Vol. 15, No. 1, p. 1-4

Goodman, J. (2006). Customer Loyalty – Manage Complaints To Enhance Loyalty.

Quality Progress – ProQuest 5000 – www.asq.org, Vol. 39, No. 2, p.28-35

Cowan, J., Anthony, S. (2008). Clinical risk management – Problems with complaint handling: expectations and outcomes. *Clinical Governance An International Journal – Emerald Insight*. Vol. 13, No. 2, p. 164-168

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Ganey, R., F., Hall, M., F. (1997). What’s most important to customer satisfaction. *American Bankers Association – ABA Banking Journal*. Vol. 89, No. 9, p.73-74

Williams, T., D., Drake, M., F., Moran, J., D. III. (1993). Complaint behaviour, price paid and the store patronized. *International Journal of Retail & Distribution Management – ProQuest*. Vol. 21, No. 5, p. 3-10

AUTHENTIC LEADERSHIP LITERATURE

Crofts, N. (2005). Authentic corporations. *Strategic Direction – Emerald Insight*. Vol. 21, No. 11, p. 3-4

Duignan, P., A., Bhindi, N. (1996). Authenticity in leadership an emerging perspective. *Journal of Educational Administration*. Vol. 35, No. 3, p. 195-209

Garger, J. (2008). Developing authentic leadership in organizations: some insights and observations. *Development and Learning in Organizations*. Vol. 22, No. 1, p. 14-16

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Cashman, K. (1998). Five touchstones of authentic leadership – Linking Self-

Expression with Value Creation. *Management Review*. Vol. 87, No. 7, p. 58-60

Thomas, R., J., Cheese, P. (2005). Leadership: experience is the best teacher. *Strategy & Leadership – Emerald Insight*. Vol. 33, No. 3, p. 24-29

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Pine II, B., J., Gilmore, J., H. (2008). The eight principles of strategic authenticity. *Strategy & Leadership – Emerald Insight*. Vol. 36, No. 3, p. 35-40

Morgan, M., J. (2004). Winning with Initiative. *Strategies – ProQuest Educational Journals*. p .31-32

Robert, W., T. *Authentic Leadership: Courage In Action*, Chpt 6. Retrieved 11 August 2009, from the Action Wheel Leadership Web site: <http://www.action-wheel.com/authentic-leadership.html>

METHOD

In order to complete this project it will be required of me to approach various companies on a personal basis with an executive layout of the questions to hand in for consideration. If desirable, I may have to book an interview ahead of time and bring a recorder by which I will then be able to personally interview the subject. If digital electronic communication is not a feasible means of collecting the data it will indeed be imperative that I obtain a digital recorder.

There are risks involved with this project, that is, not a single organization may be willing to devote time to completing my survey questionnaire, and the ones that do may in fact perform a slack mediocre job thus leaving not much room for interpretation of data and results. In order to mitigate this problem will try to ascertain an urgency pertaining to the level of detail required. There is also the problem that the answers to the questionnaire may take a long time before finding their way back to me – I will try to set a due time schedule of approximately 4 weeks from the day I hand it in.

TIMELINE

It is desired to complete this project by no later than 1 month past my final exam for 'Business Strategy' – it is predicted I will complete this a lot earlier if I am to get suitable feedback in time.

INITIAL STAGES

Whenever I have spare time, but specially during either Friday or Saturday, I shall be travelling to the point of sale of major and minor retail companies with my proposal to research and interview appointed store managers. I will make an effort to obtain their email addresses and forward a copy of the questionnaire to them of which they will be given one month to reply to.

INTERIM STAGE

At this stage I will procure pertinent journal articles from databases on which I can build onto a case study. I will remind participants of the urgency of the results and I will make myself available to any questions they may have.

FINAL STAGES

I shall collate all the gathered information and continue with database research in order to try to ascertain as to what relevance their answers may pose in contrast to existing literature. A final report will be compiled and it shall be submitted for preliminary review prior to submitting it for grading.

STRUCTURE

My proposed structure will be designed around the following skeleton structure:

- | | |
|------------------------------|-----------------|
| 1) Introduction | 5) Conclusion |
| 2) Organizational Background | 6) References |
| 3) Method | 7) Bibliography |
| 4) Findings | 8) Appendix |

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