



Team Realignment Plan

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Executive Summary

- *Tension caused by the realignment*
- *Outlook on the realignment*
- *Why the EMS position should be merged with the FSMR position*
- *Basis for future promotions*
- *Overall solution and conclusion*

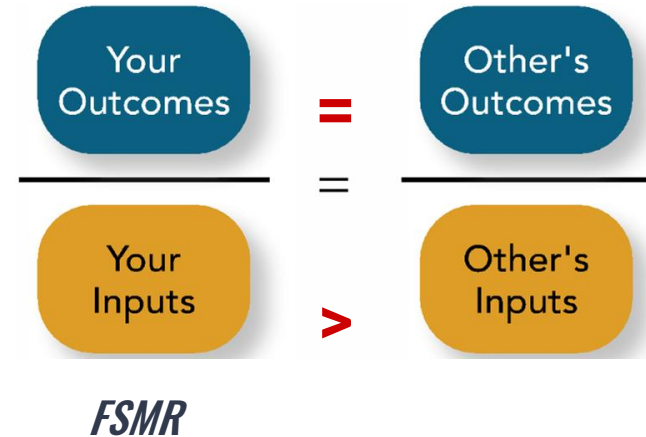


How Realignment Creates Tension and Decreases Motivation

*It's clear that the realignment has caused an **inequity** between the EMS & FSMR employees, these are some of the causes and effects of the realignment:*

- *The FSMR position is compensated equally but given more responsibility*
- *EMS employees may get offered less advancement opportunities*
- *FSMR employees may feel undervalued if an EMS employee is promoted instead of them*
- *EMS employees will be underprepared when moving into management*

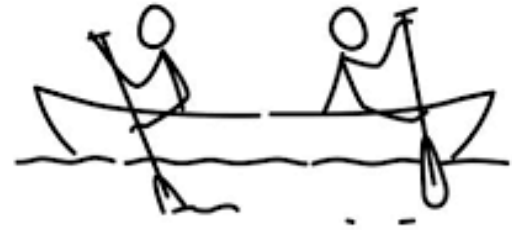
Equity Theory



Outlook For Current Realignment

The current realignment structure could potentially cause:

- *Decrease in job satisfaction*
- *A greater percentage of turnover*
- *Increase complaints to management*
- *Lack of team cohesion*
- *Sudden and/or dramatic **group norm** shifts*



(Floor)

Why The EMS Position Should Be Merged With FSMR

- *Natural move in the right direction*
 - *Follows a natural progression already set in motion*
 - *EMS position left without much support*
 - *FSMRs feel contempt based on promotional plane and lack of equity*
- **“Alignment is the bridge between strategy and execution” (AMA)**
- *Sets a fair basis for equal pay*
- *Shared responsibilities evenly distribute the workload*



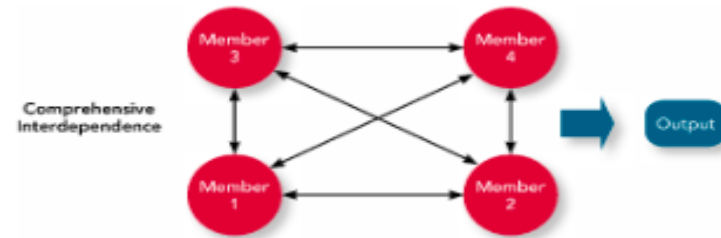
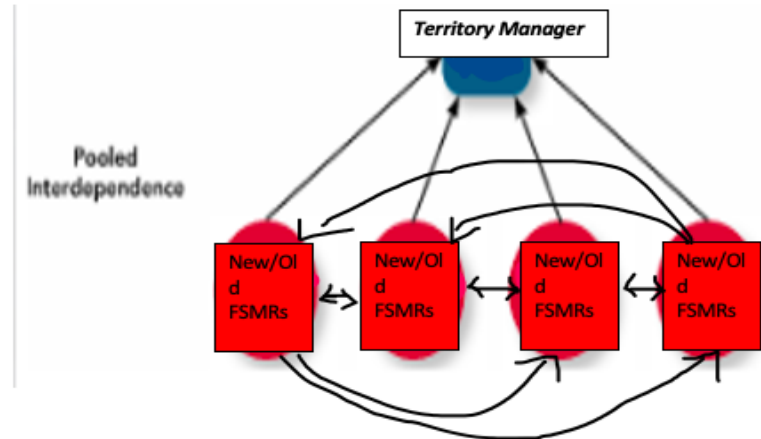
Converting EMSs to FSMRs

- *When employees feel they are being proportionately compensated for their work, their work satisfaction and company loyalty increase*
- *As EMSs transition to FSMR positions, TTI gains a more well-rounded company workforce - human capital development*
- ***Human capital development increases a company's market advantage (IMD)***
- *Room for expansion: More FSMRs mean TTI can cover more location*



Team Composition Is Critical For Success

- *Comprehensive Interdependence between new and experienced FSMRs and their locations*
- *Pooled Interdependence between stores and territory managers*
- *Goal congruence and equal inputs between FSMRs will alleviate tension*



Reevaluating Promotional Requirements for Fairness



During this shift

- *Requirement that new FSMR employees have one year of experience before entering the pool for promotion*
- *After one year - conduct a comprehensive performance evaluation*
 - Covers skill development and progress made as a new FSMR
- *This will decrease tension between older FSMRs and newly trained FSMRs when it comes to promotions*
- *Creates greater justice for FSMRs feeling contempt toward previous EMS workers, while also giving newer FSMRs a chance to develop their career once situated in their position*
- *This promotional buffer allows older FSMRs to ease their worries about being surpassed for advancement*

Solution/Conclusion

- *Overall we recommend taking this course of action:*
 1. *Have the EMS workers transition into FSMR positions*
 2. *Offer previous EMS managers a role in training new FSMRs*
 3. *Establish mentor-mentee relationships between new and old FSMRs at each location*
 4. *Provide team incentives and bonuses under each territory manager*
 5. *Set a 1 year requirement for FSMRs to be pooled for promotion*



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