Read the Case “Teamwork Builds Success at Xerox” on page 405. Assume you are the manager of Xerox’s Houston office. Write a 450-750 words memo giving advice to a manager opening a new, similar office in San Francisco. Use Figure 17.7 as the basis of the advice. Remember to reference Lesson 6 concepts in your response. Include in your memo a description of the characteristics of an effective work team at Xerox. Include steps the San Francisco manager should take to turn a work group into an effective team. Explain the importance of each step.

Xerox Corporation is a global leader in providing documents solutions that enhance business productivity, and its focus is developing, manufacturing, marketing, servicing, and financing a complete range of document-processing products designed to make organizations around the world more productive. The company’s digital output includes color copies and printers with production speeds ranging from 20 to 65 pages per minute. Xerox also offers a wide range of other document-processing merchandise , including equipment for reproducing large engineering and architectural drawings facsimile products, and scanners. Among other world-wide locations, it products are distributed in Europe, Africa, and parts of Asia including Hong Kong, India, and China.

Xerox mangers an extremely complex logistics system focusing on asset management, which entails tracking and coordinating thousands of pieces of equipment at hundreds of customer work locations. The company must keep of the specific equipment involving issues like space, electricity, cooling, network connectivity, supplies, and maintenance. Solutions also have tom be developed for helping customer organizations coordinate equipment service. Related training, and ordering of supplies from almost anywhere in the world.

Asset management at Xerox also involves the proper billing of customers. This means that customers must be billed for every single piece of equipment based on its specific usage, and they need invoices that clearly delineate equipment usage costs but don’t overwhelm with to much information.

Another component of Xerox’s asset management includes providing outstanding service and support to customers, who can call a toll-free number with questions, problems, and requests related to thousands of equipment assets. At Xerox, after equipment is sold or leased, the formidable challenge of technical support begins.

According to company officials, asset management at Xerox is a very challenging and labor-intensive job. Alan Asher, one of the mangers believes that successful asset management requires a tremendous amount of coordination and is exceedingly difficult to pull off, because y9ou must have processes in place that are really tight, or things can fall through the cracks.

The Houston office has had some success because of a small, tight knit work team, but it has had to confront a serious problem in operations: managing fleets of office equipment at multiple sites from a remote location. Evelyn Grubb, the customer account manger in Houston, explains: “We’ve got a group of people here that truly works together. It’s really a family. Everyone works together. If we didn’t have that spirt here, none of this world have happened.

Figure 17-7 Factors contributing to team effectiveness

PEOPLE-RELATED FACTORS

. Personal work satisfaction

.Mutual trust and team spirit

.Good communication

.Low unresolved conflict and power struggle

. Low threat. Fails-safe, good job security

ORGANIZTION-RELATED FACTORS

.Organizational stability and job security

.Involved, interested, supportive management EFFECTIVE TEAM PERFORMANCE

.Proper rewards and recognition of accomplished . Innovative ideas

.Stable goals and priorities . Goals (s) accomplished

. Adaptable to change

TASK-RELATED FACTORS . High personal/team commitment / rated highly by upper management

.Clear objectives, directions, and project plans

.Proper technical direction and leadership

.Autonomy and professionally challenging work

.Experienced and qualified project/team personnel

.Team involvement and project visibility