Walker’s Express, Inc.

“Let Walker do your walking”

Information about my company

Established 1984

Courier Service

Triad County, North Carolina

8 Employees-full times

32 Employees-part times

Annual revenue $1,500,000 to 2,500,000

Company was established in 1984. It is currently owned by the Walker Family. It is a family courier Service delivering freight in the local area and farther afield. Currently the company has 8 employees full time and 32 employees part time. The annual revenue is currently about $1,000,000 to 1,500,000.

Currently our company uses a very relaxed way to formulate problems. Usually we tend to be more reactive rather than proactive. This can cause a lot of problems as I am sure you can imagine. Some problems we have include frequent gas shortages, frequent personnel shortages, dissatisfied workers, dissatisfied customers and increased turnover/lower retention rates of good employees.

With the directive style of management, several strengths and weaknesses. Some pros of this style are quick decision making, management control and no need to develop the employee’s decision making skills. Then some cons of this style are hurt feelings, employees are not vested and a lot of additional responsibility for management.

Some suggestions that could be made to the company with decision making include using a more proactive approach to problem formulation. Also, using problem statement would help us to investigate issues. And using more of a behavioral approach as a decision making style would help.

My family runs a small courier business in an average US town that has 12 light trucks delivering freight in the local area and farther afield. We started the business as an owner and operator and have since developed a vast reputation while slowly expanding the business. Half of Our 40 employees have been with the business since it began. This includes drivers, warehouse operatives, and logistical support. CB’s (citizen band radios) allow the employees to keep track of the drivers and organize times. Recently, it was decided that the company wanted to move to the next level and install an IT system, integrating GPS units in the trucks. This would allow the business to keep track of the drivers and become more efficient. We had to apply emotional intelligence when making our decision process in our organization.

A few of the problems we have been faced with refer to the areas of staff re-training, capital expenditures, and trust. The company, in the event of implementing the new IT system, would have to train the staff on how to use the system and many employees believed they were too old to learn new skills. The concern was so extreme that long-serving staff, almost part of the family, threatened to quit. Within the decision-making process, management considered that if the business did not move with the times, in the face of increased competition, all the staff risked losing their jobs. In conclusion, the staff was given fully-paid training courses so they could see there was nothing intimidating about the technology. Only one individual resigned when the system was installed. The new system possessed a high price tag and in the area of capital expenditures, required a bank loan. We were extremely reluctant to take on such a large debt load. During the decision-making process, it was argued that roads are becoming busier, deadlines are tighter, and fuel is much more expensive. Less time spent in traffic increases profit margin and missing deadlines means that customers could and would go elsewhere. The final determination to this problem was to take on the debt and now that debt is nearly paid off and the business has seen a huge reduction in costs, with a subsequent increase in profit. The last issue was in the area of trust. The drivers believed that the GPS was a betrayal of trust and an attempt to spy on them. We argued by stating that the GPS will allow drivers to spend less time in congestion and complete their routes quicker. In an effort to resolve the situation, upper management took the liberty of involving staff in the decision process and the drivers are now reaping the benefits. In conclusion, installing the new IT system soon paid for itself and, as a result, the business is nearly ready to move to the next level and expand.

We had to look beyond emotional attachments to the staff and consider the holistic picture. In using a more proactive approach to problem formulating, they arrived at the best solution, and the business reaped the rewards.

Emotional intelligence also means an ability to recognize and understand the meanings of emotion. It also explores their relationships to reason and problem-solve. Emotional intelligence is also involved in the ability to perceive and assimilate emotions. It also deals with management of emotions.

No matter what organization an individual works for emotional intelligence is an undeniable component because it shows us the awareness and ability to control managers' emotions in a healthy and productive manner. Social skills can help managers to be comfortable with rapid changes and competent in making futuristic decisions. This can reduce their susceptibility to cultural shocks and help them to develop a high tolerance for unfamiliar people, situations and things. Today the nature of doing business in the global environment has tremendously changed as compared to that of the past. Armed with the managerial skills mentioned above one can successfully manage in international environment. It is also important for matching with job performance or chosen career paths.