

23. "Chairing a Meeting: To Keep Order, Be True to Form," *New York Times*, September 22, 1999, p. C25. Copyright © 1999 by The New York Times Company. Reprinted with permission.
24. Mann, Merlin. "9 Tips for Running More Productive Meetings," Retrieved from <http://www.43folders.com/2006/02/21/meetings> on July 21, 2008 at 11:41 A.M.
25. "Keeping a Meeting on Track," *The 3M Meeting Guides*. Online at: www.3M.com/meetings/. Accessed August 2, 2005.
26. Avery, C. M. "Listening to Others in Meetings," *The 3M Meeting Guides*. Online at: www.3M.com/meetings/. Accessed August 2, 2005.
27. Mehrabian, A. *Silent Messages: Implicit Communication of Emotions and Attitudes*. Belmont, CA: Wadsworth Publishing, 1981.
28. "Nonverbal Messages in Meetings," *The 3M Meeting Guides*. Online at: www.3M.com/meetings/. Accessed August 2, 2005.
29. Ibid.
30. Matson. "The Seven Sins of Deadly Meetings."
31. Olofson, C. "So Many Meetings, So Little Time," *Fast Company*, January–February 2000, p. 48.
32. Mardesich, J. "Putting the Drag in WebEx's Ad Campaign," *Fortune*, January 10, 2000, p. 174.
33. Matson. "The Seven Sins of Deadly Meetings."
34. Olofson, C. "Open Minds After Closing Time: Meetings I Never Miss," *Fast Company*, June 1999, p. 72.
35. Berger, A. "The All-Rise Method for Faster Meetings," *New York Times*, June 22, 1999, p. D7. See also, Germer, E. "Meeting I Never Miss: Huddle Up!" *Fast Company*, December 2000, p. 86.
36. Olofson, C. "The Ritz Puts on Stand-Up Meetings," *Fast Company*, September 1998, p. 62. See also: Farivar, C. "Shake It Up: Alternative Meeting Strategies," Retrieved from <http://www.bnet.com> on April 10, 2007, at 11:29 A.M.
37. Matson. "The Seven Sins of Deadly Meetings."

CASE 12-1 Spartan Industries, Inc.

Background

Managers are often called on to recognize the achievements and accomplishments of their employees and others within their organizations. Public acknowledgment of exceptional work, career milestones, and special events in people's lives is important, not only to those being recognized, but to others who carefully observe how the organization treats its people.

Those who have worked in and for large, complex organizations will often acknowledge that it's difficult to monitor and properly appreciate individual achievements. Many financial, sales, production, and profit goals are predicated on group activities; individuals often are made to bask in the reflected glory of group membership.

Promotions are one means of rewarding employees who have performed especially well, but promotions are given for just

two reasons: A vacancy exists in a position that must be filled, and the company has identified an individual with demonstrated potential to serve in that position. Promotion announcements are generally carefully guarded secrets within a business until the moment they are made public. This is usually the case because a promotion for one employee often means that others were considered but not selected.

Promotion letters must convey several pieces of information: the fact of the promotion, the new position or title, and the effective date. Additionally, such letters often convey congratulations to the recipient of the promotion, along with appropriate expressions of appreciation for past accomplishments.

Spartan Industries, Inc., is a midsized manufacturer of specialty metal products,

most of which are used in the automotive industry. They produce lathed and stamped metal products to contract specifications for both domestic and overseas manufacturers of automobiles and automotive equipment. Spartan Industries, Inc., is a nonunion firm.

You may assume that you are an assistant manager in the metal specialties stamping division of the Jackson, Michigan, plant. The

company retains a firm in Detroit, Michigan, specializing in manufacturing and labor law to handle all legal matters.

Spartan Industries, Inc., conducts no internal corporate communication activity other than a monthly desktop newsletter produced by the human resources division. You may entertain any reasonable structural or procedural assumptions in this case.

WRITING ASSIGNMENT

This case requires three documents:

- A communication strategy memo (one-and-a-half to two pages in length). The memo should be directed to the company’s general manager, with appropriate copies to other officers/agencies, and should respond to the questions posed in the case.
- A letter to the employee selected for promotion.
- A sample letter addressable to those employees who were considered but not selected for promotion. All three documents should be in final form and ready to dispatch.

SPARTAN INDUSTRIES, INC.	
2200 Spring Arbor Road Jackson, Michigan 48138 USA	
DATE:	[Today's Date]
TO:	Assistant Manager Metal Specialties Stamping Division
FROM:	William A. Bissell General Manager, Jackson Plant
SUBJECT:	Employee Promotion Announcements
<p>I am pleased to inform you that we're going to promote several people in the Jackson plant, and one of the employees to be promoted is a member of your division.</p> <p>Robert S. Johnson currently serves as lead operator in the punch-press section of the stamping division and, effective the first of next month, will assume the responsibilities of punch-press foreman.</p> <p>Bob has been with us seven years and has performed superbly in his duties. You may recall that he served on our safety committee following a series of accidents last year. He's been indispensable to the company, and I want to make sure we not only retain our best people, but put our very best people in positions of responsibility. It seems to me, based on your recommendations and his work record, that Johnson is the right employee for the foreman's job.</p>	

Employee Promotion Announcements

[Today's Date]

Page Two

Now, as you know, we interviewed and considered several other current employees for that position. I want them to know how much we appreciate their work, but there is only one opening at the moment, and the job goes to Johnson. I'd like your help with a couple of matters related to this promotion:

- First, draft a letter to Johnson telling him of the promotion. Congratulate him on my behalf and explain how valuable he is to us. Say whatever else you think may be necessary or important.
- Second, give me your thoughts regarding notification of the employees. What should we say to those whom we considered but did not select? And, how should we go about it? Prepare a sample letter for them; I want to know what you think we should say.
- Third, when should we let Johnson know about this—before or after we tell the others? Give me some sense of timing and your best judgment on how we should handle a general announcement to the entire plant.
- Finally, I am interested in garnering some positive publicity for the Jackson plant. I would think a promotion of this type would be of some interest to the local news media. Please give me your specific suggestions regarding this. How should we go about placing this story in the local press? I think we should move quickly on this. There is no real point in delaying the notifications. I would like to see your [thoughts] no later than tomorrow morning. As always, your help is indispensable [to] me. Please accept my thanks for your good work.

This case was prepared from public sources and personal interviews by James S. O'Rourke, Concurrent Professor of Management, as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

Copyright 1994. Revised: 2008. Eugene D. Fanning Center for Business Communication, Mendoza College of Business, University of Notre Dame. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, used in a spreadsheet, or transmitted in any form by any means—electronic, mechanical, photocopying, recording or otherwise—without permission.

CASE 12-2 American Rubber Products Company (A)

Thursday, March 4, 1993

As the clock in his study struck 10:00 P.M., Jeff Bernel stood up, stretched, and walked over to the window. The lake effect snow blowing in from Lake Michigan had picked up intensity and was beginning to accumulate on the lawn. Wet, slippery snow on the streets and roadways wouldn't be far behind. "It's nice to be home

tonight," he thought, "even if I still have another ninety minutes of finance ahead of me."

Jeff Bernel, Chairman, President, and Chief Executive Officer at American Rubber Products Company, headquartered in Northwest Indiana, was also an Executive MBA student at the University of Notre Dame, 40 miles