



Managing and Leading in Organizations

Team Paper #1

CNTC Report – Congruence Analysis

The main question in the Dana-Faber Case is: What should Rollins do about the situation in CNTC? He has tasked your team to draw up a report to analyze the situation and help him decide what best to do. This is your chance to put all you have learned in the class so far to effective use.

Your assignment is to do a Congruence Analysis of CNTC at Dana-Faber. You should focus on CNTC headed by Woods, but remember that Woods is also embedded within Harvard Medical School, and his center within the larger organization that is the Dana-Faber Cancer Institute, so be thorough. Use what you know to do the analysis and fill in the Congruence Model as a basis for your report. You should make sure to address the following questions with your report:

- 1) Where do you see important aspects of congruence or incongruence? (status quo)
- 2) Given what you see from your analysis, what would need to change for greater alignment supporting the center's intended mission? (desired future state)
- 3) Finally, what should Rollins do to help CNTC improve its performance? (action plan)

Your analysis will benefit from drawing on course concepts beyond the congruence model framework. What role does motivation play in this case? How do layers of culture more broadly impact the dynamics reported? What role may goal setting and effective feedback mechanisms play? In suggesting an action plan to Rollins, you should be mindful of his ability to actually change specific elements of the situation. He may be able to change certain things while not being able to do anything about others. You should also consider the time it will likely take for your suggestions to be implemented and take effect. What should Rollins prioritize?

Your report should not exceed 5 pages (excluding exhibits) and be in Word format. You must use Times New Roman 12 point font, with at least 1 inch margins. Use 1.5-line spacing. You may include up to 2 pages of exhibits, for example a completed Congruence Model Template. However, be sure to not only include the template without clearly explaining congruencies and incongruencies in your paper.

You also need to prepare a PowerPoint presentation you could use to communicate your report's findings to Rollins. You may create a deck of up to 10 slides. You need to submit these slides together with your paper on Blackboard.

This assignment is due **on October 7th 2016 by 11:59 pm EST**. Late papers will receive a grade penalty. One of your team members should submit on Blackboard on behalf of the entire team. You do not need to include team member names in your paper. Just make sure your team number appears in the header of each page of your paper. The documents should be named "Team #_DOCUMENT 1," e.g. Team 1_Paper 1 and Team 1_Slides 1. *Submissions that do not follow the formatting guidelines will lose points - so please be careful.*

Feedback to Team#: _____

Criterion	Elements <i>To what extent...</i>	Completely	Mostly	Insufficiently				Comments
Report								
Application of course concepts	do you correctly apply the congruence model?	2.0	1.5	1.0	0.5	0		
	do you correctly and comprehensively identify the relevant elements of the congruence model components in this case study?	2.0	1.5	1.0	0.5	0		
	do you correctly apply additional course concepts from relevant classes (motivation, etc.)?	3.0	2.5	2.0	1.5	1.0	0.5	0
	Total points attained:	_____ of 7						
Use of data	do you effectively use information included in the case description to support your arguments?	2.5	2.0	1.5	1.0	0.5	0	
	do you make effective use of exhibit(s) to support your arguments?	1.5	1.0	0.5	0			
	Total points attained:	_____ of 4						

Criterion	Elements <i>To what extent...</i>	Completely	Mostly	Insufficiently		Comments	
Quality of analysis	do you correctly identify important points of congruence and incongruence?	2.0	1.5	1.0	0.5	0	
	do you identify the root cause(s) of the problem(s) at hand?	1.0	0.5	0			
	does your argument flow logically? Is it consistent with theory and evidence?	2.0	1.5	1.0	0.5	0	
	is your analysis balanced and considers possible alternative explanations?	2.0	1.5	1.0	0.5	0	
	Total points attained:	_____ of 7					
Organization	is your report well-structured and easy to follow?	1.5	1.0	0.5	0		
	is the language used correct and appropriate for a senior management audience?	1.5	1.0	0.5	0		
	is your report correctly formatted?	1.0	0.5	0			
	Total points attained:	_____ of 4					

Criterion	Elements <i>To what extent...</i>	Completely	Mostly	Insufficiently		Comments
<i>Slide Deck</i>						
Contents	do your slides capture the main points of your report?	2.0	1.5	1.0	0.5	0
	do your slides communicate a clear line of argument?	2.0	1.5	1.0	0.5	0
	Total points attained:	_____ of 4				
Format	are your slides clearly laid out and easy to take in by the audience?	2.0	1.5	1.0	0.5	0
	are your slides appropriately formatted for a senior management audience?	2.0	1.5	1.0	0.5	0
	Total points attained:	_____ of 4				
Total Points Overall		_____ of 30				