

# Individual Case Analysis

MGT 201

11/20/2012

Lyndsey Colman

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## Information

Name: Wendy Heatley

Title: Owner

Organization: Heatley Construction Inc.

Date: October 29, 2012

Chapters: 1, 5, 14, 16

## Introduction

Mrs. Wendy Heatley is the owner of Heatley Construction Inc. and was the owner of In the Shade Relaxation Center for several years. The reason why Heatley was interviewed is because she knows what it takes to run a small business. She is a strong woman that drives for what she wants in life. Right now she owns and manages Heatley Construction, teaches personal fitness classes, and is an esthetician on the side. She also has her optical license because she used to be a manager for LensCrafters and Eye Care Associates.

Heatley Construction Inc. is a small construction business founded in 2003. They generally do metal building construction. They have 14 years of experience and provide many services to their clients. Their services include new metal building construction, building repairs; have access to a wide variety of metal building products, door repairs and replacement, light

gauge framing, metal roof repairs and replacement, sheetrock, and tile. They are honest and reliable, committed to delivering topmost quality, and will travel throughout Florida and other states.

In the Shade Relaxation Center opened in 2000. They offered many services such as tanning, air brush tanning, facials, waxing, and massages. They also sold many different products such as skin care products, tanning lotion, and make up. After many years in operation, the economy went downhill. The economy going downhill took a toll on the business, and Heatley sold the business in the year 2007. A year after she sold it, it closed down completely.

### Question 1

Do you use the four functions of management? How? (Planning, Organizing, Leading, and Controlling)

Heatley states that she does use all the functions of planning in her company. She plans all the company's goals for the day, week, month, and year. She also looks at what the company did the preceding year and sets higher goals for the current year. Helping her employees complete their goals is a reason why her employees like her, even though she is tough on them. She is the main organizer in the company and seems to be well organized. She organizes all work schedules and job schedules. As the owner of a small company, she does most of the work. There are a few things that she does delegate to other employees to work on. By having policies and procedures set up, she makes sure that every employee does what they are supposed to do and expects them to abide by the policies. When there is a problem in her company she tackles it

head on by addressing the employee immediately so they can come up with a solution to the problem.

To be a successful manager, managers must use the four functions of management. The four functions of management are planning, organizing, leading, and controlling. Planning is making goals and making means to achieve them. Organizing when a manager decides where a decision will be made and who will do what jobs and task to get the goals done. Leading is inspiring and motivating workers to work hard to achieve organizational goals (Williams, 2011). Controlling is when a manager observes the progress the employees are making for achieving their goals. Recently managers have been overloaded with responsibility as companies cut back and combine positions (Moyer, 2011).

## Question 2

How efficient is the management in your company?

Since Heatley is the manager for Heatley Construction Inc., she feels that she is very efficient. As an efficient manager she has kept the company alive for going on 10 years.

Efficiency is getting work done with a minimum of effort, expense, or waste (Williams, 2011). Being an efficient manager is crucial to a business. To be an efficient manager you must be able to multi-task, cut costs where necessary, and put in as much effort as you can without running yourself dry.

## Question 3

As the manager for your company, what are your daily, weekly, monthly, and yearly tasks?

Heatley has various tasks during the week, month and year. Daily tasks include, making sure everyone is doing what they are supposed to be doing. Weekly tasks include, making sure the business is running smoothly and that she is paying all bills on time. She also completes payroll every other week. Monthly tasks include, making sure everyone has paid the company and that the company has paid everyone they need to pay. Yearly tasks include, making sure other companies have paid them and that they have paid the other companies that they need to pay. More yearly tasks include, filing taxes and closing out the year. She also sets up many daily, weekly, monthly, and yearly goals to go by for herself, the company, and employees.

By knowing what Heatley's tasks are each day, week, month, and year, she is able to plan accordingly to her schedule. Planning involves goals which Heatley has set up for herself, the company, and also her employees. She uses S.M.A.R.T. goals, which are goals that are specific, measurable, attainable, realistic, and timely (Williams, 2011). She is very determined to achieve each goal she makes and usually does complete them. Her daily and weekly goals are what we call proximal goals and her monthly and yearly goals are distal goals. Planning is an essential part to being a great manager. Without planning, managers will be unorganized and nothing will get done.

### **Question 4**

Do you find it difficult to get employees to do what you want them to do?

Heatley said, “No” to this question. She states that if you treat each and every employee with respect, they will treat you with respect. As an employer, you must value them to make sure that they will work for you and do what you ask them to do.

Control is a regulatory process of establishing standards to achieve organizational goals, comparing actual performance to the standards, and taking corrective action when necessary (Williams, 2011). Being sure that, as a manager, you respect your employees so that everything gets done on time. Controlling employees is simple when they respect you as a manager.

### Question 5

How well of a leader do you think you are and how do you benefit your company?

When Heatley worked for LensCrafters, she had to go to management and Human Resource classes. Since then she has been the manager at LensCrafters and Eye Care Associates. She believes that by taking those classes, she has come to be a very good manager. Now being an owner of In the Shade Relaxation Center and Heatley Construction Inc., her leadership skills have increased and benefit her company greatly. By knowing how to treat her employees and how to handle challenges that are thrown at her, she shows the ability to handle her company.

Leadership is the process of influencing others to achieve group or organizational goals (Williams, 2011). There are differences between managers and leaders. Managers focus on productivity and effectiveness, while leaders focus on motivating people to complete the goals that they should be completing. While some people say you were born a leader, others will say that your life influences made you a leader. Most companies send their employees to

management or leadership classes to ensure that they can manage or lead the employees of the company.

### **Question 6**

What does your company look for in a manager?

Heatley Construction Inc., looks for someone who is honest, loyal, has good verbal communication skills, good organization, knowledgeable in customer service, and knowledgeable in the construction field.

Most companies look for someone who is responsible and that will do well in a manager position. There are 10 good traits and characteristics of a successful manager. Self-motivation, great customer service skills, integrity and trustworthiness, being a team player, conflict-resolution abilities, knowledge of the industry, dependability, ability to remain calm, optimistic attitude, and leadership skills (Vercillo).

### **Question 7**

How was your transition to management if you were in another position before?

When Heatley worked at LensCrafters, she was offered a management position with no management skills. The company offered management classes for her to take. She states that going from a peer to a manager was hard. She had to manage people that where her peers and that looked at her more as a coworker then a manager.



Most new managers find out what it really means to be a manager in the first 6 months. Most people believe that it is their job just to manage people. Many new managers get startled by the fast paced work environment. Usually new managers take about a year to get comfortable in their new management positions.

## **Conclusion**

Even though the transition from an employees to a manager may be hard for some people, once people see what it takes it becomes easy. Knowing how your company operates and knowing how to handle your employees are the main things that managers need to know. By using the four functions of management, managers are able to be organized and know what to do next.

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## Thank You Letter

Lyndsey Colman  
155 Miami St. Box 340  
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October 30, 2012

Wendy Heatley  
3269 Brentwood Ln.  
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Dear Mrs. Heatley,

Thank you for the recent opportunity to meet and discuss your company with me. I learned a lot about you and your company.

Please accept this letter of appreciation for meeting with me. If you have any questions or concerns, please do not hesitate to call me.

Thank you,



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