



Team Grizzly Bear Interview

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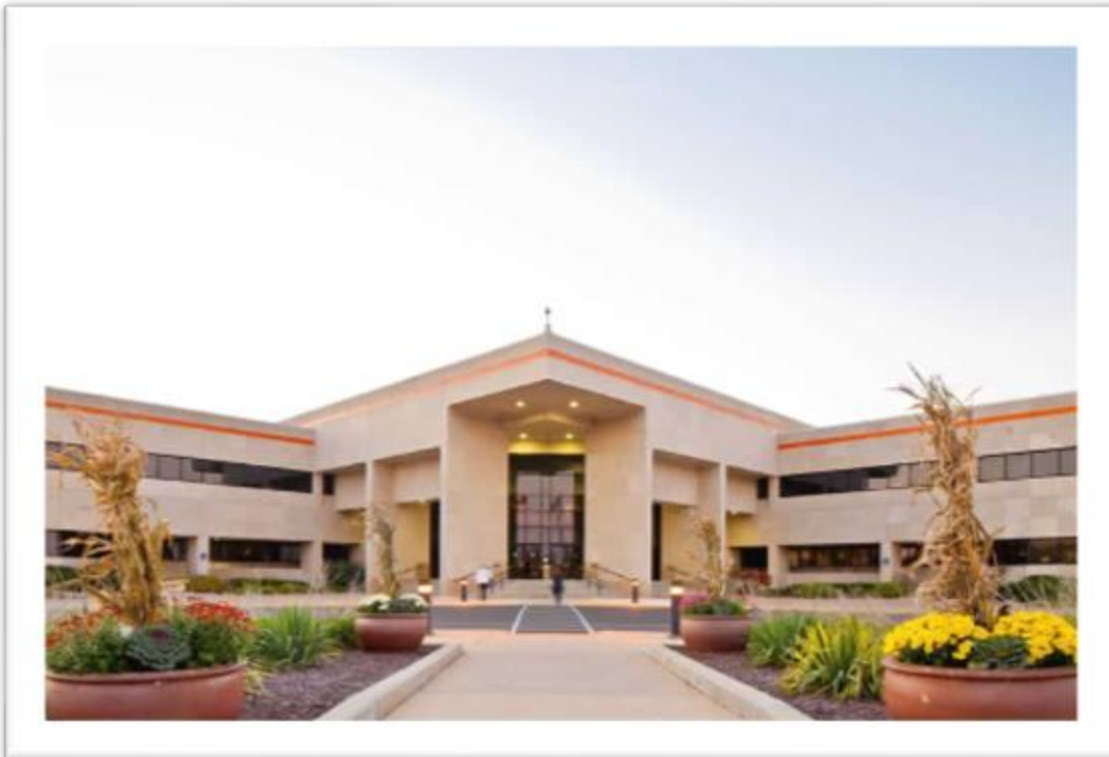
Introduction

- Business within every semi-truck you see on the roads
- Behind the scenes within a trucking company
- Problems and solutions
- Leadership models



Schneider National

- Operating for over 85 years
- Base of operations in Green Bay, WI
- 17,000+ employees
- Over \$6B in revenue every year
- Publicly traded, but family owned



Interviewee

Overview: Robert Reich



Workplace Challenges

- Problems with hiring truck drivers
- Drivers apply to multiple companies
 - They take the first offer
- Other companies were getting the drivers first



The Solution



Multiple levels met weekly

Robot-calling device

- Automatically call

3-week evaluation

- 75%, 75%

The front-line workers value

OB Evidence

Reflexivity

- "For teams with a demanding environment, team reflexivity [is] associated with the development of new and improved ways of working" (Shin et al., 2019)
 - Correlation between innovation and reflexivity
- Reflected on objectives and strategies
- Schneider's team enhanced their overall team effectiveness and efficiency



Transformational Leadership

- Individualized Consideration & Intellectual Stimulation
 - Goal was to facilitate the flow of problem-solving
- TFL facilitates the coordination in a group by implementing high-performance work systems
- High-Performance Work Systems: HR practices designed to enhance employee skills, knowledge, motivation, and involvement
 - Demonstrated by sharing information and decentralizing the decision-making process



Recommendations and Evidence

- Keep robot calling system in place
 - Artificial intelligence
- Positive outcomes
 - Speed in Job offerings, data-driven decision making for HR, and High-Performance Work System.
- Negative outcomes
 - Employee resistance and technical issues.



Conclusion

- Leaders facing problems to find solutions
- Having trust within the company
- Rob and his challenges



Thank you!

