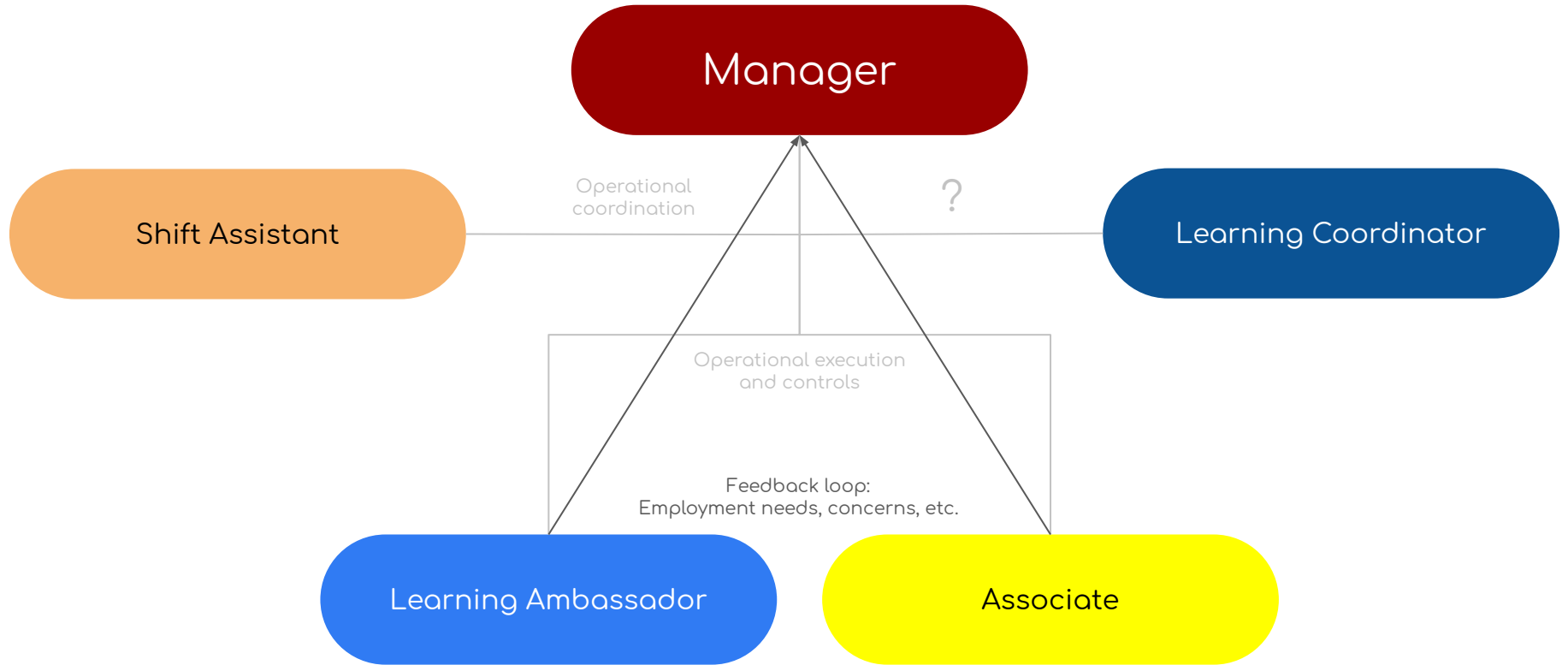


Organizational Structure

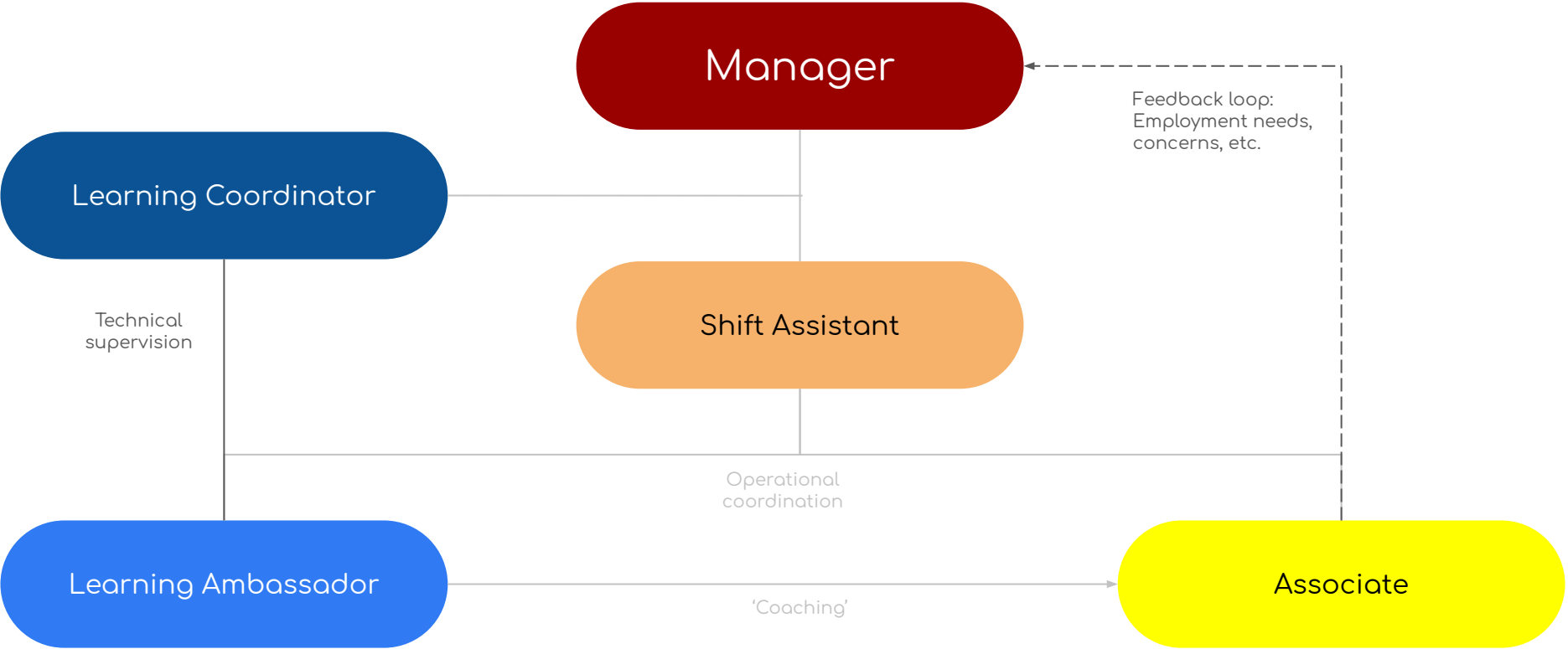
Impact to Expectations

Actual Hierarchy



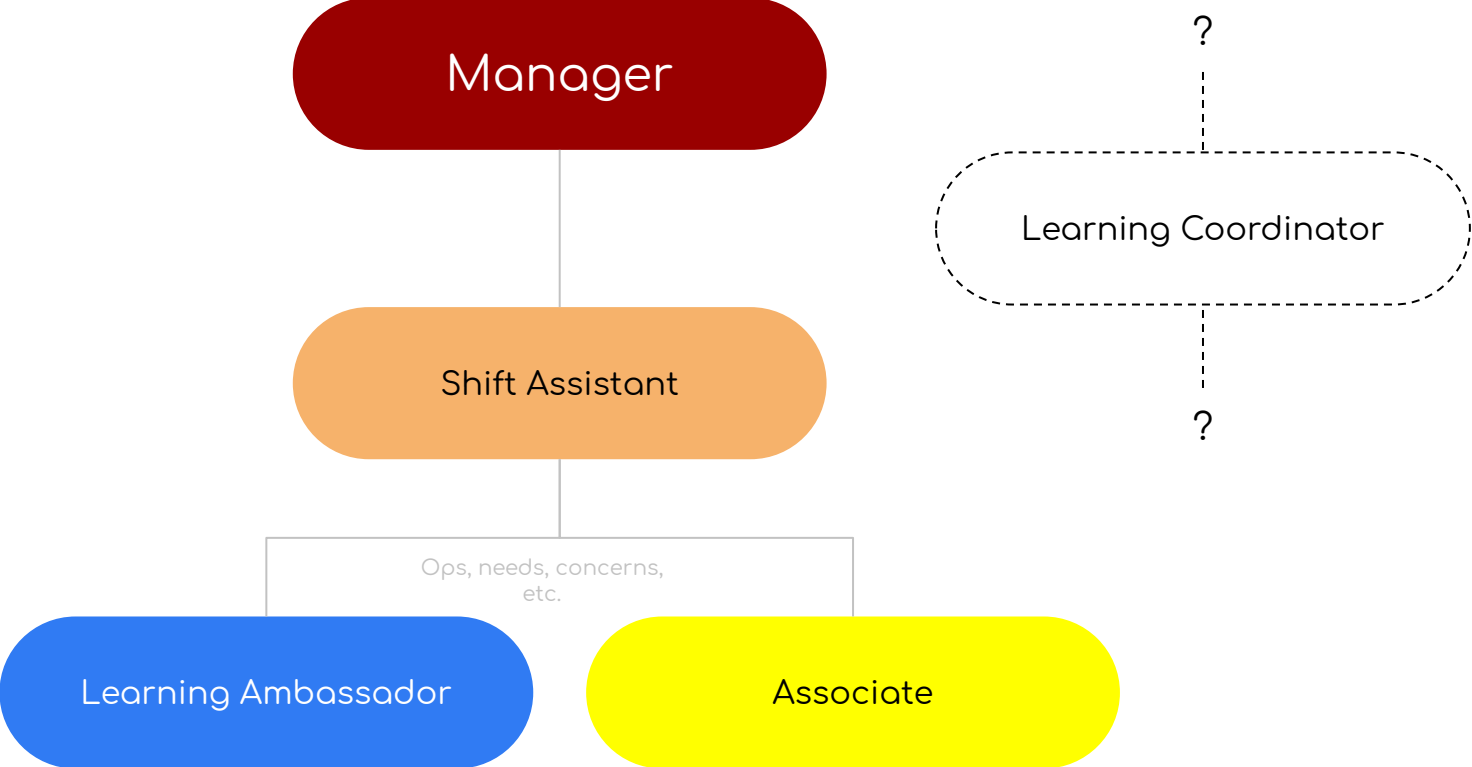
*Colors based upon vest color.

Expectation From Management Perspective



*Colors based upon vest color.

Expectation From Associate Perspective



*Colors based upon vest color.

Organizational Structure By Perspective

Impacts of Hierarchy

- Managers not knowing what is happening at Associate level.
- Receipt of mistargeted information, e.g. orange vests receiving operational improvement feedback.
 - Unresolved requests, complaints.
- Scopes out of sync, different operational agendas, incentives for performance.
 - Limited accountability.
 - Unfair treatment of resources.

Effects to Employees

- False expectations of roles and responsibilities both upward & downward.
- Misalignment: Associates unsure of who is their manager.
- Feedback: Management will not take action; voice not valuable.
 - Feel like resources, not people.
 - No encouragement to improve.
 - Vastly different opportunities for different people (inequality).

General Recommendations

- Review, tune roles and responsibilities.
- Ensure all employees understand who does what.
- Establish standard practices for communication channels.