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Study Sears, Roebuck
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1. The first issue that
presents itself is the
aggressive, Profit
seeking approach been
taken by Sears in their
implementation of an
extremely tight

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incentive system within their Auto centers to increase productivity and reduce cost.

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One of the best examples of goal displacement occurring on a large scale was the case of Sears, Roebuck & Company. In 1991, Sears, Roebuck & Company -- faced with severe financial pressure -- decided to revamp its compensation plan for mechanics in its Sears

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Auto Centers.

Previously, mechanics were simply paid an hourly wage.

Learn From Sears: Don't Make This Monumental Mistake

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presents itself is the
aggressive, Profit
seeking approach been
taken by Sears in their
implementation of an

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extremely tight incentive system within their Auto centers to increase productivity and reduce cost. 2.

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been developed to
provide a means by
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grasps of the facts and the central problem of the HBR case study. Begin slowly - underline the details and sketch out the business case study description map.

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