

MGT 5310
Seminar of Management



Integrative Case

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Table of Contents

Ch. 15 Apply Your Skills: Case for Critical Analysis	2
“What’s Wrong with the Team?”	2
1. <i>How would you characterize Rankin’s leadership style? What approach do you think is correct for this situation? Why?</i>	2
2. <i>What would you do now if you were Rankin? How might you awaken more enthusiasm in your team for completing this project on time? Suggest specific steps.</i>	3
3. <i>How would you suggest that Rankin modify his leadership style if he wants to succeed Dyer in two years? Be specific.</i>	4
References	6

Ch. 15 Apply Your Skills: Case for Critical Analysis

“What’s Wrong with the Team?”

1. ***How would you characterize Rankin’s leadership style? What approach do you think is correct for this situation? Why?***

Rankin seems to utilize several different styles of leadership, found in an American Express article about the most common leadership styles. (Martinuzzi, 2019) He first of all reports to Dyer, who appears to follow an autocratic style that says the team should just do what is asked of them, and do not ask questions. If Rankin’s team is filled with millennials, it is not likely this process will work for him as it might for Dyer in directing Rankin. Rankin appears to be utilizing a pacesetter and laissez-faire styles, where he expects the team to do as he does and that the team should need little oversight.

“Laissez-fair leadership is the direct opposite of autocratic leadership. Instead of a single leader making all decisions for an organization, group or team, laissez-faire leaders make few decisions and allow their staff to choose appropriate workplace solutions.” (St. Thomas University, 2018) During stressful projects and short deadlines, maintaining a closer pulse on the team would be best to ensure the team remains on the correct path. A coaching/affiliative style of leadership would be best for Rankin to help his team through this trying project that is short staffed. Coaching would let his team see that he wants them to be the best they can be during normal and trying times. And the affiliative style would show that he seeks achievements for his people and wants them to have a work/life balance. Overall though, Rankin needs to continue his step back on the plane and truly analyze the situation and get to the root of what his team needs in order to make it to the finish line and not up and leave in the middle of the project. Unfortunately, this review is a little too late for at least one member of his team, but taking the

opportunity might allow a change to occur soon enough before the remainder of the team falls further apart.

2. *What would you do now if you were Rankin? How might you awaken more enthusiasm in your team for completing this project on time? Suggest specific steps.*

At some point in time, Rankin received this promotion or role, to lead this team. It would be best to take a step back and ponder the steps Forbes.com recommends when being promoted. (Forbes Coaches Council, 2017) Not all steps that are discussed here are recommended for Rankin to awaken more enthusiasm in the team to complete the project on time. First, Rankin should take the time to have some one-on-one meetings, similarly to the calls that were completed before his flight with Finley and Johnston in Chicago. He immediately determined the issues between the two were due to an overreaction by Finley, but he stepped in with an autocratic style that likely did not set well with Finley. (Martinuzzi, 2019) Setting up one-on-one's though will allow him to see where his team really needs him to step in and make the situation better. Once the individual meetings have occurred, communicate with the team as a whole to show where issues are, and how Rankin as the leader, is working to address them and be a more proactive leader for the team. Take this time to also recognize any successes that have already come up with the project, and show the confidence in the team to complete the project effectively and with great success. Truly sitting down with your team and working in the trenches with them, even if you have other pressing matters, will allow your team to understand you are there with them and supporting them, and feeling the same woes they may feel. And be a servant leader to your team, not just a dictator/autocratic style, they may not feel valued and will desert the project/team before everything is finished, again leaving more holes in the team. Respect will be earned by

the team and individual employees as they see Ranking working side by side, and taking a step back from just being a boss and working with them. This may not even mean he is being the leader, one of the team members might be a better leader for the particular project, he just needs to continue the team to the finish line and provide the company the new customer relationship manager software that was requested.

3. How would you suggest that Rankin modify his leadership style if he wants to succeed Dyer in two years? Be specific.

At each and every level a manager progresses upwards, they have to modify their leadership style to fit the needs of the position, company and employees. Referencing our text, Page 12 Exhibit 1.4, the Relationship of Technical, Human, and Conceptual Skills to Management, we can see that at lower levels of management more technical skills are required, but these become less effective and useful the further up in the rank's individual proceeds in a company. (Daft, 2018) Ranking will also have to start working on how "...to maintain positive relationships with those staff, whilst moderating your behavior to ensure that you effectively establish you new level of authority." (Meakin, n.d.) This skill will not be needed until he has progressed into Dyer's role, but must be developed and honed in beforehand so as to not cause drastic changes for self and team members. Rankin will need to become better at getting his team to work together and not have as many disputes during high pressure projects. His team has not completely ruined his opportunity, but he does need to show that even during diversity and pressure he can lead his team to the end result and implementation is successful. Gaining ground by using more of a democratic style with his team will help to show all team members are valued and provide good insights to best the company. Being at the top of the food chain, in a company, will not require him to always be democratic but

gaining information from all sources possible to provide proper decision making will provide the best results possible for him and the company.

References

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