



## Case Study – Situational Leadership

You are the owner of a manufacturing company that produces several personal care products. You are the leader of the management team that oversees the management of several production facilities in Iran. Your team has become competent in managing those projects. Everyone is aware of their responsibilities and they all work hard to achieve them. You usually have bi-weekly meetings with them to monitor the production, marketing and sales and to problem solve solutions to overcome any barriers to their success.

Now your company has just signed a joint venture with a Chinese company to start production on some new products. You have decided to re-tool one production facility, stopping production of one product that no longer has a high demand in Iran in order to start this production.

### ***Your Team***

**Reza** – the Director of Production with 6 years experience, 2 with your company. He prides himself on his precision in his work. He likes to have things well-planned but he isn't always conscious of looming deadlines. Once he decides on a course of action, he works hard to achieve it. Sometimes he has difficulty communicating what he wants with his staff; but, you have been coaching him on that. He doesn't particularly like change and will argue that his system is working fine. He's interested in the new product line but isn't sure that the company is ready to expand at this time. He also knows that the manager of the plant that is going to be re-tooled is upset about the discontinuation of his line.

**Pouya** – the Director of Finance for the last 3 years. He has been working hard with the managers to put financial reporting systems in place and bring current and pertinent data to management meetings. He doesn't have much patience with the others who don't meet the deadlines because it makes it difficult for him to prepare timely management reports to use in the Management meetings. He is constantly pushing the company to continue to grow and bring on new product lines in order to stay competitive in the marketplace. He never says, "It can't be done" but instead says, "Let's figure out how to do it". Sometimes he underestimates the amount of time that is required to accomplish a task, especially for his subordinates.

**Mohammad** – the Director of Sales and Marketing for the last 5 years. Mohammad is very optimistic. He tends to take up a lot of time during the meetings talking about the latest dinner with clients. He's been arguing for a lot more product lines that his sales people have been saying the customers are wanting. His view of the new Joint Venture is "It's about time!!! When can we start selling? Can I tell the customers it will be available in the New Year?"

**Laleh** – the Director of HR. She has been working hard to ensure that managers are aware of the personnel policies and has been working to set up a Performance Management System throughout the organization. She sometimes has difficulty making it clear to the other managers exactly what it is she requires and has some difficulty convincing them that they need to put the effort in to implementing her systems. She's very concerned about the impact the re-tooling of the plant will have on the employees and is concerned that the rest of the Management Team has not considered the impact.

As the leader, you need to lead some planning meetings with the Management Team for the re-tooling of the plant and preparing for the new products.

What are the Behavioural Styles of your team? What are their readiness levels to move forward with the change? How should you lead them as a team and as individuals?