RACMA - Candidate for Fellowship
Management Case Study Presentation
(Organizational Behaviour & Leadership)

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Introduction:

- Pathologist & Medical Educator Since 1985.
- Management has been significant part of my work.
- First week into role of Acting Head of School.
- Friday evening... Call from Dean...
- *It is frustrating.... !*
- “people have lost concern for the school”
- Please handle this situation, I am sending you files !
- Un resolving problem between Staff A & B.
Fiji Islands:

- Bula / Namaste / Welcome.
- Fiji - Natural Beauty & Bounty.
- Multiracial – Fijian, Indian & others.
- Racial Tension & Coups.
Problem Summary:

- **Staff A**: Fijian female Laboratory Scientist. Frequent complaints about unfair treatment by her supervisor, Staff B, Indian Head of Medical Laboratory.

- **Staff A** - Competent, skilled, 3 years on job, no problems in my experience. Efficient, skilled, never had any problem with her.

- **Staff B** - Senior, Hard working, able leader, several key administrative positions, popular. No problems seen.
Problem Summary:

• Staff B accepted for a conference. Planned visit without informing manager. 3 days before leaving Manager refused to approve her leave quoting rule.
• Staff B outraged, complained to Dean, decided to go to media (racial discrimination), legal action.
Problem Summary: Key Issues

• Problem:
  ▪ Personal conflict - Race, Gender
  ▪ Macro environment – Country, Politics
  ▪ Micro environment – School, My role-acting.
  ▪ School rules and Policy.

• Stake holders:
  ▪ Staff, Dean, administraton, students, media, public etc..
  ▪ Departmental integrity, work ethics & professionalism.
  ▪ School reputation – (media masala....!)

• No simple solution....!
Solution-1: Talk to A - Lab Manager

• Introduction: Casual Talk.. “you are right”...!
• Motivation: Past contributions (general & to Staff B) (affirming Commitment)
• Paradigms: Emotional Bank account – case study
• Humility: Help me...! (I know you can..) (Problem Solution...!)
• Reward:
  • Genuine offer to support & solve the crisis.
  • Talk to staff B – convince / apology.
Solution-2: Talk to B - Technician

- **Introduction:** Casual Talk.. “you are right”...!
- **Motivation:** Past contributions (general & to Staff A)  
  (affirming Commitment)
- **Paradigms:** How people behave – Relationships.
- **Humility:** I can help you if you help me solve this. 
  (Problem Solved...!)
- **Reward:**
  - Permission to attend conference (duty arranged).
  - Meeting to chat / clarify – change paradigms.
  - Follow up of case.
Conflict Iceberg

Issues

Personalities

Emotions

Interests, Needs, and Desires

Self-Perceptions and Self-Esteem

Hidden Expectations

Unresolved Issues from the Past

http://www.positivechangesnow.ca/
Organizations & Environment

- External Macroenvironment – Outer, control
- Internal Microenvironment – inner, control
- Human relationships
  - Complex
  - Dynamic
  - Sensitive
  - Very powerful
  - Make or Break...!
View of world:

Orderly/Physical & Humane / Chaos
New Science of Organizations

Chaos, Relationships & Fields.

- Margaret J. Wheatley
- “Leadership & the new science”
- Organizations - Physical & Humane
- New Theory of Chaos, relationships and field.
- Past - Newtonian Physics – order works for material resources.
- Present - Quantum world – chaos – explains human resources.
“Healthy growth of people and organizations is found in disequilibrium - Chaos, not in stability”
New Science of Organizations

Chaos, Relationships & Fields.

• Nothing exists except in relationship to everything else.
• The empty space between things is filled with fields, “invisible material” that connects things together.
• The relationship determines the effectiveness of the bound parts or people.
• In organizations, the fields that bind people include vision, shared values, culture and information.
Fields, Relationships & Growth

People in an organization
Fields, Relationships & Growth

Have Individual Paradigms & relationships.
Fields, Relationships & Growth

Random Relationships based on Personality Paradigms
Fields, Relationships & Growth

A Leader orients these relationships to his vision
Emotional Bank Account
7 Habits of highly effective people- Stephen R. Covey

- Stephen R. Covey – Business philosopher.
- Human relations = Emotional Bank Account
- Deposits - Withdrawals = Relation Balance.
8 steps to solve problem:

Brian Tracy (www.briantracy.com)

1. Approach with Calm, expectant attitude. Never fear.....!
2. Be positive, "problem" → situation...!
3. Define the situation clearly, in writing.
   - What exactly is the problem? What else is the problem?
   - Who are the stakeholders?
4. "What are all the possible causes of this situation?" - The Pathology behind the disease...!
Human Relationship Problems:

- Complex
- Sensitive
- Dynamic
- No Rules
- Chaos
- Very Powerful
8 steps to solve problem:

Brian Tracy (www.briantracy.com)

5. "What are all the possible solutions?"
6. "Make clear decisions."
   - Consider all stakeholders.
   - Best solution with least damage.
7. Assign clear responsibility, deadline & action!
8. Final step is to follow-up, monitor the results, review, learn, preventive actions.
8 steps to Solving Problems : Brian Tracy

- Expect
- Positive
- Define
- Cause
- Solutions
- Decision
- Action
- Review

- Be calm, Problems are normal...
- every problem has a solution...
- Clarify, define, explain, write ...
- Identify all causes - Pathology !
- Plan Treat - Cause & symptom!
- Team, resource, deadlines...
- Start treatment...
- Monitor, Review, learn, record.
# Fiedler’s Contingency Model

**Leadership styles:**

<table>
<thead>
<tr>
<th>Task Behaviour</th>
<th>Relationship Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High Task, Low Relationship</strong></td>
<td><strong>High Task, High Relationship</strong></td>
</tr>
<tr>
<td>Suitable for Short term critical project works.</td>
<td>Suitable for High quality &amp; High output Successful businesses.</td>
</tr>
<tr>
<td><strong>Low Task, Low Relationship</strong></td>
<td><strong>High Relationship, Low Task</strong></td>
</tr>
<tr>
<td>Suitable for Low quality &amp; Low output Poor businesses</td>
<td>Suitable for Political groups/ Country clubs</td>
</tr>
</tbody>
</table>
Level 5 Executive
Builds enduring greatness through a paradoxical blend of personal humility and professional will.

Effective Leader
Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

Competent Manager
Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

Contribution Team Member
Contributes individual capabilities to the group objectives and works in a group setting.

Highly Capable Individual
Makes productive contributions of knowledge, skills, and good will.
Factors affecting Leadership Effectiveness:

- Leader Characters and Traits
- Leadership Effectiveness
- Internal and External Environment
- Leader Behaviour and Style
- Group Member Characters
Fields & Relationships & Growth

Nurturing positive relationships → Growth of Individual & Organization.