

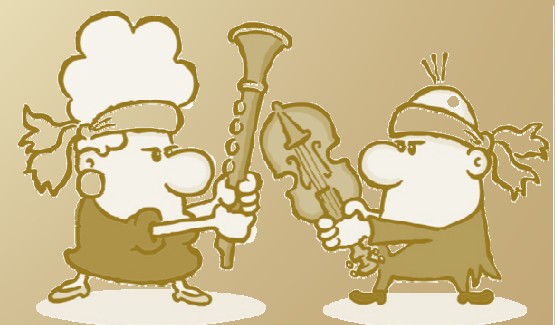
RACMA - Candidate for Fellowship

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.



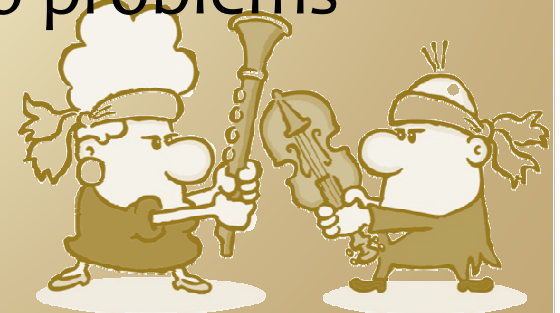
Fiji Islands:

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



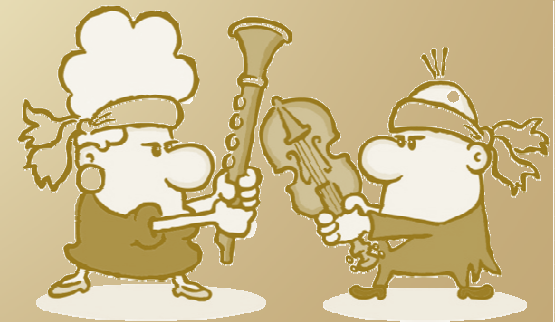
Problem Summary:

- 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

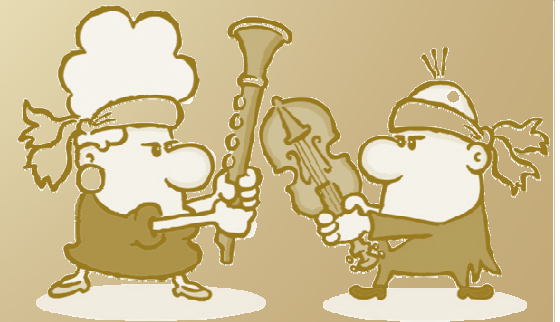
- **Problem:**

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

- **Stake holders:**

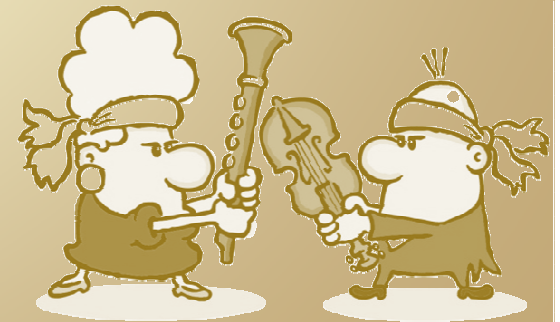
- Staff, Dean, administration, students, media, public etc..
- Departmental integrity, work ethics & professionalism.
- School reputation – (media masala....!)

- **No simple solution....!**



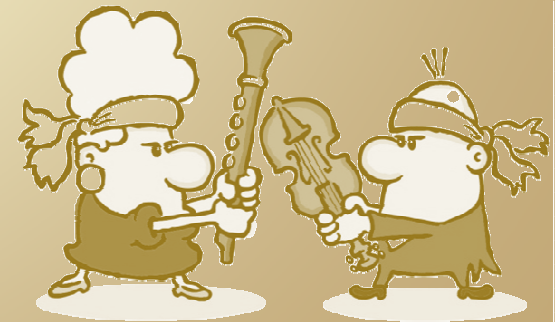
Solution-1 : Talk to A - Lab Manager

- **Introduction:** Casual Talk.. “you are right”...!
- **Motivation:** Past contributions (general & to Staff B)
(affirming Committment)
- **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.

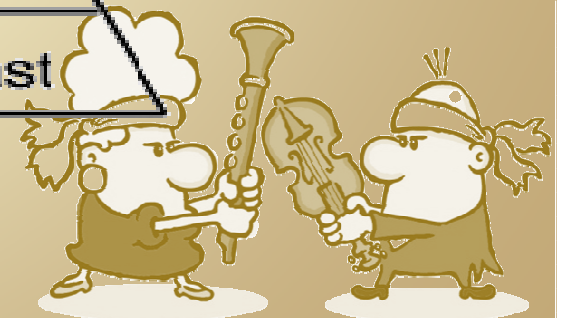


Solution-2 : Talk to B - Technician

- **Introduction:** Casual Talk.. “you are right”...!
- **Motivation:** Past contributions (general & to Staff A)
(affirming Committment)
- **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



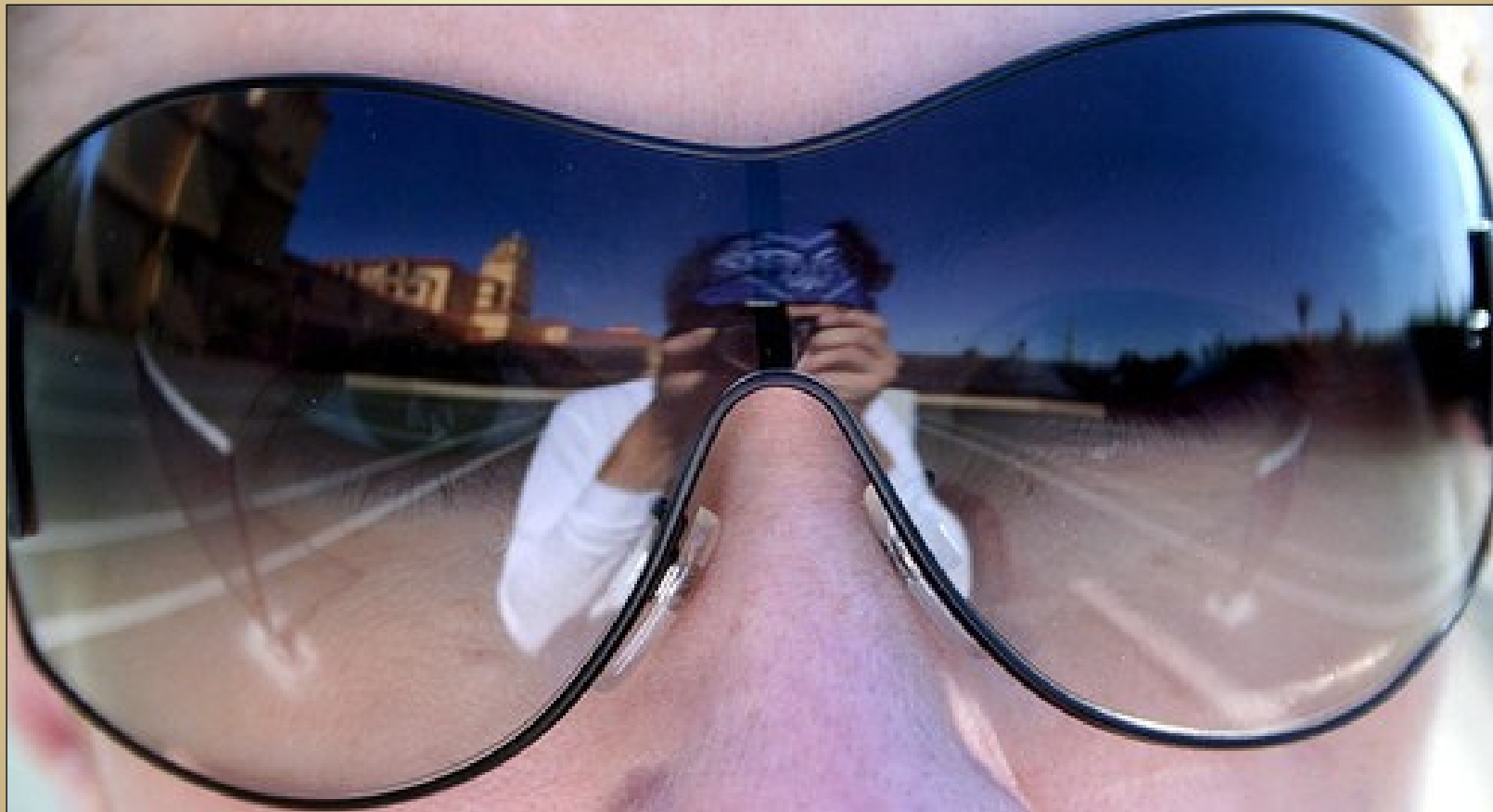
Organizations & Environment

- 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

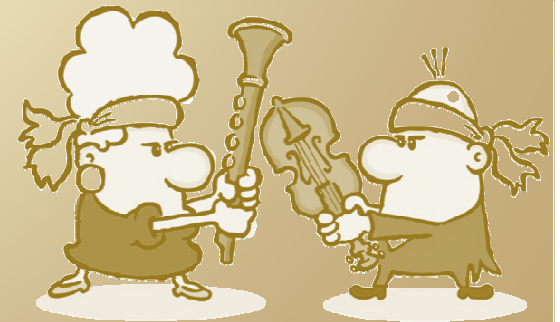
Chaos, Relationships & Fields.

- 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.

New Science of Organizations

Chaos, Relationships & Fields.

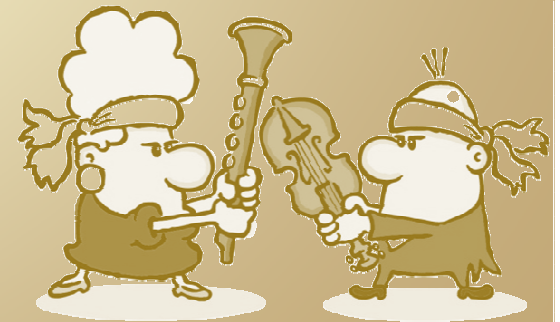
“Healthy growth of people and organizations is found in disequilibrium - Chaos, not in stability”



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.

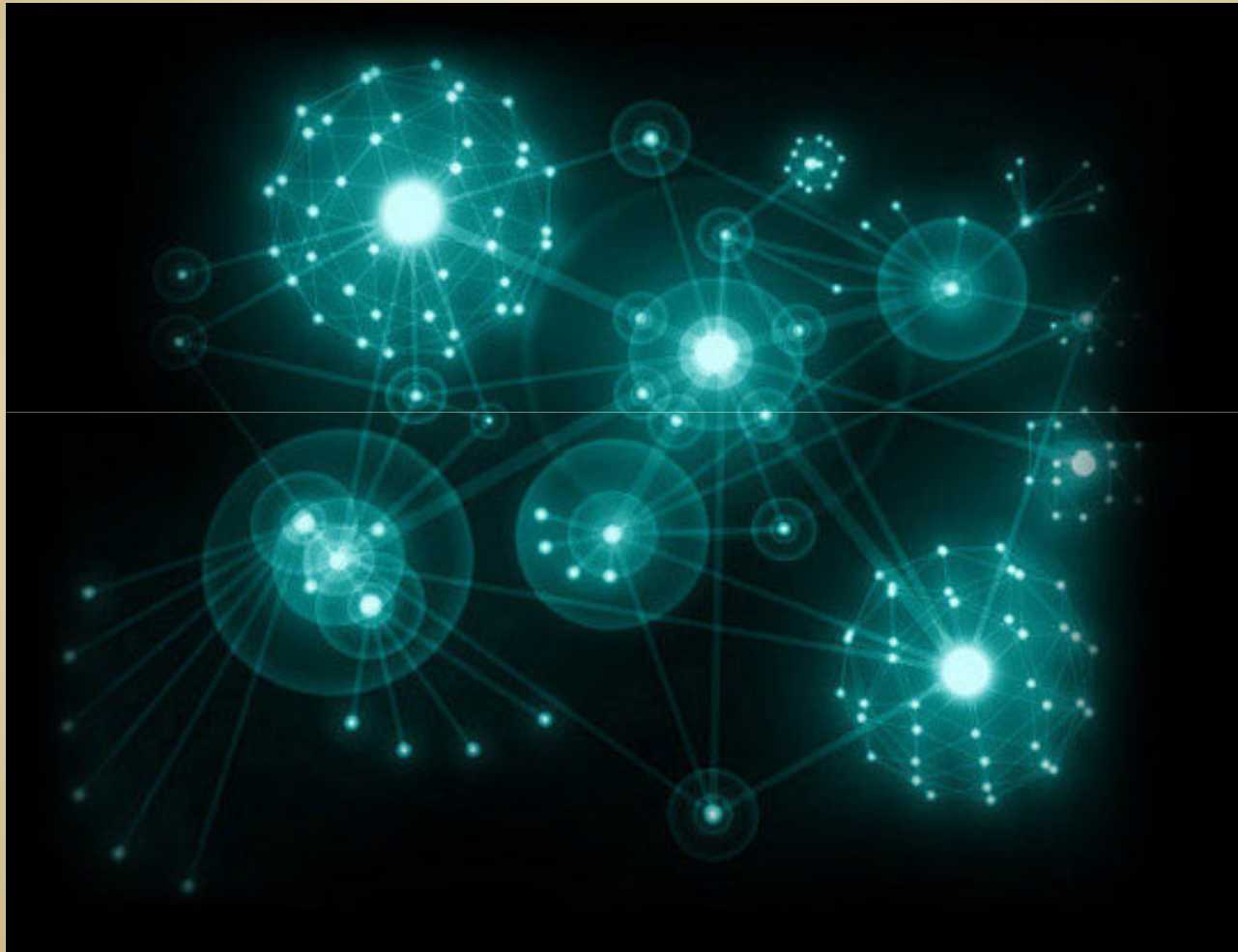


Fields, Relationships & Growth



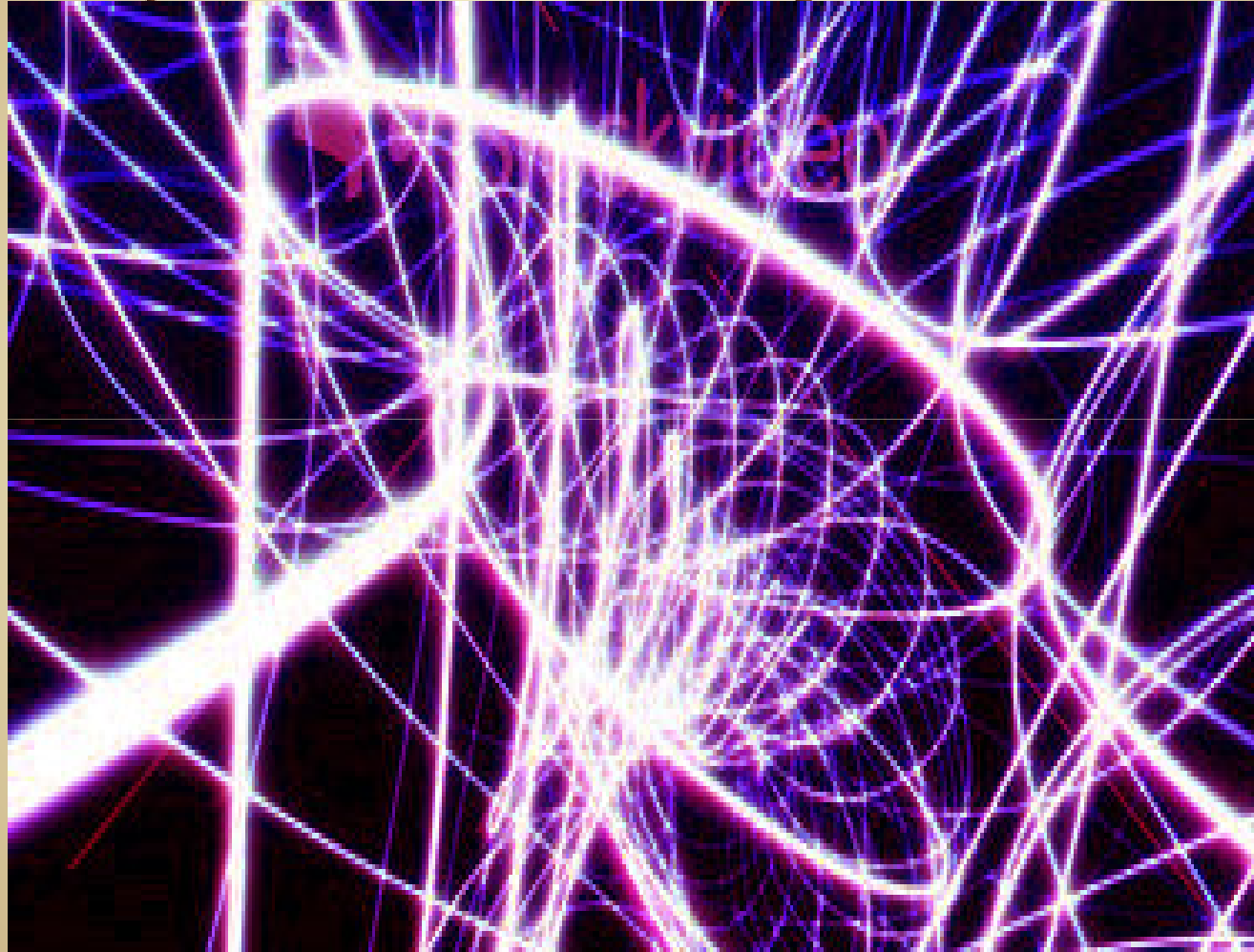
People in an organization

Fields, Relationships & Growth



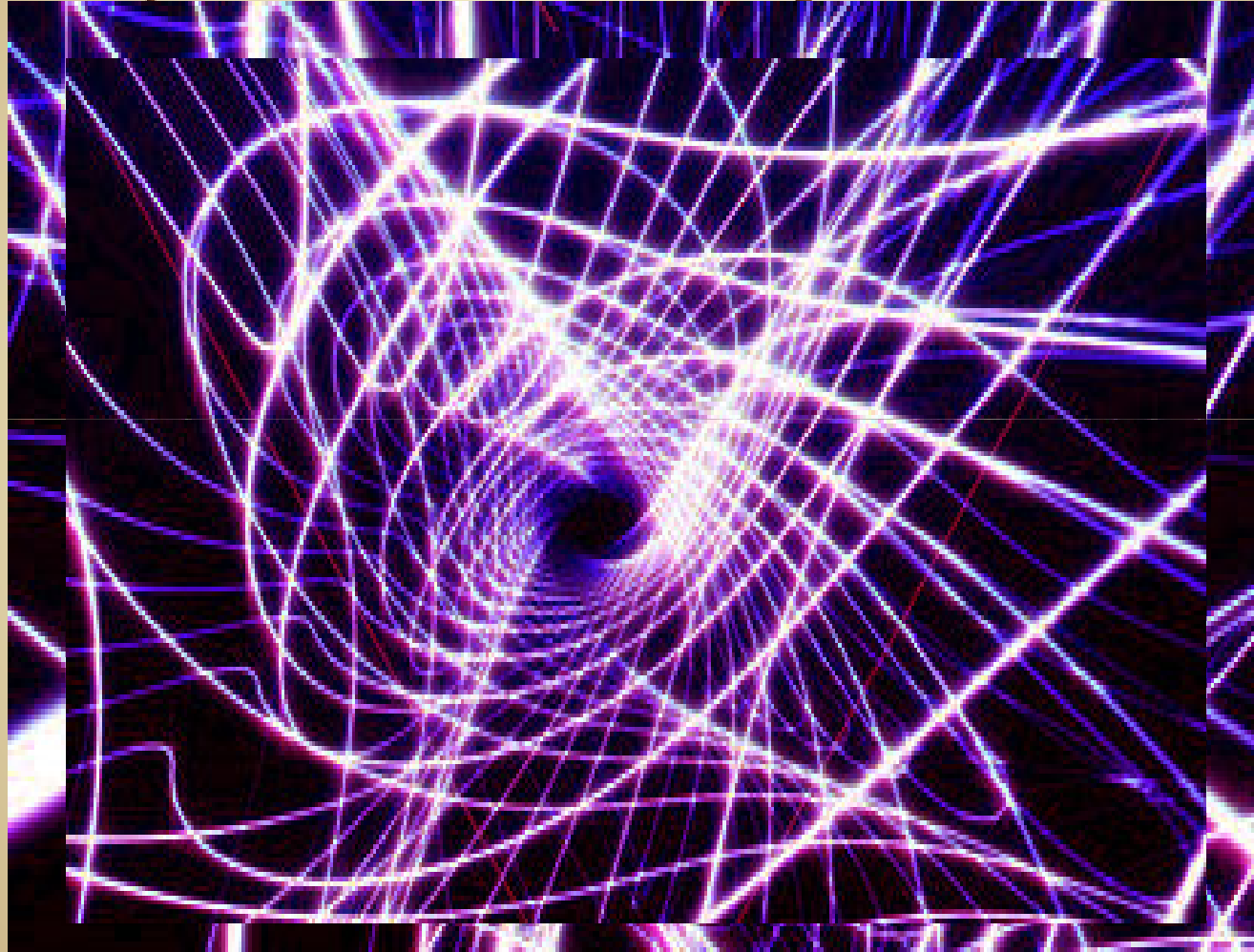
Have Individual Paradigms & relationships.

Fields, Relationships & Growth



Random Relationships based on Personality Paradigms

Fields, Relationships & Growth

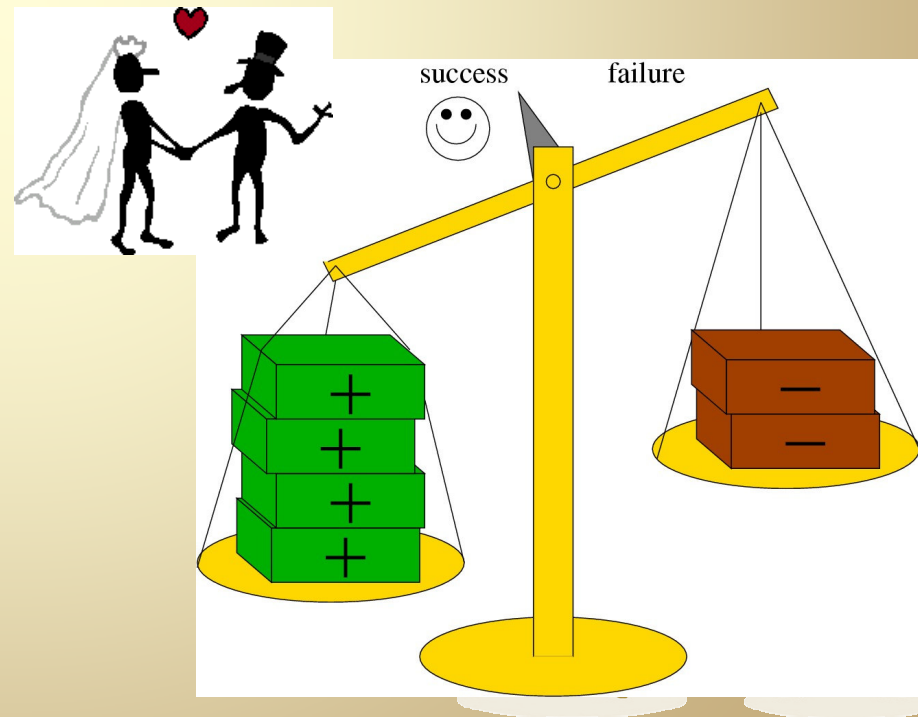


A Leader orients these relationships to his vision

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)

Expect

Positive

Define

Cause

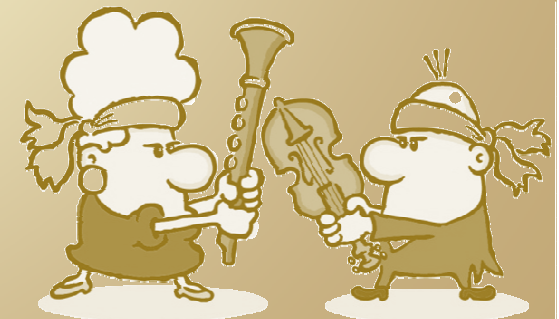
Solutions

Decision

Action

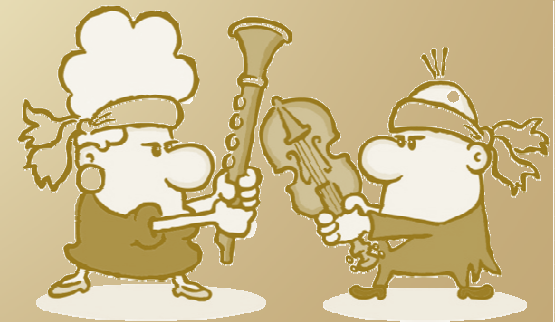
Review

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 stake holders.
 - 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..

Expect

Positive

Define

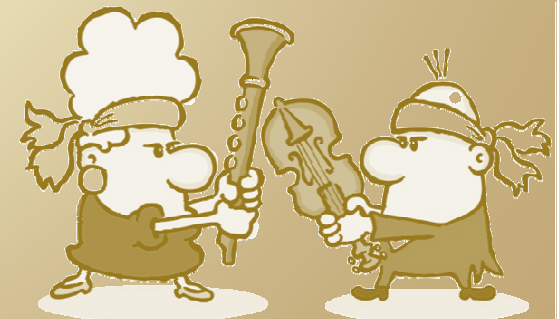
Cause

Solutions

Decision

Action

Review



8 steps to Solving Problems : Brian Tracy

Expect

- Be calm, Problems are normal...

Positive

- every problem has a solution...

Define

- Clarify, define, explain, write ...

Cause

- Identify all causes - Pathology.!

Solutions

- Plan Treat - Cause & symptom!

Decision

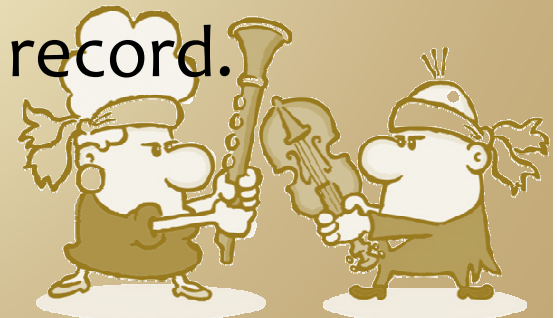
- Team, resource, deadlines...

Action

- Start treatment...

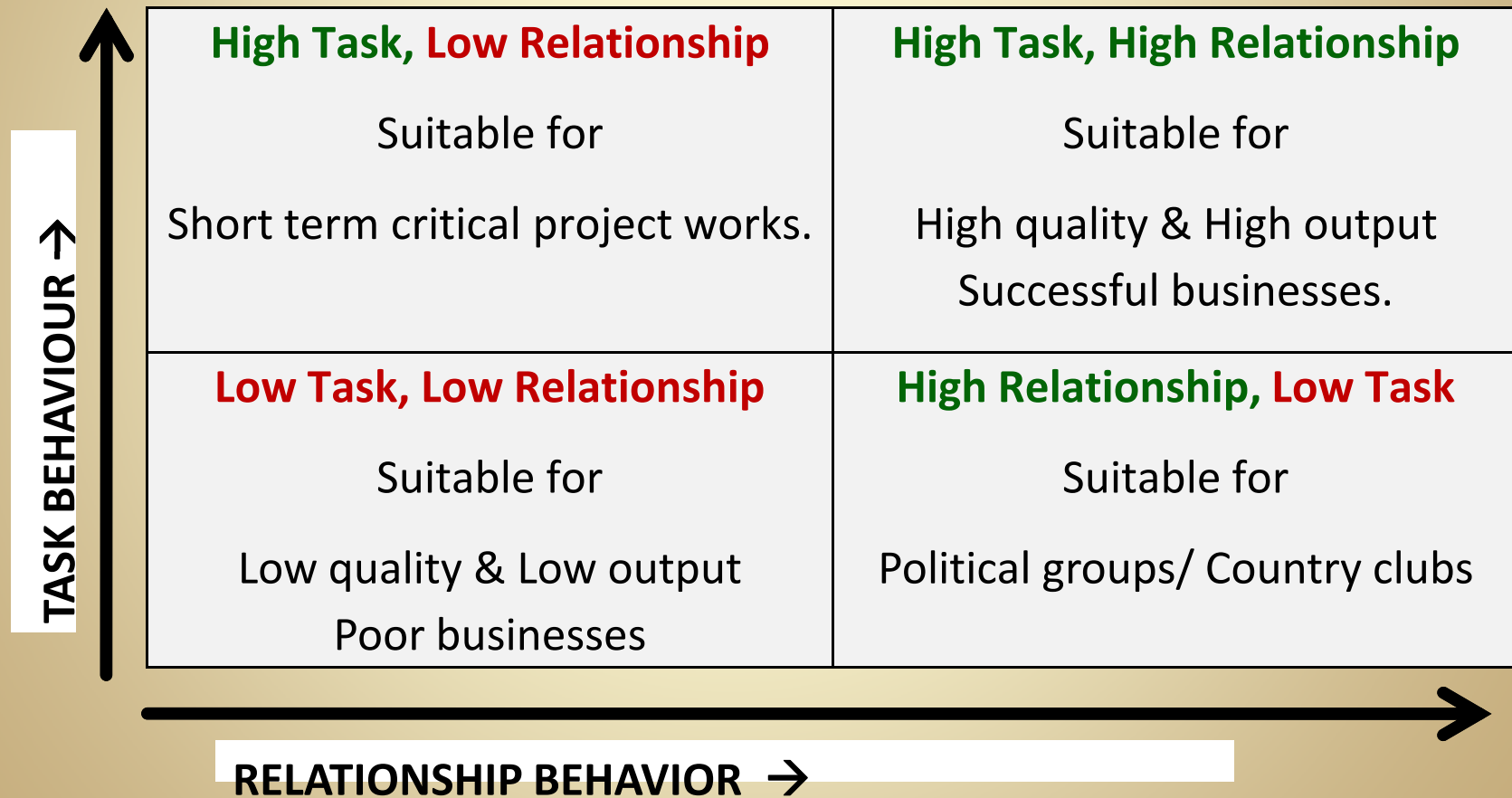
Review

- Monitor, Review, learn, record.



Fiedler's Contingency Model

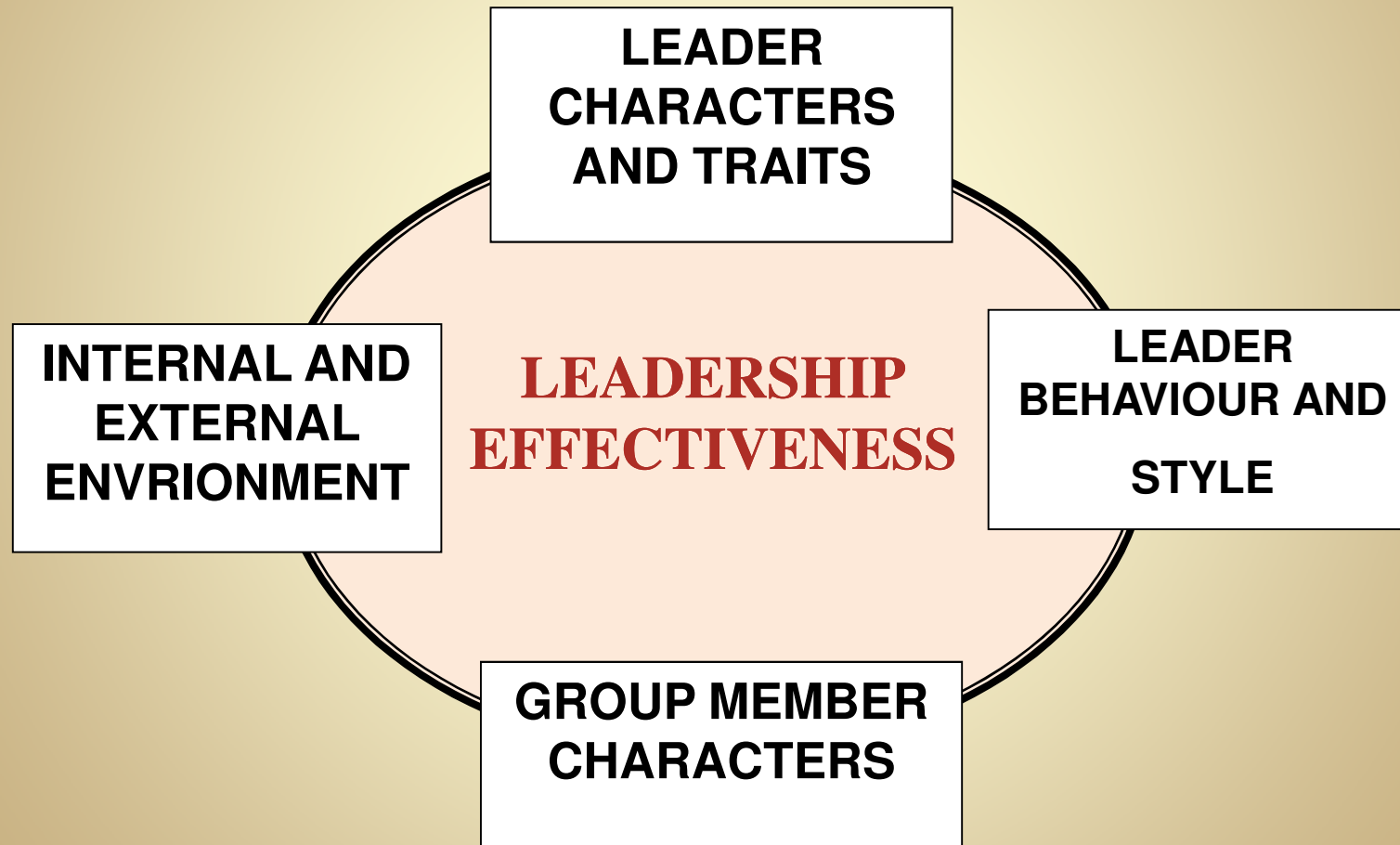
Leadership styles:



- 5 Level 5 Executive**
Builds enduring greatness through a paradoxical blend of personal humility and professional will.
- 4 Effective Leader**
Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.
- 3 Competent Manager**
Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.
- 2 Contributing Team Member**
Contributes individual capabilities to the achievement of group objectives and works effectively in a group setting.
- 1 Highly Capable Individual**
Makes productive contributions to the organization through knowledge, skills, and good judgment.
- Level 5 Hi



Factors affecting Leadership Effectiveness:



Fields & Relationships & Growth



Nurturing positive relationships → Growth of Individual & Organization.