

LEADERSHIP SCENARIO

You are the owner of a business that has been in your family for over 50 years. Growth has slowed in the last three years and now half of your long-standing customer contracts have not been renewed this year. Your personal and business loans are coming due and you need to come up with \$20,000 in the next three months or face bankruptcy, foreclosure on the facility's lease and termination of 65 staff.

You've been reluctantly taking a \$20,000 per quarter salary, but only because you've exhausted your personal savings and are caring for your aging parents. You are the face and personality of the company and the reason for its success in the past. If you didn't take your salary, you could pay off the business debts, but would lose your own house, which your family loves.

Your General Manager earns \$15,000 per quarter. She has been working with you for 10 years and is well liked by the staff. Unfortunately, she has been caring for a critically sick child and must leave work regularly for one to two hours at a time. This has brought stress upon the Assistant Manager who then needs to cover the General Manager's responsibilities as well as his own.

The Assistant Manager earns \$12,000 per quarter. He has been with you for three years. He has done his job well, and has covered for the General Manager with a good attitude, but you can tell he has several areas yet to grow in to really handle that role.

Your top salesperson also earns \$12,000 per quarter. She consistently produces two to three times more sales than any other salesperson. She is also crass and rude to other staff. No one wants to work with her or hear her brag about being the best thing this company has going. She has been warned about her foul language, but you know it continues anyway. Everyone would love to see her go, but her sales have been keeping the company from losing more money.

In 30 days you are having your annual employee family dinner. Staff in your small town look forward to this all year long. It is the talk of the town, and staff and their entire family are proud to be part of it. You know that cancelling the event would save you \$10,000, but would be a big blow to morale. On top of that, you could lose two contracts if you cancel this event with your two vendors that have contracts up for renewal.

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1. What are some characteristics of the group process for each team?
2. What aspects of the problem do they seem to focus more on? What do they miss?
3. How well is the team communicating?
4. What level of agreement did they achieve?