Sam is a very successful financial officer for a Los Angeles-based company that acquired another small financial institution located in several midwestern states. Sam was assigned to provide oversight over this new acquisition as a district CEO. The newly acquired small financial institution has a history of being a friendly establishment having solid traditional values that prides itself on providing strong customer service.

On the first day of Sam's new role as the district CEO, he calls a meeting for 1:00 pm. When Sam arrives for the meeting, he is surprised to find about half of the team present but begins the meeting anyway. Sam starts with, "Providing shareholder value is what it is all about. We are the deliverers of this value, and we have responsibilities to the shareholders."

Sam pauses a moment to allow time for questions, but everyone remains silent. Sam continues by stating, "I expect total commitment and dedication, and if you can't support this vision, then this may not be the right place for you. Commitment begins with being on time for scheduled meetings, and if you can't be on time, then you should not expect to be a member of the team."

Later that afternoon, Sam received a report reflecting the market results from the current strategy that indicated market growth numbers were up, and new business numbers were going up as well.

About three or four months later, Sam received updated market results for the new strategy he promoted earlier. The district was aligned to the project target, but staff turnover had increased to 25%, with 15% being attributed to involuntary turnover. More importantly, customer numbers were decreasing, and customer complaints were growing. After reading the report, Sam hosted a short meeting with his staff to present the results and afterward asked the team for their input. There was a dead silence, and Sam sensed an uneasy feeling in the room.

1. Explain where Sam got off track.

*Well from my point of view Sam was quiet aggressive at the first meeting, and he pointed out everyone to be on time for the meeting and he keenly mentioned that “if you can't be on time, then you should not expect to be a member of the team” which is basically humiliating and touching the integrity of an employee.*

*Of course there would have several reason why all team members not attended the meeting , may be occupied with release work, or team meeting or whatever, but the approach he has taken is quiet hard it chew it up, since it is an organization and he is not a dictator, we all should respect each other time and value, this is where Sam was off the track at first point.*

*He did look at the results, but he did not appreciate or motivate the team members to deliver beyond, rather he tried to imply more strong discipline in attending meetings rather than process.*

2. Explain what Sam could have done differently

*Sam would have appreciated the Market results and Market growth on the day he joined, since it was quite good and it all happened because of a strong team.*

*He would have let go of people who did not attend the first meeting, he would have recorded his conversation and sent an email across the organization about his vision and goals.*

*Instead of imposing a strict discipline in attending meetings , he would have improved processes , improved skills needed across the team to deliver the results better than today.*

3. Identify which of the four unique emotional intelligence measurements were most misaligned: self-awareness, self-management, social awareness, and relationship management.

*I strongly believe that the relationship management was completely misaligned since Sam did not meet a good rapo with his team members and he did not celebrate or appreciate the success , rather he imposed strict deadlines which is not recommended in an organization.*

*And ofcourse, Social awareness, he should known why the team is not in the meeting and he should embrace and accept the reason and let it go for obvious values, Also he should have sent an email with the recorded meeting and include a polite talk to cheers the team members.And should motivate to attend the meeting next time.*

*Yes self management, he lost his control and spit words which caused a min silence in the meeting,he put everyone in an awkward state and nobody could respond, he should have avoided being rude on the first meet, though his intentions are good*

4. Define what changes you would recommend to Sam to improve the new strategy outcome.

*I would definitely let go of people who did not attend the first meet, as I mentioned it is the first meet and I would eventually meet the team multiple times, so it is less of a bother .*

*Also I would really appreciate and motivate the team for all their hard work to bring the Market value high, and I would ask their opinion on how to make things better and I will try to incorporate it as the company goal.*

*Lastly, I would provide an incentive options to motivate the employees and work smarter and stay sustained in the organization as I am aware that the employees are always the back-bone of an organization*