

Case Study 2

The Board Meeting

Individual Role Instructions

John

You are John the founder and owner of CompChimp. You have agreed to step down as executive director and you are now chairing the Board of non-executive directors. You are understandably nervous about this whole arrangement; it is the first time that you are not the one rolling up your sleeves in the face of challenges and it is the first time you have entrusted someone else to run things on a day-to-day basis.

In month 9, you notice that the Computer Engineering Division is progressing well and you are really pleased for Julie. However, another company indicated the release of a similar product, and time is of the essence. Quick decisive action is needed if the Computer Engineering Division is to really produce a product that is first to market. However, you receive 3 separate complaints from 3 of Julie's employees. You have known these employees for several years. "She is making all the decisions and expecting team members to follow instructions without question," they said.

You also notice that the Computer Sales Division is gearing up for a new marketing campaign and you can't wait to see how it pans out, not only because it will be profitable for your company but also because you are keen to see Sam succeed. Unfortunately, you receive another complaint, this time from the oldest of your former employees in the Computer Sales Division who is approaching retirement within one year. "He keeps asking us for our opinion to decide for him. Can't he just decide and just tell us what to do?" he says.

- a) What type of leader are Julie and Sam?
- b) Are they the type of leader needed in each circumstance? Why?
- c) What do you do in each of the circumstances?
- d) Should you advise Julie and Sam to instil an element of transformational leadership? If no, why not and what would you advise they do instead? If yes, why and how would you advise they do it?
- e) As chair of the board, it is up to you to ensure that Steve and his team (including Julie and Sam) perform well. How will you monitor the performance of Steve and his team, particularly Julie and Sam?
- f) Apart from performance in terms of sales, market penetration, growth etc, what soft skills do you think you should also monitor?
- g) How will you monitor these skills
- h) Why are they important?

- i) You decide to test and monitor Julie and Sam's integrity and loyalty towards the family and towards the company. How will you test and monitor their integrity and loyalty?
- j) Are integrity and loyalty more important than performance?
- k) Why?