

Alex Sander Team A

1. On page 3, Sam Glass and Alex Sander are talking about whether 360-degree evaluation should be more a development tool or a performance appraisal tool. What do you think it should be – especially the case of Alex Sander? Why? (J2)

The 360 degree evaluation should be a performance appraisal tool to gauge how the person is performing at work and further develop them to improve their performances. Especially in the case of Alex Sander where he doesn't value the process nor promotions. With this belief having an evaluation from everyone around the person will be a good insight on someone like Alex, as he values a degree of success in his job. This could be a broad way to help determine someone like Alex's success and for him to know what others think of his success.

2. On page 4, there are clearly problems with the way Alex is conducting the 'virtual team'. Considering the fast-paced digital age, how could Alex leverage technology and digital tools to enhance communication and collaboration within his team? Give Alex some advice on how to run a 'virtual team' in a way that will be more conducive to the company. (J2)

The way Alex is conducting the 'virtual team' is overwhelming due to Alex's extensive details and daunting list of action items. On top of this Alex sends his messages very late at night. An example of this is when Alex reiterated an aggressive timeline even after his team raised issues of other recruitment. A good advice for Alex to leverage technology and digital tools to enhance communication and collaboration within his team is to run a 'virtual team' similar to MS teams or google classroom to set tasks and post reports on a shared platform with his virtual team. This will be more conducive than emails as everyone can access it and they can be reminded / messaged of the task within MS teams.

3. Read the last paragraph of the case. Glass's colleague asked him 2 questions – imagine you are Glass. How would you answer these questions? (Hint: read Alex Sander's 360 evaluation reports for help).(Son)

Answer1 :Identify the Strengths. Alex's 360° evaluation emphasizes his aggressiveness, initiative, entrepreneurship, and quick learning and application of information. I would put Alex in positions that call for these qualities, such as leading difficult projects that need for fast decision-making and strategic thinking, in order to maximize his abilities.

Answer2 :Establish a program that recognizes high-potential workers, especially Alex, and fosters their development via specialized training, interdisciplinary initiatives, and rotating work assignments.

4. On page 5, Alex receives feedback about his abrasive leadership style. How can he balance maintaining his assertiveness while addressing concerns about his interpersonal skills?(Son)

Answer : Abrasive leadership is good in short-term development but in long-terms, Not. Alex should start by acknowledging the impact his current leadership style. Understanding how

his actions and words are perceived or understanding what's their employees have perspective about him. This can be the first step to change.

5. Discuss the role of mentorship in Alex's career development. How could having a mentor or coach benefit him in addressing his leadership challenges?[Eye]

Having a mentor or coach could help Alex navigate through his leadership challenges by providing him with guidance, feedback, and support. A mentor could teach Alex to be more empathetic and patient with his team, helping him improve his interpersonal skills. This could lead to a more positive work environment and better team performance. Moreover, a mentor could offer Alex advice on how to effectively manage stress and workload, ensuring he remains productive without burning out. Essentially, mentorship could help Alex refine his aggressive approach, making him a more effective leader who can inspire and motivate his team rather than drive them away.

6. In Exhibit 1, review Alex's educational background. How might his academic experiences contribute to or hinder his leadership effectiveness, and what steps could he take to leverage his education for better leadership outcomes?[Eye]

Alex, He has an MBA from MIT Sloan and a BA in Economics from Stanford University. He was active in the MIT Entrepreneurs Club, pursued several entrepreneurial ventures in college, held summer research positions, and even backpacked through Asia after dropping out of the University of San Francisco. This diverse set of experiences contributes to Alex's ambitious and entrepreneurial mindset. However, it might also contribute to a sense of arrogance or impatience with others who do not share or understand his vision and pace.

His academic experiences, particularly his involvement in the MIT Entrepreneurs Club and entrepreneurial ventures, suggest a strong initiative and ability to innovate. These qualities are advantageous for leadership, as they encourage a proactive approach to problem-solving and the ability to think creatively. However, to leverage his education for better leadership outcomes, Alex could benefit from focusing on developing his emotional intelligence and interpersonal skills. These are crucial for understanding and motivating his team, fostering a positive work environment, and achieving successful outcomes. Alex might consider seeking mentorship, attending workshops on leadership and communication, and reflecting on feedback to improve his interaction with others.

7. - Jenny Discuss the potential impact of Alex's leadership style on employee engagement and retention within the organization. How might he create a more inclusive and supportive work environment?

Impact of Alex's leadership on employee engagement are negative and would increase the retention rate of the employee within the organization. He is bossy and are not kind to others in the workplace. His rude attitude demotivates employees and are making his colleges feel unsatisfied with him and the work. Not for long, they would not be able to handle the actions and would leave. This mindset was "if being pushy and commanding is the only way to get the job done-then it's worth it to me. Even if I have to steamroll over someone's feelings or

ignorw the way a colleague would like to handle a project.” shows that he has this autocratic leadership style where he makes decisions without much input from employees.

He could create a more inclusive and supportive work environment by adopting more of the transactional style of leadership, meaning that he should be more encouraging, listening to the teams concerns and ideas, making the teams more inclusive and get the feeling of being valued and respected. He should also calm down and have more self control of this anger and temper so that he would gain trust and respect from his teams.

8. - Jenny How well would you do working with Alex as a teammate? As a boss? As a subordinate?

As a boss, I would be working with Alex quite well and would be impressed by the work he has done. It seems like he is always willing to sacrifice anything to accomplish his work and lead his team to success. ‘Alex is a self-starter who identifies and implements whatever measures are necessary to lauch products on time and on target.’

As a teammate, I would not be working with Alex well as he doesn’t values them much and are self-centric when are with colleagues. “Alex exudes an attitude of being better than everyone else. Very off-putting.” He was not being kind to his teammates and leading to an arguments and dissatisfaction. It also seems like he has his specific ways of working and he expect everyone to work like him and giving in all their efforts even when its their holidays. ‘Expects team members and direct reports to work extremely long hours and be willing to give up holidays or even planned vacations.’

As a subordinate, I would not work with Alex well and would probably be unhappy with him and his actions towards me. He seems to be bossy and controlling, giving no freedom and a pressure towards me. ‘Controls every minute detail, belittling others. Alex needs to trust that other people do actually know how to perform tasks they have been performing for a while and they do not need to be told every single step. That demotivates people.’

9. Considering the cultural context, how might Alex's leadership style be perceived in Asia? (pluem)

Answer ; The direct feedback and high performance standards of Alex Sander's strong, results-driven leadership style may come out as confrontational and insensitive in Asian cultures that place a premium on indirect communication, communal harmony, and respect for hierarchy.

10. If Alex were assigned to work in Thailand, what adjustments would he need to make in his leadership style? Give at least 2 suggestions how he would need to change in order to be a more effective leader in Thailand. (pluem)

If Alex were assigned to work in Thailand, he would have to accept respect and humility, encourage relationship building in order to be more effective leader in Thailand.