

Deployment or Demotion

Elizabeth H. Jones, Notre Dame of Maryland University

Anthony J. Mento, Loyola University Maryland

Gregg T. Zavadasky, Loyola University Maryland

James N. Van Daniker, Loyola University Maryland

Abstract

On the flight back to his home station, Captain Jack Thompson pondered his choices. He had to make the decision now because his unit was about to deploy to Afghanistan. During a rotation at the National Training Center at Fort Irwin, CA, he had recognized leadership gaps in two platoons. He could leave the platoon leadership as it was, remove, and reassign the platoon leaders elsewhere in the battalion, or reorganize the company leadership internally. This decision would have a lasting impact on the company and on the careers of his platoon leaders.

Learning Outcomes

In completing this assignment, students should be able to:

1. Assess the leadership and coaching skills of unit leaders.
2. Evaluate available options and recommend a course of action.

Application

This decision critical incident could be used in upper-level undergraduate, MBA, and master's courses in management, leadership, military science, or organizational development.

Key Words

leadership, management, organizational behavior, military science

Contact

Elizabeth H. Jones, Ph.D., Notre Dame of Maryland University, Department of Business and Economics, 4701 North Charles Street, Baltimore MD 21210. Phone: 410-532-5154. Fax: 410-532-5104. Email: ejones@ndm.edu.

