

## **Leonidas Mining on the Edge**

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### **Abstract**

Production and profit objectives were not being met by the two-week old Leonidas Mining Philippines Joint Venture with Gab International, USA. CEO Lito made an iPhone call to Ron, Director of Operations (Lito's son) for a situationer. Ron reported that Peter, the Chief Operating Officer (COO), had angrily sent home the operations staff (the locals) without pay. The plant didn't have enough raw materials for processing. Trucks were redeployed to a mine site covered with volcanic ash and breccia where a truck broke down, aggravating the situation. Lito asked Ron to join his meeting with the locals. Ron pondered what he could say or do before the meeting. He knew COO Peter's strict command-and-control style of management signaled there is no time for kindness as Leonidas Mining teetered on the edge. The locals need to find the positives and not lose morale.

### **Learning Outcomes**

In completing the assignment for a Strategic Management class, students should be able to:

1. Analyze explicit and tacit strategies at play when a business is in trouble
2. Critique alignment of strategies of key decision-makers in the business
3. Generate ways of communicating strategies to achieve multiple strategic objectives

In completing the assignment for an Organizational Behavior class, students should be able to:

1. Analyze how affective commitment to a supervisor can bring about a positive organizational climate
2. Create ways for a business in trouble to foster organizational behavior that benefits the organization rather than harms it

### **Application**

This critical incident is a decision case suitable for both undergraduate and graduate business administration courses in Strategic Management and Organizational Behavior.

### **Key Words**

strategic management, organizational behavior, leadership, mining industry

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