

Managing the Organisation

Case Study

On

Wolfgang Keller at Konigsbrau-TAK

1.What is your Investigation of the circumstances confronting keller as he returns with Kiev?

When keller was coming to Ukraine he knew about Brodsky that his way of handling organisation is much different from him.He was tensed about the **leadership** quality of Brodsky as he was not much into public relations,he was concerned only about his department and if there is some extra work like dealing with the distributors he straight away reject that.They both have different leadership quality which makes the organisation disunited resulting in bad working of organisation.Keller believes in hands on action while Brodsky was not as impulsive as him.He believes in delegating and takes time to understand the decisions.According to (Philip.G,2017) keller can reduce the interference in the Brodsky department affairs and giving him **motivational** benefits like extrinsic rewards like time off,salary raise or verbal praise.There can be intrinsic rewards too like feelings of competency,self control.Keller would have given Brodsky more autonomy on his department and avoiding personal feeling talks like family or any informal communication.

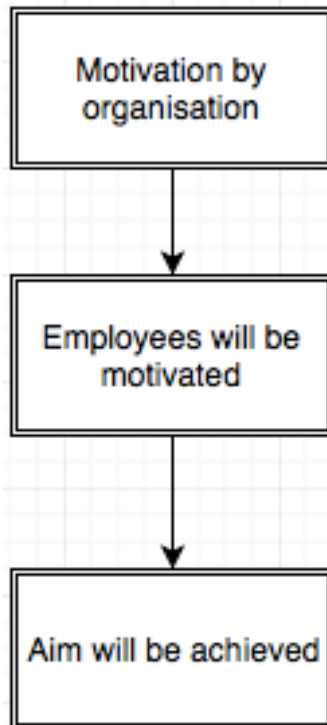
It followed by **Expectancy Theory** as among one of the key theory variable it has **instrumentality** which states that successful performance will be followed by rewards,so this can be applied to Keller to Brodsky as to get a good performance from Brodsky. (Hitt, M.A, et.al,2014).

This can go with **McGregor's theory X and theory Y** as it says that if people who are committed to the work have ability to self control and to self direct are awarded suitably(Kreitner, R., Kinicki, A., 2002).

Keller was thinking to fire Brodsky first or to keep him on the same salary but it is not useful for him,second alternative was to give him other chance and third way was to split the marketing and sales department by which he can work on his department more thoroughly.But he cannot follow first option as its very hard to find other good and capable employee who knows about the commercial things.For this moment,Zelenko who is the marketing manager should be trained well with adequate training to learn the keep concepts of commercial department which can replace Brodsky in the future.This alternative should be applied by Keller to make the organisation of brewers more stable and secured as if incase Brodsky get fired by upper managing directors then Zelenko can replace that position.There should be flexible leadership style which includes –**coaching**,delegating,supporting and directing (Kim, T. & Holzer, M. 2016).Keller thought that Brodsky don't know much about commercial strategies for the company so he should be given proper leadership quality which can improvise the performance of Brodsky.

It is proven that Brodsky doesn't have **negotiation skills and perfect skills** for commercial department when Keller asked him to talk to the customer about 80K debt and take the cash,he was not able to make it as he didn't try

too much so Keller had to come to Kiev to take the money (Schneider, A.K. & Brown, J.G. 2013). Here, if there was Zelenko in place of Brodsky, Keller would have thought that customer is not in a condition to make the payment actually. Keller was facing many managing strategically which can be covered up by motivating Brodsky and following good leadership strategies.



2.What is your evaluation for Brodsky's performance? Kindly make particular.

Brodsky was a highly experienced, analytical, intellectual and matured person.

His leadership style:

1. Delegation and empowering his colleagues.
2. Hands-off and very formal employee.
3. He follows his rule book and doesn't lead by example.

4.He does not have public relations with the customers and subordinates(Zelenko issue).

Traits:

1.Brilliant analytical skills(Good methodical analysis,moreover he is able to standardize and program his work)

2.High standard organisation skills

3.Lacks in group work

4.Too much formal

(Gabarro, J.J. & Suesse, J.M. 1998)

Brodsky was following the textbook methodology that is analytical which is not a good approach to use in an organisation. So his manager used to interrupt in his department to follow the customer relation approach as it is not the appropriate approach for the organisation, but there were many problems which caused Brodsky's performance to go bad. He was tackling with problems under Keller who was a go-gester and an impatient person, even he had experienced in his field and was a much knowledgeable person but when he started in Königsbräu-TAK brewer company **he lost his confidence** whenever there was an intrusive part of Keller. Evidence showed that Brodsky performed better when there is no interference of Keller. There should be **self cognitive theory** which implies the **self –efficacy** encouraging Brodsky to boost up the confidence(Deveau, R. & McGill, P. 2014).

Apart from confidence there was one case from which I can say he **lacks in pro-activeness** as there was a lack of judgment and ability in the arrangement of flight when they were going to Kiev to Munich, the actual reason was to separate the team departments which showed the **bad management** skills of Brodsky. He never complete his work in the deadline of the company policy if I take the law suite case.

The last cause was Brodsky's inability to motivate the staff of sale department, as he don't believe in interaction and informal communication. First he rejected Keller order to talk with the distributor but when he agreed he failed to interact with them. Hence, he was not good in commercial strategy (lacks interactive skills) (Matlwa, M. 2009).

Brodsky should act like a good manager not just employee which covers in **organisational managerial skill (group work)**.

Self Determination theory implies Brodsky to enjoy the power of his designation in the company but as I said when Keller interrupts he gets restless.

His interest shows interest **McClelland's three needs "learned" needs: Power, affiliation, achievement** (Hitt, M.A, et.al, 2014).

There should be proper management skills like

Forming-Storming-Norming-Performing

3. How compelling need keller been as An mentor with Brodsky? Might you need carried better? Why? How?

I feel that Keller has been a good coach to Brodsky as he have tried everything he can do to alleviate the performance of Brodsky but in many

cases he **lacked to be a perfect coach**. Keller was a good leader as he planned to intend to the things more slowly and take a step back if its possible. He also planned to allow other to do the things in their own way. He observed his weaknesses that he have low personality and leadership with fears change. He also observed that Brodsky is slow in making decisions, these all things he judged making him a good leader as first and foremost thing of leader is to judge the employee where he lacks. He even motivated him for his performance but he was unhappy as didn't handle the implementation aspects of his duties making him to sufficient grade only. He even told the steps to Brodsky that will help him like integrating and collaborating closely with Zelenko, start involving with your colleagues from the management committee. He lastly told him to make field trips which will help him to be get comfort with the organisation. The main difference was in different thinking to solve the problems as all have distinct approaches to solve the problem. Most of the time, Keller tries to solve the problem by his own end which makes the least effort by Brodsky. There were many cases like personally invite distributors to the convention, arranging seats for discussion of lawsuit and make a demand to take payment from a client by going his home.

Even Brodsky was a very intelligent employee with a lot of experience in his field ,he just needed the right knowledge how to handle these kind of situations. He was an analytical person and he can not think beyond that, I think it would be more successful if Keller would have guided him being a good leader by **motivating** him and giving ideas to how to tackle the situations so I think he lacked in that context. Keller was following his rules and regulations which made him more strict and lacked being a perfect leader

of Brodsky and he also said that he knows that these are the normal problem in any boss-subordinate relationship and he is engaged in Brodsky activities more than should be. He would have taken Brodsky's weakness into consideration like his solving skills, relationships with others and should have worked on it in spite of demotivating him by giving negative feedback. I feel if he followed this technique he can find him on his level. It doesn't mean that Brodsky was not a capable person to do the work but the guidance was not up to date (Gulati, Ranjay et al., 2013).

My opinions:

1. He lacked in **the human factor** of management where effective managers are skilled at motivating people.
2. He should have followed **managing paradoxes** which deals with the trade off between simplicity and complexity and should teach him how to make **human relations**.
3. He should have followed **leadership coercive power** to **motivate** in more appropriate way (McCleskey, J.A. 2014).
4. He should learn the **Fiedler's contingency model of leadership** as all leadership styles are different and how it fits the situation (Hitt, M.A, et al., 2014).
5. He should have given more autonomy which implies **Hackman and Oldham job model**.
6. According to (Philip.G., 2017) He lacked in **Hersey and Blanchard's Situational Theory of Leadership for delegating**.
7. (Deveau, R. & McGill, P. 2014) implies the path-goal theory which can be a very good motivational factor to Brodsky.

I think Keller should have recommended him to take training in public speaking or leadership course which might be helpful. He should not talk about the personal feelings which is not liked by Brodsky. He should have erased the favouritism on Zelenko from Brodsky's mind and should recommend him to improve the communication skills. Lastly he could have given him a 6 month grace period.

4. What are the suggestions for Keller's development as a leader?

Keller has been a great leader from his young life as after his graduation in 34 years he joined a German manufacturer of food products as a strategic planner and after 6 months he promoted to general manager of 29 euros million company in Germany which was in trouble. Here, he implemented his strategic implementations being a leader and helped the company to grow forward with a huge profit marking him as a good leader. After his successful work there he shifted after 2 year and started working in Königsbräu as a managing director of Ukrainian subsidiary which was also facing with the loss of 2.9 euros million on sales of 116 euros million. He worked hard as a leader there and also succeeded the company with a great profit. In Germany, people was expecting him as a firm's Vorstand. He used many commercial strategies to strengthen Königsbräu's distributors and to support them heavily even at the retail level. He promoted the premium beers and started selling it to distributors to vanish the use of normal beers in the market by doing promotional activities that showed he was a very great leader. The best thing I can learn from him is he always **accepts the faults** he made and work on

them for smooth working of the company like his boss Dr. Haussler told him they there are many faults which need to be improve and he accepted and regreted for that,that's the quality as leader should have and I can learn this quality from him (Gabarro, J.J. & Suesse, J.M. 1998).He was honest at his work with great analytical goes beyond the call of duty.He have intuitive decision making and may have bright future prospects.He have other best quality is hand on action.

He always been a good leader but he still has a lot of room to grow as a leader

He needs to learn that a great leader should be sympathetic with their subordinates and let them give **autonomy** to grow as individuals and flourish the organisation with their style,he should learn that everyone does not follow the same type of techniques he follow,this can demotivate the employees(Matlw, M.,2009).This can be a major disadvantage for the employees to grow and **innovate** the ideas.Having faith and trust on the employees is the major part being a successful leader.He was just concerned with his fast results in fast time on his own that he doesn't give time to his subordinates to learn from his methods.He was unable to delegate the tasks.Sometimes he gets over-confident and doesn't consult with his colleagues like Brodsky and Mr.Antonov,an older Ukrainian man.

He should increase cohesivness and develop trust on his employees.

Theories he should have to implement:

1.Proper operational planning-serves to guide immediate action

2.Group decision making-makes better quality decisions

3.Supporting from subordinate.s development level

4.He should look at Maslow's and Alderfer's needs theories of employees maine self actualisation and growth

5.Motiate by incentive compensation systemw

6.keller and brodsky will be in a group but not in a team as team requires high degree of coordinated interaction.Cohesion should be there to increase effectiveness in achieving group goals(hgihly effective groups)

7.While dealing with team conflict-

7.1 Task

7.2 Process conflict—clarify and reduce task ambiguities

7.3 Relationship(affective) conflict

Strengthen the relationship---Clarify the problems----Avoid topics that causes conflicts

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