Reading through the “Is the Rookie Ready?” by Sarah Green, Both Tim and Kristen have managerial roles in the case study. Though Kristen is new at being a manager and is learning about how to handle such situations. In my opinion, Tim is more of a “Rookie” at his job than Kristen is at hers. I feel so, simply because the case study presents several scenarios where Tim has failed to portray himself as an experienced professional with a firm stance that a leader ideally takes in any situation that has been put forth.

(John P. Kotter, December 2001) A short-term planning can become capable of absorbing time and energy and contrary to it a complete plan serves as a directive to right course of action. I believe this is applicable in case of Tim for making an impulsive decision in a 20 minutes’ phone call with a former client. He agreed to work on Hybara Casino’s case only keeping in mind the Revenue increase that this case could bring to the company, this is being short sighted and not considering the overall scenario. Tim also did not involve his team, a feedback from them could have helped Tim in planning better and avoid an emergency that is described in this case study. A leader, unlike team would make an informed decision with long term planning and team involvement.

Furthermore, Tim just folds to the clients need, Tim could have persuaded the client to come to a common ground for a win -win situation where the client gets quality deliverable and Kristen’s team get more time to work. Tim could have leveraged Hybara’s situation to Driscoll’s benefit but instead he agreed to settle for the previously quoted rates. A True leader should know the art of persuasion because in a business there will always be a situation of uncertainty/change. Referring to the John P. Kotter’s article (December, 2001) the very basic quality of a leader is to cope with *change,* which in my humble opinion Tim isn’t doing efficiently.

Moreover, as mentioned in the Harvard Business Review (Harvard Management Update, February 2008), A Leader is he or she who supports his team and effectively communicates and channelizes thoughts to his team members. Tim, in my opinion lacks this quality, He did not handle his differences with Alessandra very well. Due to the friction, she felt with Tim and the day by day increasing communication gap between to two led Alessandra to resign and leave the job. A leader should always be able to communicate clearly, keep aside personal differences and portray a professional conduct at work place. A team should exist for a leader and he or she should support it (Harvard Management Update, February 2008).

Cleary, Tim comes out as an ineffective Leader. He is incapable of taking a well analyzed and an informed decision. He lacks respect for his subordinates for he did not involve or failed to consider feedback from Kristen or her team. Moreover, he founders to build trust with his employees, which led his star employee to leave the firm. He seems to a leader who puts more faith in his client than his team. Instead of reducing stress and aid his team in coping with their work, Tim has created an unnecessary hurdle for them. Such stressful situations pose a question on Tim’s ability as a leader.

The only action of Tim that I felt was of a leader was that he made Kristen feel empowered and presented this case as a challenge to her. Though, towards the end of the case study Tim seems to be dwindling to decide whether to hire Alessandra to do this job. I feel, He should stick to this stance of letting Kristen handle this case and leave Alessandra out of it. To improve upon his leadership skills, I feel Tim should better his relationship with Kristen, help her grow as a manager and make the “Rookie” ready for the job. To handle Hybara’s case, Tim should revisit the deliverable timelines with the client and try to get them extended. Tim should first consult his team and plan the timelines before approaching the client. Tim should be clear in communicating his thought and be firm at his decision. All this change will help Tim become a role model for his team, in short, a leader to look up to.

**References:**

Harvard Business Review (December, 2001) By **John P. Kotter**, What leaders really do

Harvard Business Review (February,2008) By **Harvard Management Update**, How will you make your Team a Team?