

CASE 1

Leo Harris, one of your assistants in a fire insurance company, is in **charge of a group** of clerical workers who review changed policies, endorsements, and riders, calculate commissions, and maintain records.

He is very meticulous, and everything coming out of his group is perfect. He does **not delegate authority and responsibility** but rechecks in detail all the work turned out by his group. He keeps turning back to them careless and inaccurate work until it is perfect. As a result he is busy from early morning until late at night doing detail work and neglecting his role as **supervisor**.

His workers have figured him out and are taking it easy. They do slap-dash work and correct it as often as he returns it.

You are afraid that Harris is overworking and heading for a nervous breakdown. You have told him in general terms to delegate authority and responsibility and to discipline his group. He says that you just can't find people any more who have pride in their work or concern for the company and that if he fires any of his people or they quit the replacements would probably be worse.

THINK?

Before answering the questions below or discussing the case with others, try and work through systematically the **Case-study Analysis** steps 1 to 6 described in section 5.

CONTEXT?

All **managers** make **decisions** within their own unique **context**. Identify the **context** of the **key manager/supervisor decision-maker** in this case-study.

1. What are some of the reasons why people do not delegate authority and responsibility?
2. What are Harris' responsibilities as a supervisor?
3. Which can he delegate?
4. How should he go about delegating them?
5. What are some of the leadership characteristics that Harris lacks?
6. How can you go about developing them in him?