

Leadership

Manu Sharma has been with the company for 4 years. In these 4 years he has been a consistent over-performer. His personal discipline is impeccable, and he was a diligent worker. In the last 4 years, he has had 2 reporting managers. Both these managers had very good words for Manu. In light of this performance, Manu has recently been promoted six months ago to a position where he is expected to manage a team of 7 people.

Manu is now designated as Assistant Manager. He started with a full team of 7 people. However, in the last 6 months as a team leader, Manu has had issues.

One member in his team is a consistent performer and perhaps is a duplicate Manu. The team's performance is dependent on this one person, Vijay. So Manu keeps pushing Vijay to perform even better. Vijay is slowly getting demotivated and is displaying this by coming late to work.

Manu has Radha and Shyam in his team who are consistent average performers, but completely lack discipline. Despite Manu having talked to them multiple times, during team meetings, they persist in their indiscipline of not sending reports in time, not coming to work in time, etc.

The three other members of Manu's team, Baburaj, Amit, and Ajay are almost non-performers. They always seem to have excuses for not having done their work.

The seventh member of the team, Rajkumar has just left the company and in his exit interview has blamed Manu for leaving. His exit statement reads, "Manu is a great guy, but a very poor manager. He has no idea on how to lead a team and is clueless about the needs of the team. Working under Manu will lead to my performance to fall."

- What are the key issues that Manu is actually facing as a leader?
- What are the major mistakes he is making?
- Why are these mistakes happening?
- What are the immediate steps Manu can take to rectify the situation?
- What are the medium and long term initiatives that Manu should take to create sustainable success?