

Trigger Question: MANAGEMENT LESSON: Prof. Ramesh Vemuganti

A Regional Manager (RM) of a leading national IT systems integration company was manning a team of 60 plus staff comprising of RSM, ASM, AM, Executives, Hardware engineers, support , admin. The RM had a good relationship with the CEO at HO & it was good going.

The Regional Services Manager (RSM) was age 58, an introvert who has come up the ranks & had a closed mindset. He took an order from a public sector company at a low price for 15 PC"s -- Computers & the HO kept the order in cold storage. Stuck badly with loss of face, he asked the Regional Mgr to use the latter's contacts & get the order executed locally. The RM was vexed with the continuous cribbing & follow up done by the Regional Services Mgr. He finally gave in to emotions & tantrums of the RSM , agreed & they procured components locally, assembled & supplied the systems. Meanwhile, the PC"s arrived from factory as the order was not cancelled -- from Region to HO.

Now the pressure was building up on RM as in the Computer Hardware industry, prices for unused systems fall by 20% every month. RSM was only watching, known for his inaction & playing for time. As the prices crashed heavily, the RM took a decision to sell some PC"s for a discounted price, around 20 % . Some were sold, some were lying, some were not working, -- It was a chaos, jugaad. But the RM was a man of integrity, deal was clean & only took a decision to help the company to dispose the stock.

The HO came to know about this development & concluded that the RM was involved in a shady deal. This was not true but he had none to back him up. The senior Mgt team came from HO & sacked the RM. RSM took over as in charge for the region & later became RM. The CEO later told the RM why he was not informed earlier about the transaction & he could have guided the RM properly. Crisis would have been averted.

Two Management Lessons:

No 1: A Manager must have clarity of his roles, responsibilities, limits, discretion. In most of the organizations, especially in SME enterprises, they are not defined but a Manager must ask & get updated.

No 2: . Never get emotional with your colleagues& subordinates when they approach you for any help. Go by the rules, regulations, and policies within one's discretion or inform the Boss & ask for advice/guidance. Never take it on one's shoulders. Push it to the Boss& Top Mgt. After all, a Manager is only one more Employee & the company has no mercy. They lose an effective star

performer based on incorrect feedback, yesmen, small egos & issues without going into the actual facts.

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Yes, such examples we find many when we work in organizations. Experience shows, people operate from power of authority, ego, wrong feedback from chamchas (yesmen), the so called well wishers, without understanding role and objectivity of decision and its impact on individuals and their career...thereby loose the best people and regret later. In such situation organization looses merit and mediocre, psychofants remain while affecting the productivity of the organization.....

Hence, the lesson for youngsters and people who are in power should bring "balance" in their decision making based on true facts and maturity.(one must be acquainted with Argris...seven levels of maturity level) Trivial matters, however, can be ignored or sometimes small meetings can be arranged and facts can be brought out and clarified. If we can resort to this kind of practice, backbiting can be corrected to a greater extent...people stop telling unnecessary things which affects others! BECAUSE TEAM WORK AND BEING TOGETHER IS IMPORTANT IN THE ORGANISATIONAL CONTEXT!!!!

Please remember, "None of us are better than all of us"