

Case study of Impact Strategies Ltd

Anyia Nduka, Khairul Shahida Shabi' Mohd Farid Shamsudin,

Business School/ Universiti Kuala Lumpur, Malaysia

Subject Area:

The case is written for MBA or senior undergraduate courses on management and organizational behavior.

Study level/applicability:

The case is written for senior undergraduate course on management and organizational behavior, leadership or strategy implementation. The case can be taught towards the end of a management course to learn about the organization and its behavior. This can be used in the segments focusing on action and leadership.

Case overview:

A very dedicated and determined employee Mr. Joe, joined the company (Impact Strategies Ltd), with a very low qualification but gained experience on the job training and development, became the operations manager, took the company to a strong competitive advantage among their rivals. By the summer of 2015 the company decided to dive into a different approach and a new manager (Mr. Reuben) was hired, he became boss to Mr. Joe, he was uninformed with the behavior of the job environment he just got into, he was not as experienced and Mr. Joe in Leadership and employees' management. He became so authoritative and got Mr Joe frustrated and change Job.

Case Study

The summer of 2015 was a terrible experience for Mr Joe's since he joined the company, having worked as the operations manager for ten years. Mr Reuben has just been hired and resumed as the new head of operations, filled with ego and arrogance in the name of "Head of Operations", he was never going to accept Mr Joe's suggestion as regards the best strategies for the company operations to make the lead and thereby keep the organization in the best position of profit in the industry.

This continued until the early December before the Christmas holidays, Mr Joe then aggrieved and was forced complained his ordeal to a few friends during some end of years' parties that he attended with his family. Few weeks into the new year of 2016, it was so clear the company has lost its winning strategy and where at that point no more the leaders in the industry and as well losing a lot of its customer base. At this moment, everyone had already known that Mr Reuben's policies of dealing with his staff has resulted to everyone laying back and not contributing but just following where Mr Reuben's lead. Uncle Joe as he is fondly called by his co-workers was being looked upon by the staff to turn the tides around and return the company to its old winning ways but he was reluctant, reason because he was underrated by Mr Reuben simply because he does not have a full degree qualification, Mr Joe was employed with a diploma certificate, he learned the robes and became the best in his field, for so many years that he worked with the organization, no one cared about his educational qualifications, because he had a visionary strategy that had always lead them to success every year since he became the head of operations.

By the time other competing companies heard about the internal crisis, Mr Joe became a rallying point, every HR in the industry started coming for him, all his co-workers knew they were about to lose a very special asset but Mr Reuben was not prepared to do away with his egos and go back to Mr Joe so that both of them can retract the history of their operations and figure out the best possible strategy to get back to the successful ways again.

By the month of March 2016, the management of Chevron Oil were looking for a good replacement for one of their retiring senior managers, Mr Joe was contacted for a meeting by Dr Collins, the head of Administration Chevron Oil and Gas. During the meeting, Mr Joe was offered to work with Chevron to take charge of the position head by the retiring

senior operations manager. He was made to understand that the company is aware of his educational background but had to put that aside knowing his wealth of experience and trace of successful strategic implementations with his current company. He was offered the position of head of operations, with a car, fully furnished accommodation and a driver. Twice of his old salary and all expenses paid leave abroad with his family annually. At the end of the meeting, Mr Joe did not make any promise to them but requested they should allow him some times to consult with his family and get back to them and the meeting ended.

The next day Mr Joe request for a one on one meeting with Mr Reuben to ascertain the position and to re-examine its failing strategy, Mr Reuben was not really interested in Mr Joe's point of view simply because he was not a full degree graduate and should not necessary have a positive contribution to suggest, if he had good ideas, why would the management decide to look for someone to head him, there was no reason consulting with him on any decision of the company strategic policy. After the meeting the Mr Joe realized clearly that there was no future for him with the company inspite of his loyalty and dedication towards the success of the company. He had earlier planned to work for a few more years, retire and become an independent consultant.

After his fruitless meeting with Mr Reuben, He called the Chevron HR and request for a second meeting, the meeting was fixed and attended as scheduled, Mr Joe accepted the offer and ask for a period of time to allow him settle out with is current job officially, his employment letter was drafted and handed to him for his confirmation of appointment.

Upon the receipt of his appointment letter from Chevron Oil and Gas, the following Monday morning, Mr Joe told Mr Reuben of his intention to resign his appointment with the company due to personal reasons and that he would want to give more attention to his pregnant wife and he immediately tendered his resignation letters to support his statement. There was a shock wave around the company, the Head of HR upon receiving the resignation letter from Mr Joe, summoned an emergency meeting with all heads of departments, and Mr Joe was invited to explain his reasons for his action. Infuriated Mr Joe explained that his reason for leaving was due family reason but also explained further that due to negligence, he was not being carried along and has no knowledge of what the current strategies are. Furthermore, he does not want to be a part to once a successful organization and now a failed

company. My reason for leaving was not about money or material benefits, It was my intentions to work and retire here but with the current arrangement by the leadership of the organization has suggested clearly to me that dedication and loyalty has no place here, I may not be as privileged to be educated as others, but I have been able to lead my staff and my department to success after success in the last ten years. I love my job and my staff and they all can attest to it but I was unfairly treated by the management of the organization.

However, I have consulted with my family and close friends and I have come to a conclusion that it is time for me to take a bow. I want to thank you all for your support and friendship during my time together with you all, I will be leaving by the end of the moment to enable me hand over every belongings of the organization under my care. Shortly after the exit of Mr Joe, there was a mass resignation from the operations department, and the company suffered a huge downgrading. There was a board meeting to figure out what actually is the problem that caused the organizations misfortune, it was discovered that the arrogance and ego of Mr Reuben was the genesis of the internal crisis that enveloped the department since his assumption of duty. Mr Joe eventually left to join Chevron Oil and Gas by the end of the month and left the company in disarray.

Discussion Questions:

1. Should education qualification be a benchmark for organizational performance?
2. Should Mr Joe have resigned if there was a listening ear?
3. What behavior led to Mr Joe' resignation?
4. Should the departure of Mr. Joe had led to subsequent erosion of staff out of the company?
5. What measure should be taking to avert this from happening again?

References

- Neuhaus, K. (2017). Time to Take a Smarter Approach to Procurement (April).
- Stephen P. Robbins. (2001). 9th edition by Stephen P . Robbins San Diego State University.
International, Prentice Hall.