

Team and Conflicting Leadership Styles – Case Study

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“YOUR FM 94.6”

YOUR FM 94.6 was one of the best local radio broadcasting stations located at Sadar, Nagpur. They believed firmly in connecting with people with the philosophy of “Raho Dil Se”. They connect with the people with various ground activities and through ON AIR activities like songs, dramas, jokes and awareness programmes. The Station Head of the organization was Mr. Anand along with three key supervisors such as Programming Head, RJ Leader and Administration Head. There were total 22 employees working in an organization under different heads.

There were other 6 radio stations working in Nagpur city and giving tough competition to YOUR FM. Under such situation the three key supervisors were always ready with their own creative and innovative ideas to compete with other radio stations, but due to difference in their way of creativity, innovation, thinking and ideas implementation, this situation gave rise to conflict among them very often.

Mr. Anand, Station Head, was thinking about how to handle these three supervisors conflict so that he can make use of their creative work for competing other 6 stations and sustaining key supervisors’ own way of creativity without harming organizational team culture.

Keywords: Conflict, Leadership Styles, Team Work, Creativity, Competition

Case Study

Programming Head (PH)

Mr. Karan Panchal, Programming Head (PH) has been working with YOUR FM 94.6 for last 10 years. He had also worked as a RJ in other reputed radio stations for about 3 years. He was very sincere about his work and did not bother to work more than the office working hours. He liked to finish his work before deadline so that he could use the remaining time for thinking about formulation of unique strategies to compete competitors. His expectations from the employees was very high and he wanted every employee contribution in the progress of the organization.

PH went Mumbai for attending meeting

On 24th Feb 2018 Mr. Karan had gone to Mumbai for attending an important annual meeting of his organization. He used to prepare a schedule of six days in advance at radio station so that in his absence work should not be disturbed in radio station and everything should go smoothly. When he was in Mumbai, at evening 8 pm, the news of sudden death of Bollywood actress Shridevi spread like wildfire in India. This compelled the entire team of the YOUR FM to change the already prepared six days advance schedule approved by their Programming Head. In absence of Programming Head, the team has prepared a new schedule consisting of contents related to actress Shridevi and they broadcasted it without taking prior approval from the Programming Head.

PH returned from Mumbai after attending meeting

When Mr. Karan had returned on 25th Feb 2018, he got the news of alteration in the already setup schedule by his team. He was very angry with the changes made to already prepared schedule without his approval. He wanted to be informed by team and should have taken consent from him before changing the schedule. He called the Content Writer, RJ and other staff to his cabin.

Programming Head (Shouting loudly): “How can you change the schedule without getting approval from me?”

RJ: “But Sir due to the sudden death of the renowned actress Shridevi, we had to reschedule the program in your absence.”

Programming Head: “You must wait for me.”

RJ: “Sir, if we would have been waited for you, it would have been much delayed.”

Content Writer: “Also Sir Mr. Anand was in touch with us when we were changing the schedule and its content.”

Programming Head: "I am very disappointed by team's behaviour, you all are not supposed to take decisions without my consent. After all I am responsible for the good and bad consequences of the broadcasted contents."

Administration Head (AH)

The Administration Head (AH), Mr. Nilesh Verma primarily responsible for finance related matters, apart from that he was also looking after other departments such as Human Resource, Sales and Marketing. He was a very busy person and always involved in evaluating the company's activities such as ground level activities, on air activities and awareness programmes with respect to money and tried to give best deal to company. Any innovative idea that was approved by the Programming Head had to get fund approval from the Administration Head. He was very expert, confident and sensitive about money related matters. He wanted his employees to be very effective and efficient in implementation of their activities. He listened carefully to his employees who have got any innovative ideas and had got approval from the Programming Head. He used to participate employees for taking decisions related to funds, marketing and sales. In a meeting he addressed the employees about the need and importance of innovative and creative ideas for giving tough competition to the competitors.

AH addressing to employees in meeting

Administration Head: "Good morning everyone."

Administration Head: "As you know that we are one of the best local broadcasting stations in Nagpur City and to sustain our position we have to come up with more innovative and creative ideas so that we can more deeply connect with our listeners."

RJ: "Yes Sir, my team is seriously working on that and this time I have very unique awareness program for our listener."

Administration Head: "Very good!! I am expecting this answer from your team."

RJ: "Thank You, Sir."

Administration Head: "Work hard on your ideas, analyse your competitors and don't worry about the funds required for implementation of your ideas."

RJ: "Really Sir, it will act as a motivating factor for us."

Administration Head: "Definitely, if your idea is unique and have a big impact on our listeners then I assure you that such activities will get funds easily."

RJ Leader Raghav

RJ Raghav was the popular RJ among all radio stations RJs in Nagpur city. He was a very interactive, energetic and extrovert kind of a person. He used to broadcast the contents of activities ON AIR or deliver the contents through people awareness programs. He was always busy with teams in preparing new creative ideas on different current issues. He used to listen every members' views very carefully while generating an idea with the belief that everyone should get a chance to contribute for the progress of an organization. His expectations from the team members was very high and he wanted them to work the way he was working in an organization. Due to his such kind of attitude, sometimes team members had to work more than their office time for days unless work had not been finished. He was very dynamic and visited important places of Nagpur to make people aware about their own city. He used to select places wherein he could perform his ground activities.

Developing idea with team members

Depending upon the current relevant issues such as Save Water, Women Safety, GST, Demonetisation, he was very influential on creating awareness amongst the local people and making connection with them. He, with the help of team members developed ideas (both ON AIR and ground activities) and took help of Programming Head, to approve it and to broadcast it. He loved his job and organization and was ready to do more than the work assigned to him. He was very enthusiastic and dedicated about his work and very hopeful that he will always be able to get approval for his creative activities from Programming Head. He used to fulfill his job responsibilities and always tried to accomplish it at any cost.

Getting approval from PH for conducting ground activity

One day RJ Raghav was thinking about spreading awareness amongst people about the need and importance of wearing helmet. He wanted to make a ground activity on the importance of helmet. So, he shared it with team members. When he described his idea to team members, they liked it very much. So he got excited about it and went to the Programming Head to discuss activity. As he was very confident about his concept, he was hopeful about getting approval for his helmet awareness activity from the Programming Head. He described his concept to the Programming Head.

Programming Head: “Wow, Your idea seems to be very interesting.”

RJ: Thank you Sir.”

Programming Head: “Yes, and it directly connects with the people also. People will definitely take interest in it.”

RJ: “Yes Sir, I have prepared all the plans to executive it.”

Programming Head: “Your plan is excellent, you can move forward with it, but before that you need to discuss it with Administrative Head about required fund to executive it.”

After getting a very good response from the Programming Head, RJ was very sure that he will get required fund from Administrative Head, so he went to the Administrative Head with a very positive attitude to get fund approval.

RJ went to meet Administrative Head.

Describing activity to AH for getting fund

RJ: “Hello Sir, how are you?”

Administrative Head: “Hello Raghav, looking very happy! I think you have a very interesting thing to share with me.”

RJ: “You are absolutely right Sir, I have a very good activity to share with you.”

Administrative Head: “Okay! Keep talking.”

RJ: “Sir, I am planning to conduct a helmet awareness activity with a name “AE BHAJ JARA SIR BACHAKE CHALO” where I want to aware people about the need and importance of wearing helmet while driving.”

Administrative Head: “Oh! That is very nice. It is really very appealing.”

RJ: “Thank you Sir, and Sir, I want to distribute few free helmets also so that I can make it more effective and attractive.”

Administrative Head: “Okay, so tell me how much fund you need to conduct your activity?”

RJ: “Sir, I have calculated and accordingly I need nearly about 60,000/- only.”

Administrative Head: “Actually Raghav, I am afraid that I cannot fulfill this huge fund requirement at least for coming five months. I think, we should focus on this plan after five months. That will be better.”

RJ got demotivated after getting response from the Administrative Head.

He argued “If the idea is very appealing why we don’t run this activity at present. It’s a time when our activity will be a great success.”

RJ tried to convince the Administrative Head about his plan but nothing went in his favour.

Lastly, **RJ said** “When others come to you about their idea with big budget, you give permission to them and when it comes about my idea then you are refusing it.”

RJ said, “I will not tolerate this discrimination at all” and he leaves angrily from cabin!!

Mr. Anand is sitting in his cabin and critically thinking about ways to handle these expert supervisors so that first, the creativity of the expert supervisors cannot be harmed by their conflicting attitudes, second, everyone should get a chance to show their leadership style and third a good conducive environment prevails in his radio station.

Questions for Discussion

1. List the various leadership styles of supervisors in this case and also find out possible problems faced by team members because of supervisors’ respective leadership styles.
2. How should Mr. Anand deal with three expert supervisors depicting different leadership styles when team work is an important aspect in any organisation?
3. Which conflict resolution style RJ should use to resolve conflict with Administrative Head?
4. What will be the impact of conflict among supervisors on the creativity and performance of the team?
5. What conflict management styles organization must use to resolve conflict among supervisors?