

Ques: The case in question is related to the maintenance of a good WORK CULTURE in the organisation where my fellow officer is hardworking but at the same time is a 'Task Master' who does not give due consideration to the feelings of the subordinates. This has produced results but is detrimental to the 'morale' of the subordinates.

Options available in front of me :-)

1) Directly talk to the subordinates

Merits : i) The subordinates will get a feeling of faith & boost in morale as their problems are being heard.

ii) An assurance from a senior will bring positivity in the work environment.

Demerits : i) Bypassing the opportunity of the officer to present her side of the story.

ii) Ultimately it is ~~to~~ she who has to resolve the issue

2) Give responsibility to the friend who informed me

Merits i) Since, the subordinates shared their problems with him/her, it can be

assumed she has a better rapport with them and thus she can act as the mediator.

Demerit i) This would be sign of 'running away from my role as a leader'. I should have the courage and attitude to take up an issue and resolve it.

3) Transfer the lady officer

Merit i) Will seem justified to the subordinates and they will start trusting the machinery of the organisation.

ii) Will end the issue completely.

Demerit i) Being a hard task master cannot be a ground for transfer.

ii) Without dwelling into the reasons and talking to the officer, no such action is justified.

4) Request lady officer to not do so

Merit i) Being a friend besides a colleague, she will value my advice.

ii) Over time will lead to cordial relations.

Demerit i) The officer might not appreciate the fact that the subordinates approached me and not from her.

(ii) Advice coming from a fellow officer can hamper her confidence.

My course of action

I would like to adopt a mix of the above approaches.

- > I would first arrange a meeting of the subordinates with the officer where they can voice their views and she can explain her behaviour.
- > At the end of the meeting I will assure the subordinates of resolving the issue.
- > After the meeting, at a 'personal level' I will talk to my 'friend' and explain her how leadership is not just about getting the work done but also about taking the "team together".