

Q.4

Work Culture forms an integral constituent for any organisation to succeed. It becomes even more important in case of a govt department as it results into service delivery to the common man.

In the above scenario, following issues have cropped up:

- ① Self-efficient officer but lacks emotional intelligence, leadership qualities
- ② Demotivated subordinates, fear of hierarchy
- ③ Ethical dilemma for the senior civil servant as he is a close friend of that officer

Options available:

- ① Directly talk to subordinates

Merits: It will give them a sigh of relief as a senior officer has promised to address their grievances

Demerits: But it breaks the hierarchy structure and the of concerned officer

will feel bypassed on coming to know of it. Also it might take a toll on the personal relationship of the two.

(II) Give responsibility to your friend

Merit: He might bring in his own innovative approach to solve the crisis. The personal relationship also stays intact due to no direct involvement.

Demerit: The colleague may feel unnecessarily getting dragged into it and thus may not get involved again in such issues even in advising nature. Rift may develop between him & concerned officer.

(III) Transfer the lady officer

Merit: It will solve the issue temporarily and subordinates will be happy too.

Demerit: She hasn't been given a chance to realize her shortcomings. Thus, such actions will continue in her new area of posting. Also personal relations will get spoiled.

(IV) Request her not to do so

Merit: This ensures direct talk with her. Effort is made to set things right.

Demerit: Involving personal affinities in the professional space clouds objective decision-making. Might lead to allegations of bias. No involvement of subordinates here.

The alternative that I would go for is as follows:

- ① Talk to the senior officer directly and verify the facts of the matter. This will ensure objective thinking and not merely rely on hearsay.
- ② Try to listen to her empathetically and help her solve her grievances. As she is a close friend, she might feel comfortable in confiding.
- ③ Arrange for a meeting of all the staff, which shall be addressed by me.

- ④ Assure the subordinates of addressing
that the rough work culture.
- ⑤ Advise the officer to setup a feedback box wherein the subordinates can drop in their suggestions for overall improvement.
- ⑥ Arrange for team-building activities, so that they get to better know each other.

An organisation is as good as good as its constituents. Hence, the role of the leader becomes even more crucial to successfully lead an organisation with qualities like emotional intelligence, integrity, considerate, polite, cheerful.