**LEADERSHIP PRACTICES:**

**CASE STUDIES**

## Employee Development – Case Study 1

Terry Smith has been with the organization for three years and has about 15 years of industry experience. Terry manages a small group and his supervisor considers Terry a good performer because he has high bookings - and, the clients *love* Terry. Upon further investigation of Terry’s performance and feedback from staff however, you discover that Terry’s staff doesn’t like him. They feel that Terry hoards work and never develops them professionally. In the meantime, staff turnover is on the rise, Terry’s group’s utilization/productivity is on the decline, and morale within the group is low. Terry tends to select his own training, which his supervisor usually disapproves of, but never denies. Terry has a volatile personality, so his manager leaves him alone and never provides any critique regarding all these issues, and still continues to reward Terry.

**Employee Development – Case Study 2**

Chris Jones, a very talented and dedicated employee, has been with the organization for six years and has about 10 years of industry experience. For the past several years, Chris has been the PM on a large project for an important, but exceedingly demanding client. She is the only one the client views as capable and responsible for them. The client doesn’t want to talk with anybody on the project team, or anybody at the organization for that matter, but her. Chris has expressed some frustration with the client to her supervisor, but the supervisor is hesitant to make any staff changes for fear the client will be upset about the change. In the meantime, Chris is becoming frustrated with her inability to do anything else beyond this project and client. Chris feels her career is at standstill, the project is becoming boring and sees no other way out or on to other, more interesting/challenging projects, except to leave the organization. Chris is now talking to you about her frustrations and giving hints of possibly leaving.

