



Case Study 1

LDF | Module I – Leading Individuals

SEEDING
THE FUTURE
SINCE 1856

KWS



Natalie/Nathen – Manager Information

Natalie is a member of your team and is a hard worker. She is a project manager and has a very technical approach to her work. Her eye for detail is incredible and she is able to utilize the project management software better than anyone else in your team. She will come in early and work late to get the job done and has untold energy for her project success and outcomes.

Natalie has recently been dropping very strong hints to you that she feels she works harder than anyone else in the team. She feels she is ready now for a career move and wants to move into a new role with more responsibility and responsibility for a team.

Natalie likes to work alone. She stays at her desk and will only attend meetings if she really has to and during those meetings she will stay silent unless asked a direct question. She has also attended conference calls to represent the team and again, will only respond if asked directly. You have heard some of your team talk about Natalie and her lack of social skill and unwillingness to spend time with them. They tend to meet for lunch two or three times a week and sometimes go into town for a drink after work and Natalie very rarely attends. She is always too busy. You are also aware that stakeholders in other departments find her off hand and have given her the nickname – Ice Queen.

The Meeting:

You will discuss with Natalie her performance problems and your concern. Now it is time to focus on a conversation that will help her understand your views and fill in any gaps in her understanding as well as help her in her career aspirations.

Your goal is to align her personal aspirations with KWS organisational needs and her development needs.

In the past few months she has expressed a very strong interest in gaining leadership experience in a new management role within the coming year. But based on her performance to date, you feel that she needs to work on a few gaps before she is ready to move to the next level. Without improving in these areas, she runs the risk of derailing her career and negatively affecting the department by taking on a role she is not ready to handle at this point. You realise that you are at a critical junction. You have to balance keeping her engaged and committed while making sure she takes the time to develop herself before she can take the next step in her career.

Instructions:

Outline the examples you have above and ensure Natalie/Nathen is aware of the requirements for change and the need for more teamwork and collaboration.

In your discussion focus on ensuring she understands the requirement for change and that she is not yet ready for a career next step.