

Case Study 2

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Dr. Bill Johnson who serves as the dean of God's Bible College, and his has a small staff of seven. Unfortunately, there has been conflict within the staff; three administrative assistance resigned in seven months. The school also experienced a decline in student enrollment. The problems that have taken place all lead to one person, Joyce Walters. With his concern Dr. Johnson asked staff and implemented a student survey to verify his suspicions about Joyce. After receiving the responses from the students this confirmed what the staff told him; 60% of the students chose not to attend God's Bible College because of Joyce. Dr. Johnson confronted her with his findings and Joyce became defensive and isolated herself from staff meetings and functions. Due to the loss in staff and decrease in student enrollment, Dr. Johnson felt the pressure to resign from his position as dean.

Dr. Johnson exhibited great leadership skills at the start. He acknowledged the problem and took the necessary steps to confirm it through speaking with staff and surveying the students. After his findings proved that the information he received was true, he took the necessary actions. Upon confronting Joyce he implemented a personal growth plan to correct the behavior. Dr. Johnson's failure came when he didn't revisit the situation after the personal growth plan. This led to her reverting back to old behaviors. Some leaders fall victim to the non-follow. Leaders such as Bill have to remember that restoration is a process and he should have given her a timeline which including reviews, goals and consequences if the goals are not met. Now that he see that Joyce doesn't possess the interpersonal skills that are needed for her to complete her job, he must remove her from this position.

Now that Bill is under the scrutiny of the executive office to think about resigning because of repeat behavior he has some decisions to make. I would suggest that Dr. Johnson needs to first seek, leadership training. His next step is to create a team, where he would hire

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people with his weaknesses in mind. He should work with this team to create a plan that will address the issues that he had with Joyce; in order to avoid this in the future. Dr. Johnson should present this plan to the executive board to avoid his dismissal.