The_Wolfgang_Keller_Case_Response.edited.docx

by

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The scenario depicts Keller and Brodsky's management dispute due to their differing leadership styles and communication difficulties. Dmitri Brodsky is a task-oriented manager, whereas Wolfgang Keller is a relationship-oriented boss. Keller is more open to chatting and associating with his coworkers. In contrast, Brodsky solely has a task-related relationship with his coworkers and does not mix his work and personal life.

Keller is a Harvard Business School graduate student who finished his bachelor studies at the University of Cologne in economics and chemistry. He joined a prominent German food industry as a strategic planner after graduating from business school. He was elevated to general manager in Ukraine within six months and a senior executive of a German branch in less than two years by correctly handling his job. He establishes his stellar reputation as a hands-on leader by utilizing his talents and ingenuity during this trying moment. Wolfgang Keller was a hands-on manager who took up tiny businesses and made all the moves required to succeed. Brodsky, on the other hand, is more educated and intelligent than Keller. Brodsky joined Konigsbrau TAK as a marketing executive. In this case, he comes across as a thoughtful, logical, and competent individual. He demonstrates the ability to give authority to colleagues. His training and performance shaped his character. He despises personal relationships with colleagues and clients, preferring to retain an utterly professional demeanor that helps him carry out his duties as commercial director.

However, some characteristics would prevent him from being my ideal leader. A man who appears to be conservative at heart, for instance, cannot demonstrate proper leadership. Furthermore, he only accomplishes what is needed and nothing more. He is not a genuine individual who can add value to his profession by going above and beyond the call of duty.

Keller and Brodsky both require the skills and information that will enable them to succeed. Keller faces several difficulties with Brodsky, although he can thrive and the necessary skills; what is required is a little refining. He must learn how to use different training approaches with employees as suggested by GABARRO and HILL (2002). It may appear to be simple to restructure around Brodsky, but it is not cost-effective. People are not at the center of economic and competitive movements. They have their minds and count on revolutionary thoughts to force them to change their ways. Brodsky should learn to create relationships with coworkers and clientele and take a hands-on attitude towards work, in this case, because it will provide him with additional options and a chance to improve his abilities. Bias concerns may also occur while analyzing Keller and Brodsky. One of the prejudices that can happen is tolerance. Based on the events of the case, one can choose to be generous with Keller and harsh with Brodsky. Individual perceptions can also cause bias, with people rating Keller and Brodsky's performance based on their peculiarities.

Ultimately, Keller offers three alternatives to examine before acting. They include either firing Brodsky or refusing to give him a raise in his annual compensation. Second, offer him support and encourage him to make an effort to enhance his achievement. Lastly, restructure around him to accommodate his shortcomings, probably by dividing sales and marketing. The first choice, firing Brodsky, appears to be a simple solution, but it overlooks Keller's input in Brodsky's present situation. Keller has shown exceptional capabilities as a master strategist, hands-on leader, go-getter, and fast-track performer. He also has flaws, including poor managerial and communication abilities. Keller lacks emotional insight, which is a necessity for management, as per Issah (2018). Without it, even if an individual has the highest education, acute intellectual abilities, and an infinite supply of brilliant ideas, he will not be a good leader.

Keller should choose the second alternative, which requires explicitly establishing deadlines for specific duties to be performed with Brodsky, as he took ages to fulfill tasks. Keller should describe workplace relationships, the firm's mission, and present procedures, objectives, and aspirations clearly and concisely. Keller must recognize that each employee has their work habits to function independently, handle projects, and complete them.

References

GABARRO, J. J., & HILL, L. A. (2002). Managing Performance.

Issah, M. (2018). Change Leadership: The role of emotional intelligence. *Sage Open*, *8*(3), 2158244018800910.

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