



A Case Study on the Need to Constructive Feedback in Functional Relationships and Distorted Interpersonal Skills and Its Repercussions on Teamwork

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ABSTRACT

This case is basically aimed at rendering of ample feedback and interpersonal relationship to the working professional in an organization from time to time. The case study also focuses to train business manager to handle their team effectively by sharing feedback timely & appropriately and also to maintain better working inter-personal relationship amongst the employees. The author of the case attempted to project the behavior of the business manager who is impulsive and hasty at functional relationships further the author also tried to explain the need for appropriate training to the business manager to bring about behavioral changes and sharpen the delivery ability of feedback and also have a better inter-personal relationship with their team member for yielding higher outcomes.

KEYWORDS : Sensitivity Training, Feedback, Interpersonal relationship, Training.

Facts of the Case: Anil is an executive in an ABC Engineering and Construction company. He is young, enthusiastic and an aspiring Civil Engineer from Anna University, Madras. He joined ABC Engineering & Construction Organization as a Graduate Engineer Trainee about four years ago. Today he is an Asst. Manager. Anil was doing well and got a couple of promotion in the last four years and a genuine resource for the Organization. In the recent Promotion he was assigned to work in the Contract Department reporting to Mangaldas, Sr. Manager-Construction. Mr. Mangaldas is good in his job. Only thing people do not like about Mangaldas is his impulsive behavior, speaks rudely to his subordinate/ colleagues and gives inappropriate feedback.

Off lately Anil's attitude has been changing towards the work due to Mangaldas who has been disturbing the morale of Anil to the extent that just few days back, Anil was supposed to submit a tender for a prestigious project and he did this only at the closing hours of office time. They had narrowly missed the contract, if not for the company reputation; the client would not have accepted the tender.

This act of Anil annoyed the Mangaldas. Mangaldas called on Anil for an explanation. Anil said "Sir actually I....." Anil was reasoning out to Mangaldas the delay, but instead of patiently listening to Anil, Mangaldas lost his cool and shouted at Anil, in front of another Senior colleague Ramesh who was in the cabin at that time, saying "Anil what the hell you have done? How can you be so lazy and irresponsible? I cannot tolerate your poor attitude towards job. What is happening to you? That is not appropriate way you have been working. I am very much concerned. You are so hardworking, still why you are not able to manage things. I don't know what to do with you."

Mangaldas's way of talking upset Anil and he felt bad. In the late evening, Ramesh was trying to pacify Anil. Anil said to Ramesh "Sir I did not like the way he spoke. I was trying to explain to him but he was not willing to listen to me".

CASE ROLES:

- 1) Mr. Anil – Asst. Manager Contract, reporting to Mr. Mangaldas
- 2) Mr. Mangaldas – Sr. Manager Contract , reporting to Mr. Murthy
- 3) Mr. Ramesh – Peer of Mr. Mangaldas working in Claims Department
- 4) Mr. Murthy – General Manager Head of Contract & Claim Department

Next day, privately, Ramesh discussed with Mangaldas. He mentioned, "as a senior colleague, I feel, what happened between both of you, is not appropriate." Mangaldas replied to Ramesh, "Anil deserves that. How can he take official job so lightly? I have to answer the boss and not him. What feedback I gave to Anil is right and furthermore, why Anil has to be so upset about it I do not understand?"

Consequence & Crux of the Behaviour: Anil works hard and even many times, till late evening. Genuinely, he is a sincere employee that all other people in the department agree. However, the attitude of

Mangaldas aggrieved Anil's feelings. Anil strongly felt that it was highly de-motivating for him to have a Boss like Mangaldas. He started thinking of resigning from his job and after 10 days of the incident, he resigned.

When the resignation letter went to Murthy, General Manager, he was shocked. How can Anil resign? We do not want to lose a talented staff. Murthy was partially aware of Mangaldas behavior and he guessed that this has something to do with the inter-personal relationship between Mangaldas and Anil. Murthy probe into the issue found that Mangaldas was not easily amiable and he still continued to retain his position that he was right in his behavior towards Anil. At the more during the exit interview with Anil his hunches proved right that it was the behavior of Mangaldas which resulted in Anil resignation.

Control Measures & Corrective Steps: Somehow, Murthy managed to retain Anil, with a promise that Anil would be transferred to other department of his choice, and he would be relieved of Mangaldas. Anil chose to be the Executive Assistant to Managing Director of ABC Engineering & Construction and he was transferred successfully. But however Murthy felt that this was not the treatment for inappropriate behavior

Murthy further planned to intervene and do something for Mangaldas so that he could be trained in certain behavioral aspects. He finally decided to nominate Mangaldas for Effective feedback training workshop; the duration of the programme was 2 to 3 days. Even after the programme Mangaldas was constantly mentored & counselled by Murthy as different spell. Subsequently after a month or so Mangaldas was encourage by Murthy to undergo a week long sensitivity training residential programme which focused on self-awareness, Inter-personal relationship which comprised concepts of team work skills, team building, and cohesiveness team of cooperation and so on. The first follow-up after 2 to 3 months of the training programme which Mangaldas attended, other people in the department and as well as Murthy observed some concrete positive change in the behavior of Mangaldas toward talking to people and giving feedback. A second follow-up was taken after a period of six months an overall increase in the productivity was seen and also enhanced 'Mutual Cooperation in the Teams' as well as 'Synergy' that got developed substantially after the change of behavior and interpersonal relationships in Mangaldas

Questions for Discussion

Considering the above Situation, discuss on the following:

1. The way Mangaldas behaved with Anil, was it appropriate? If No, what would have been ideal way to give feedback to Anil?
2. What is feedback and how it helps enhance individual behavior and performance?
3. What are the important things need to be kept in mind, while giving feedback?
4. The need to maintain an appropriate level of Interpersonal relationships for achieving optimum productivity or outcome. Discuss.