

The case study of dgl international



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The case study of DGL International will show several forms of leadership which the major factor will be one of the employees John Terrill and his actions toward the leadership styles. This activity report also will then come to a decision that which leadership approach should be used. The main point of this activity report will be by analyzing the leadership style and then analyzing the styles which by John Terrill implemented and should implement in order to become successful in his job position. Part A Knowing that there are different leadership approaches and these leadership approaches will help John Terrill conclude the best clarification for all the problems in the company. DGL international is a company of refinery equipment. This company hired John Terrill to definitely manage its technical services department. Shortly after John Terrill was hired the top managers of the department informed him about the problems they currently have been experiencing in that department.

The top managers believe that the engineers were still the least useful division in the company. Soon after get-together with the personnel Mr. Terrill has understands that the major problem was that they require writing reports in more than one request. Once the problem was noticed, Mr. Terrill has told the engineers to directly send all the reports to his office for him to go thru first before the company's headquarters gets them. Mr. Terrill is trying to show the top managers have writing reports frequently it is just a waste of time and paper. He also is trying to help himself with the engineers to create some changes in report procedures.

While doing this Terrill is also building a relationship with them and determining trust, so together they can concentrate on the increasing the

production of the sales engineering division. While analyzing John Terrill's decision I have noticed that he has used the leadership theories established in his studies. The styles definitely helped him solve all the problems. In reality if I will try to define the difference between the manager and the leader, John Terrill suited them both. Successfully, managing is about leadership. Being really effective, there is no difference. A successful leader must be a good manager and a good manager successfully must be a good leader.

Therefore there are no reasons I can find to provide against the alternative that I mention in part A. Part B There are quite a few leadership theories and one of them is trait approach in which all the researches were concentrated to identify personal characteristics of the individual. Basically this approach is the one that in their research are definitely focused to differentiate leaders from non leaders. The trait approach are focused on the idea that leaders are born and not made, this theory gave different traits that the individual can be considered themselves of becoming a good leader. From trait theories of leadership was brought improvement efforts targeted at discovering and cultivating several characters and features that are associated with good leader or manager and the one that tells a part leader/manager from followers. The three traits theories that I think John Terrill possess are self-confidence, integrity and drive. John Terrill's technique if focused in people orientation.

He shows genuine concern for his coworkers and has taken steps in building a strong, highly paying attention team. Even though, Terrill's power is reasonable, his primary source is referent power. Terrill's coworkers appreciated and accepted both his understanding for their situation and his

victorious efforts to noticeably demonstrate the problem and change the situation around the company. The first theory that I have choose is self-confidence. This trait theory will help John Terrill to become a good leader. Self-confidence is the capability to be confident about one's expertise and abilities. This theory obtains a sense of self-esteem and self-assurance and the confidence that one person can make a difference. Since leadership contains the primary focused on to be influence by others, and self-confidence would tolerate the leader to feel confident that the challenges to influence others are suitable and appropriate.

As a leader John Terrill start to use this theory when he presented to the top management that the written report as just a waste of time since no one reads them. The second theory that I have choose is integrity. Integrity is a very imperative leadership trait, which includes quality of being sincere and responsibility. Individuals who obey to a strong set of moralities and be accountable for their engagements are demonstrating integrity. Leaders such as John Terrill with the integrity theory motivate self-assurance in his employees because they can be trustworthy to do what they say they are going to achieve. They are faithful, responsible, and not misleading. Mainly, integrity makes a leader authentic and valuable of our trust, which means when hiring a new leader for a company you have to believe he/she is trustworthy. This will decrease the stress of the owners, by putting your company's profit in someone else hand, since always is about building a successful of the business.

John Terrill start to use this theory when he start to complain about time consuming writing reports instead of spend time with costumes or making

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new development. The third theory that I have choose is drive. This theory is very imperative, which will reflect a high determination level. The five characteristics of drive are achievement motivation, determination, energy, persistence, and creativity.

With this theory, for example an individual would be able to advance the knowledge required to lead an organization successfully, let alone fulfilling and achieving a long-term goals. If the individual has no desire to lead, then will not be able to peruse others to work toward an achievement of goals and they will be so indifferent to leadership tasks. John Terrill starts to use this theory when he wanted to make changes on monthly report into more productive time for the engineers on the company. Part CAs a leader John Terrill had to made and used leadership styles to resolve the company??™s problem. The five leadership styles that Terrill used are trait theory, behavior theory, Fiedler model, Hersey and Blanchard??™s Situational Leadership Theory and the path-goal theory. Starting with trait theory Terrill used it by showing apprehension to his attendants. John Terrill as a leader wanted to make sure that he aware about his employee??™s situation and then he made sure to make some changes on daily suggestion of reports to simplify the situation of the other departments. John Terrill used the behavior theory through his democratic style of leadership, in which he was open to accept the ideas and comments from the other engineers.

The theory was also obvious in how Terrill was concerns about other department approaches. The Fiedler model for John Terrill was obvious when both Terrill and the administrative department started to trust each other. The engineers felt comfortable to presented the complaint to their leader

because that gain trust on him, which lead Terrill to reduce a lot of administrative duties to the personnel department. The Situational Leadership Theory for this case was so obvious because John Terrill was capable to modify the situation in which the company's principles are very different from the employee's beliefs.

Terrill was capable to negotiation the goal of the personnel with the management to receive reports that will be read. The path goal theory for this case also was so obvious because Terrill showed that he has specialist. When Terrill ordered to make some changes regarding the reports, he was pretty clear by explaining the company's needs. He also was ready and open to support his engineers and he was enthusiastic to provide direction and assistance for them. These needs were achieving the goals as a leader, which he used the ideas of his engineers to resolve the problems of the company. The ideas that Terrill was interesting about were the ones that will move the company toward reaching the company's vision. One thing that Terrill wanted to make sure was the communication with the administrative department, which he gained lots of respect from them.

John Terrill belief that by regulating and controlling the inefficiency of the personnel will solve the problem that the company was facing and reach the goals as a leader. The most suitable theories for this case the situational model and the Fiedler model. Hersey and Blanchard's Situational model was helping John Terrill to show that he was capable to endure the changes in the company without much help from the other departments. By using the idea of participative leadership style throughout a transitional situation Terrill was capable to discover and believe that the real problem of the company

was on the delivering the reports rather than on the engineers themselves. Having an understanding of the situation helped Terrill find appropriate solution.

So, the Fiedler model was very supportive to consider how import and good the relationship between Terrill and the engineers is. This arrangement of John Terrill's good relationship with the engineers added with his competence to change leadership style in friendship to changing circumstances helped in controlling what should be done to solve the problem in general as a good leader.