

Case study on leadership in gill city

[Business](#), [Management](#)



Overview

I have been appointed in the position of the city manager of Gill Ville, a city with a population of about 200000 people. There are several issues to be addressed within the city departments. The citizens are aware of unethical behaviors in the management of the city, and they have lost their trust and support for the Mayor and the local government. My job is to get the city back on its track and satisfy the expectation of the citizens.

There are several issues to be addressed within the departments to improve on service delivery to the citizens. The main problems are the misuse of the management power for favoritism and sexual harassments. In the department of public works and transportation, employees are poorly motivated, and there is a disconnect between the requirements within the city and the ability by the employees to address these requirements. There is poor budget allocation in the financing of projects within the department of public works; hence, the department is operating at a deficit. Despite the heavy workloads within these departments, most employees are poorly rewarded and there still no enough funds to finance these projects. It is highly probable that the management body of these departments has been involved in gross misappropriation of funds and resources within the department.

Too many complaints from the public have caught the attention of the media, and the top city leadership must respond appropriately to prevent further disarray in the operations of the city. Applying the existing policies and the necessary platform, I should liaise with the new mayor of the city to address the issues that have subjected the city under extreme criticism and

disgrace. Proper audits will have to be carried out, and a change in the leadership hierarchy changed especially because there is poor accountability within the leadership. Some department leaders will have to resign due to poor performance while other will be put under probation. Having worked under various leadership positions in private companies, I believe that I will create a significant impact in coordinating the leadership process within the entire leadership of the city. For proper accountability, I will also task a group of IT experts to create a web-based system through which the leadership will be able to follow up its queries across the leadership hierarchy. The root course of the current problem can be appropriated as poor coordination within the city management. This issue can be rectified through a systematic approach, which will track the issues across leadership network.

Question 1

According to Bryson, the term stakeholder means a group of people that leaders or managers must consider before making a decision(s). On the other hand, stakeholders are a group of individuals with the bargaining power to influence, positively or negatively, the future of any either a particular organization or institution (Eden and Ackerman). These stakeholders are categorized into primary, secondary, and key stakeholders. Primary stakeholders are those people who are directly affected by the actions of an organization, for example, the citizens of Gilleville city (Rabinowitz, 2013). They are an important group because they form the group that the organization offers their services. According to Brownlow, Merriam, and Gulick, Secondary stakeholders are the workers in the respective departments in the organization. When a decision involving the

organization is passed, they are not affected directly like the primary stakeholders. Nevertheless, they are still affected indirectly since they part of the organization. They are important because they are the one who offer the services provided by the organization. Key stakeholders, on the other hand, are the people in the decision-making positions for example officials in the government and the mayor. This group of stakeholders can fall under the other two categories depending on the actions at that instance. Their role is to promote the organization since the success of the organization mostly depends on them (Rabinowitz, 2013).

There are several cases of unethical practices reported concerning a number of department in the city of Gill Ville. It is be my duty to determine the truthfulness of these reported malpractices as the assistant manager of the city. To determine the degree to which each department upholds its ethical standards, I will hold public forums with its employees from different departments. In these forums, the agenda will be towards gathering information on how the departments are managed and how the employees are treated at their workstations. These employees will have a chance to express their views on the behaviors of the supervisors in their departments. In these forums, the employees will also have a chance to criticize the management styles being used in their departments and give their views on the best way forward. In cases where employees are reluctant or afraid of giving out information, use of questionnaires will be applied to collect all the necessary information that will help in the transition of the city's management style. In the questionnaires, the employees will give their opinions on the management styles of their supervisors, their conduct while

at work and their relationship with the employees. In these questionnaires, the employees will also have a chance to grade their supervisors, whether they uphold their professional ethical standards or not. Apart from the questionnaires, I will conduct a department-to-department survey. This survey will focus on the inspection of the policies of the departments. It will also dwell in finding out whether or not the supervisors and the employees adhere to these policies. In addition, it will be a follow up on employee job qualifications, and the procedures involved in employee promotions.

After collecting this information, I will be able to know the departments that uphold professional ethical standards and those that do not. Those that do not uphold these standards will face stern measures. For instance, those employees who got promotions because of favoritism from their supervisors will be demoted to their previous positions. Employee promotions should be based on the employee's merit (Woodrow Wilson, 1887). In cases where departments do not have written policies regarding their management, they will have an ultimatum to submit their policies to me within two weeks or face stern measures. This is because proper management is based on following written rules of that particular organization (Max Weber, 1922).

According to Carrie Baker, sexual harassment is illegal, and anyone accused of this offence should be sued. Therefore, in cases where supervisors are accused of having sexually harassed any employee, they will be sued and then fired if found guilty. Any supervisor found guilty of having abused his or her powers while in office will also face sacking since this is against the professional code of conduct. According to Fredrick Taylor, the relationship between work and supervisor or employer should be a friendly one and not

antagonistic. A friendly relationship will produce better outcomes of the employee. Therefore, it will be my duty as an assistant manager to ensure a friendly relationship between the employees and supervisors of Gilleville city.

Question 2

In the planning department, grievances by any employee should be acted upon with immediate effect regardless of their beliefs or the beliefs of others. For instance, according to Edward Burnett Tyler, religion is the belief in a divine being. Therefore, everyone has his or her religious practices and is entitled to his or her spiritual beliefs. Whichever way an individual expresses his or her spiritual belief should not be of concern to other people. However, some religions demand spiritual favor for themselves, believing that they are more divine than others and that their practices are more divine than the practices of others (Hector Avalos). This may lead to violence or hatred as for the case of Amber. She follows her spiritual beliefs, and since this is a free country, she has every right to do so (Bryan Caplan). Therefore, no one has the right of command her to remove her crucifix whatsoever. Ignoring a grievance from a certain employee because of her religious practices is management misconduct (Wood, Braeken and Niven, 2012). All grievances from employees, therefore, must be acted upon fairly. There may be other grievances apart from Amber. For example, there may be employees complaining about being overworked or being forced to work past their usual time, some employees being denied promotions in favor of others, and some employees neglected from important forums involving their departments. In such cases, the employees are entitled to filing legal claims, and if investigations prove them right then the city management will act

accordingly and accord them what they deserve.

Employee dressing code is mandatory in any organization. In my capacity as the assistant manager of the city, I will make sure that every employee dresses in a way that suits his or her professional code of dressing. In case an employee dresses according to the dressing code of his or her religion, for example, the case of muslims, the religious dressing code will take preference unless the employee is willing, without any compulsion, to adopt the dressing code of the city workers. This will also apply to Amber and her crucifix. No one will compel her to remove her crucifix. She can only remove it through her own will.

Question3

As presented by Lewis and Hildreth (2013), a good budget is characterized by five major functions. These functions are reasonable, responsibility, accountability, balanced relationships between spending and willingness and ability to raise revenue, and capacity to provide information for policymaking and public scrutiny (p. 23). A zero-based budgeting (ZBB) system should be used to promote budget transparency and accountability. Lewis & Hildreth (2013) define ZBB as a budget format approach that emphasizes on the need to re-justify each activity and program (p. 90).

The transparency aspect of the budget is very critical as it provides an opportunity for scrutiny and correction. As cited in Shafritz and Hyde (2012), the Theorists Adams and Balfour believe that people are able to see the worst excess within a budget and respond to it appropriately. Hence, correcting it (p. 605). Sanitation department will benefit from adopting and practicing budget transparency. This process will entail showing the citizens

of Grill Ville that there is nothing hidden in the budget. As a result, it will boost accountability in the management of public funds and reduce the issue of corruption. Accountability in the budget will influence all parties involved in the management of resources within the department to perform their jobs in an open and legal way (Lewis & Hildreth, 2013, p. 23).

ZBB will increase the sensitivity of spending within the department and, therefore, the department will be mindful of its expenditure each financial year. This will be achieved through what Allen and Economy (2008) refer as the effectiveness of the ZBB in emphasizing individual roles of managers in the systematic type of budgeting. As a result, managers will prepare estimates of their proposed expenses for a specific period though they were doing it for the first time. Through starting from zero at each budget cycle, managers will be required to take a keen look at their expenses in order to justify them to the top management. Consequently, this practice will minimize waste (Allen & Economy, 2008, p. 182). Caiden (as cited in Sharfritz & Hyde, 2012) argue that the use of ZBB encourages honesty, responsibility, and restraint on expenditures while involving the stakeholders.

The main forms of revenue for the sanitation department are sales tax and monthly fee to be paid by home and business owners. On the other hand, the expenditures in the department are salaries, vehicle maintenance, disposal charges, purchase, and leasing of garbage collection equipment. Additionally, economic experts can be called upon to carry out audits and economic analysis to create sufficient understanding of the actual issues surrounding department.

Several factors should be considered in the preparation of the budget. They

include social influence, technology influence, and climatic conditions. The social external influence in the form of lifestyle patterns, population size, and behavior of the people determine how the budget will be devised. The level of technology plays a role in the budget as it determines how efficiently the process of garbage collection will be and the cost of the process. The budget preparation will also depend on the season and climate conditions. There will be a need to share our objectives and engage them in each process from planning, implementation, and review in order to gain the support from the citizens. This can be achieved through transparency in the administration. As DeForest Molina and McKeown (2012) argue that, it is fundamental for public administration to encourage communities to trust their departments and support policies and projects (p. 388).

Question 4

As the city leaders, we must ensure that there is order in public works and that employees are handled well to enhance a high self-esteem. The initial approach is first listening and highlighting the employee's grievances in order of urgency and importance. Thorough investigations should follow, and legal measures taken against the leaders who are found guilty. The heads of departments with a poor performance record should be replaced based on meritocracy. Woodrow Wilson (1887) called for an organized departmental order based on merit. Organization and order are enhanced when tasks are assigned based on the ability and qualification to handle these problems, which is an approach that could eradicate the on-going challenge of mediocrity. A leader appointed or tasked to handle issues within a given depart based on merit is best placed to handle issues in an organized

approach because of the psychological aspect of defending their academic qualification. Woodrow asserted that an individual performance is based on the accountability measures within departments.

I believe that we should establish proper audits within the ministry of public works to understanding the challenges within the development of viable and sustainable budget. Records should be evaluated to ensure that money is well utilized within these departments to avoid channeling money to the wrong places or purposes (Szypszak, 2011). A proper hierarchy could also be used to ensure effectiveness in delegating major tasks within the departments. Jane Addams (1904) provides insights in top-down governance, where performance is traced from the least employee in order of hierarchy to the head of the departments. All failing employees should be punished according to the legal procedures in place beside the loss of their jobs. Abraham Maslow's theory of human motivation highlights important attributes that must be addressed to motivate the employees. The leadership within the city must provide a viable working environment, which is conducive and creates a psychological satisfaction. When the working conditions are binding, many people will be reluctant to hover around looking for well-paying jobs or good working conditions; hence, they will concentrate to deliver on the required tasks. It is easy and cheaper to set work requirements and relative constraints once the conditions within the workplace have been harmonized to meet the satisfaction of these employees (Wood et al., 2013). Additionally, every employee has bigger problems than the problems at the work; therefore, most employees must be confident that working will certainly solve their problems.

Management should carry out progressive surveys to find out satisfaction levels of employees, to understand the areas that require constant upgrade. This approach provides the employees with the autonomy to decide their operational platform and the corresponding rewards. Studies indicate that proper handling and treatment of employees is more important than remunerations; For instance, management should ensure that all employees respect each other and that stereotypic and racial discrimination should be considered illegal (Gauthier, 2006). Management should respond to complaints appropriately and promptly to reduce negative reactions from angry employees. Satisfied employees are assured to provide high-quality work within the respective departments.

Question 5

Gill city, which holds 8 departments can create a systematic consolidation to ensure that all the requirements of the city are systematically addressed. The departments are overly interdependent; hence, there must be coherence within these departments. The department of health and safety must ensure that the environment is safe for the public works and transportation. The HR department on the other hand ensures that human resources from all the departments are well managed for optimum performance (Gauthier, 2006). The department of streets and sanitation also cater for the overall hygiene in the city. Evidently, the operations within all departments are interdependent; hence, it is necessary to have an advanced level of coordination within these departments. The leadership of the city must create order within the hierarchy such that the heads of all departments are accountable to the top leaders within the city. In case there

is a disconnect within the leadership hierarchy, fast rectification must be done to reduce inconveniences within the city (Gauthier, 2006). Constant patrols will and evaluation of the citizens should form the basis for quality development. As long as there are complaints, the management has an obligation to find out the responsible heads or department or their departments and to take the necessary steps to correct the underlying issues.

A theorist, Robert Merton (1940) highlights some of the characteristics of bureaucracy and that it is important for stability within the governing process. A bureaucratic process detaches the employees from their positions and does not take an individualistic approach. Therefore, under this structure, it is possible to remove underperforming employees while the running of the respective departments does not come to a halt.

Transformation leadership can be used to create proper execution of tasks within the city. Communication has been evaluated by various scholars and most findings indicate that its impacts are tremendous. There are many departments; hence, for the city leadership to achieve a common goal, there must be coordination through proper communication through the hierarchy. Besides communication, it is important to create a working culture. A working culture is established following the necessary corrections at the workplace, i. e. after major problems have been addressed. A culture is important because it creates a force of inertia the gears towards achieving a common goal. A working culture is also regarded as an organizational culture, which is a certain way of approaching certain situations within the organization. A working culture enhances order and the leadership is always

sure of the achieving its desired goals. A certain way of establishing employee culture is through setting clear goals, which are recurrent throughout. Additionally, there must be a systematic response to various issues within the organization. Coordination creates a streamlined manner in which issues are handled, which develops organizational culture (Andersson, 2008). The leadership should also build on values such as accountability, quality, and efficiency within the business operations. Values are constants within which the departments must develop their operations. Luther Gullick (1937), a theorist noted that for proper organization, the management must understand the nature of tasks. For instance, in the division of labor, certain tasks are not divisible, which means that the people must handle them together. For example, the installation of new ventilation facilities may require joint efforts from stakeholders and employees as opposed to maintenance, which can be individually handled. Luther further hints that expertise is an essential attribute amongst leaders. Leadership must be coupled with certain levels of academic experience and experience.

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In order to improve efficiency within the city of Gill, a number of changes will be required within the leadership hierarchy. Currently, there are several complaints from the citizens on the services on the transport and public works.

Streamlining of the leadership hierarchy should be developed and a working culture be developed to improve the outcome of major operations from various departments within the city. Employees should also be provided with good working environments and motivation to enhance commitment within the departments.

Transformation style of leadership should be embraced. This style involves developing proper communication networks, through which vertical

communication can be used to motivate, coordinate, and provide guidelines on the requirements.

Proper communication within the departments can be used to effectively develop an organization culture at the workplace.

Constant audits should be carried out across various departments to improve efficiency and to completely reduce the current problems in service delivery to the citizens. Economic returns can be realized only when there is certainty within the leadership hierarchy in the city.