MGT 524 – Leadership in Sports

**Final Essay Questions**

**Summer Session II 2009**

You are the manager coach in the workplace scenario on the following page. In preparing your responses to the following questions, please keep in mind the criteria for evaluation. Your essay will be awarded points for thoroughness, integration of the course concepts, terms and examples, and the depth of your thinking. Make sure to thoroughly address each part of each question. Your responses should be typed and double spaced and not exceed 7 pages. The exam is worth 25 points.

Choose **one** of the following two essay questions.

1. Refer to the “Joe Chaney” case and then answer the following questions, from the perspective of being Joe’s manager/coach.

* Utilize the performance diagnostic model that was distributed in class to pinpoint plausible performance problems. Think of the possible causes of interference and integrate those as well.
* What questions could you ask Joe that would help you determine, from *his* point of view, the obstacles to his achievement of high performance?
* Design a coaching program (start-to-finish) that you could use to work with Joe to help him achieve his performance potential. What action steps might be incorporated in this program?

# Joe Chaney

Joe Chaney joined your architectural firm two years ago as a draftsman. He is 35 years old and has been a draftsman since graduating from a two-year technical school right after high school. He is married and has four children. He has worked for four architectural firms in 12 years.

Joe came with mediocre recommendations from his previous employer, but you hired him anyway because you desperately needed help. Your firm’s workload has been extremely high due to a local construction boom. The result is that a lot of the practices that contribute to a supportive, well-managed work environment have been overlooked. For instance, you can’t remember the last time you conducted a formal performance review or did any career counseling. Furthermore, the tradition of closing the office early on Friday for a social hour was dropped long ago. Unfortunately, the tension in the office runs pretty high some days due to unbearable time pressures and the lack of adequate staff. Night and weekend work have become the norm rather than the exception.

Overall, you have been pleasantly surprised by Joe’s performance. Until recently, he worked hard and consistently produced high-quality work. Furthermore, he frequently volunteered for special projects, made lots of suggestions for improving the work environment, and has demonstrated an in-depth practical knowledge of the architecture and construction business. However, during the past few months, he has definitely slacked off. He doesn’t seem as excited about his work, and several times you have found him daydreaming at his desk. In addition, he has gotten into several heated arguments with architects about the specifications and proper design procedures for recent projects.

After one of these disagreements, you overheard heard Joe complaining to his officemate, “No one around here respects my opinion. I’m just a lowly draftsman. I know as much as these hotshot architects, but because I don’t have the degree, they ignore my input, and I’m stuck doing the grunt work. Adding insult to injury, my wife has had to get a job to help support our family. I must be the lowest-paid person in this firm.” In response to a question from a co-worker regarding why he didn’t pursue a college degree in architecture, Joe responded, “ Do you have any idea how hard it is to put bread on the table, pay a Seattle mortgage, work overtime, be a reasonably good father and husband, plus go to night school? Come on, be realistic!”