

## **CASE PRESENTATIONS**

### **The case of Alex**

Alex is a 55-year old expatriate from Canada and the CEO of a multinational corporation in industrial development, AMM Inc. He has been the CEO for six years and has overseen the organisations growth from medium-sized to one that has rapidly expanded and acquired other companies. AMM has recently bought out one of its main competitors in South Africa, XYZ a Brazilian consultancy. Alex is currently faced with the challenge of merging XYZ into AMM. The acquisition is based in South Africa and the workforce is made up of a combination of Brazilian expatriate and South African personnel.

His leadership style is highly autocratic with a top-down model of management. While he is self-assured and has a big vision for the organisation, he does not trust others to implement it without his direct involvement. He is charismatic but people do not support him over time. He further has a high need for achievement and power and has also begun thinking about his eventual retirement in the next 10 years or so, and has recognised having a strong desire to 'leave the business running perfectly'.

He presents for coaching with an expressed goal of getting the business running perfectly and leaving on a high note.

### **The case of Evelyn**

Evelyn is a 38-year old African woman who has recently been identified for accelerated development to the position of director of human resources in a medium-sized internet service provider company. Evelyn is excited to take on this new leadership role, while at the same time she experience some apprehension and worry about her performance and abilities. As part of the on-boarding process she attended an executive management assessment centre and received some feedback after the centre with a personal development plan that she must now action.

She is a collaborative, inclusive person, who tends towards an unassertive and affiliative leadership style. She is also a highly inexperienced leader in transition. This has presented challenges for her in balancing the demands of her work and personal life. She has a high need for achievement, is open-minded and curious, and is willing to try new ways of things. She is highly intuitive about other people's thoughts and feelings, but far less aware about her own and tends to avoid conflict and confrontations.

She presents for coaching with an expressed goal of developing her leadership skills, dealing with conflict, and improving work-life balance.