

Wolfgang Keller at Königsbräu-TAK (A)

Written by,
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Presented by,
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OUR SOLUTION
What action should Wolfgang Keller take to resolve the conflict?



Our Analysis Structure:

- First, the Factors
- Second, key deductions & forecast
- Third, ask the audience



Analysis: Actors' Weaknesses

Keller:

- Micromanager
- Little effort towards building relations with Brodsky
- Does constructive feedback

Brodsky:

- Career Choice (does not focus on personal strengths)
- Little effort towards assimilating into work-place culture
- Lacks respect for Keller

The Options

Option 1: Fire Brodsky OR do not offer annual raise
 - Either decision ensures his exit

Option 2: Aid Brodsky in improving his performance (i.e. micromanage)

Option 3: Reorganize the office around Brodsky so compensate for his mistakes

Our Analysis

Option 1:
 - Keller fires Brodsky - Loss of talent

Option 2:
 - Not productive so continuously work around Brodsky

Option 3: Separate Sales & Marketing Division
 - Create atmosphere so reverse overall performance from employees

Analysis: Actors' Strengths

Keller:

- Productive / Action Oriented
- Good mentor (staff he brought into company (Zelenka))

Brodsky:

- Highly skilled / experienced (analytical skills/ English speaker)
- Performance improved over past year

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OUR SOLUTION
Restructure Sales & Marketing to Adapt to Brodsky's Work Style



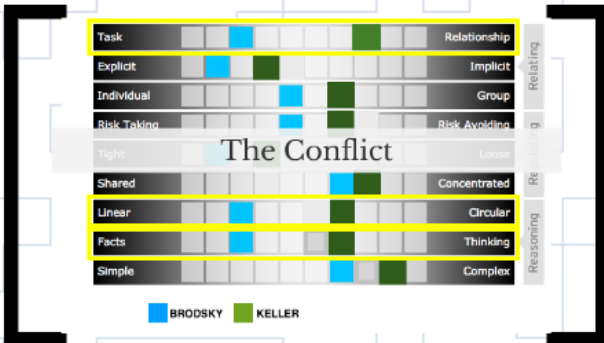
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The Options

Option 1: Fire Brodsky OR do not offer annual raise
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Option 2: Aid Brodsky in improving his performance [i.e. micromanage]

Option 3: Reorganize the office around Brodsky to compensate for his inadequacies



Our Analysis

Option 1:
 • Keller fires Brodsky = Loss of talent

Option 2:
 • Not productive to continuously work around Brodsky

Option 3: Separate Sales & Marketing Division
 • Create atmosphere to retrieve optimal performance from employees

Analysis: Actors' Weaknesses

Keller:

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- Poor constructive feedback

Brodsky:

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The Conflict

■ BRODSKY
 ■ KELLER

Relating
 Regulating
 Reasoning

The Options

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• Either decision ensures his exit

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