Leading From the Middle

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Miscommunication, poor liaison skills, and self-confidence plague Patricia's challenging department merger. At the beginning of her leadership role, Patricia starts with self-confidence and assurance but soon spirals into self-doubt when her plans are not executed. Instead of taking accountability for things going wrong, she immediately looks for new jobs instead of facing the trouble that arises instead of head-on and taking accountability for what is happening to the project. As a result, Patricia lost her fight to make this project work due to a lack of flexibility, handling the pressure of the leadership role, and being willing to turn her back on her staff when things were not going according to plan. Unfortunately, nothing usually goes as planned with a leadership role, and you must be flexible, resilient, and creative when fixing these problems. Patricia needed to improve many things, such as communication, resilience, adaptability, and problem-solving.

The COO took no accountability either in the situation. Not informing Patricia of the office space issue resulted in a detrimental halt in Patricia's merger plans. The lack of information given by the COO shows their poor communication skill as someone in an authority position. The poor liaison skills between Patricia and the COO resulted in Patricia's lack of confidence when advocating for herself and others. They exposed Patricia's lack of flexibility when things did not go as planned. As a result, Patricia missed the opportunity to support her workers, even turning her back on them when she looked for another job. Losing their office space was a massive blow to their merger plan. However, an emergency meeting between the team and the COO should have occurred immediately, opening an effective communication channel letting the COO know about their actions, and seeking help to resolve the issue.

Effective communication is crucial for a leader to convey expectations, provide guidance, and facilitate collaboration. It would be essential to evaluate Patricia's communication skills, including whether she has been transparent, open to feedback, and can address any concerns or conflicts arising during the project. The miscommunication between the COO and Patricia is the biggest issue with the scenario. Lack of communication led to a plan breakdown, which ruined all six leadership qualities identified by Belasen et al. (2016). Once the chain of communication between Patricia and the COO broke, it became a domino effect knocking down each leadership quality Patricia had. The detrimental effect of the lack of advocacy and communication on Patricia as a leader must be resolved, or a new leader must be appointed to lead the team through this mess.

The following steps taken by Patricia are that she first needs to regroup and find her confidence. Patricia’s confidence got her this far in the company with a shattered ego, and she has to figure out how to pick herself up from there. Some general recommendations include providing her additional support and resources, offering training or mentoring opportunities to enhance her leadership skills, fostering open communication channels, and creating a supportive environment that encourages collaboration and innovation. A team relies upon her to complete a goal that helps them all. Second, as previously stated, a meeting should be held urgently between all those involved in the merger brainstorming ideas of where the next office could be. A more robust communication chain must be formed to avoid crises such as the one occurring with the COO involved and taking accountability for their part in the scenario. Daily updates should be sent out to keep everyone aware of the merger's progress allowing the team to track their progress and fix anything going awry with ample time.

Reference

Belasen, A. T., Eisenberg, B., & Huppertz, J. W. (2016). *Mastering Leadership: A Vital Resource for Health Care Organizations*. Jones & Bartlett Publishers.