

CASE STUDY 1: THE STAR WHO COULD NOT STOP SELLING

Efua Mensah was, for three straight years, the top retail life sales officer in emPLE's Ashanti region. Promoted to Sales Team Lead in the Kumasi branch, she now leads nine tied agents and two client service staff. Three months into the role, her personal production is still the best on the team. Team production, however, is flat against target, two agents have gone quiet with no activity in six weeks, and the branch manager has noticed that agents route every difficult client question to Efua's phone, which she answers late into the night. At month end, Efua personally took over four stalled applications and closed them herself to rescue the numbers. She is exhausted and privately proud; her manager is worried.

Efua's own account is that the team is not yet ready, that clients expect to deal with her, and that she cannot afford a bad quarter in her first year as a leader.

Discussion Questions

1. What has Efua not yet let go of, and why is it costing the team?
2. Which of the two mandates is she serving, and which is starving?
3. What should her manager hold her accountable for going forward?

