

CASE STUDY 2: THE NEW ADC LEAD AND THE MIXED SALES TEAM

Kwesi has just been promoted to ADC lead after being the company's top-selling agent for three years. He inherits a team of eight: two seasoned high performers, three solid mid-level agents, and three new recruits who have not yet sold a single policy. Determined to prove himself, Kwesi runs the team exactly as he ran his own desk. He sets aggressive targets for everyone, sells alongside the team to "show them how," and gives the same blunt feedback to the new recruits as to the veterans.

Three months in, his two best agents feel micromanaged and one is interviewing elsewhere; the new recruits are overwhelmed and demoralised; and Kwesi is exhausted because he is effectively doing two jobs.

Kwesi is a gifted individual performer who has not yet made the shift to leader. He is using one style for everyone and neglecting the dual job.

Discussion Questions

1. What single leadership style is Kwesi using, and where does it fail?
2. Which style should he use with the veterans, and which with the recruits?
3. How is Kwesi collapsing the dual job, and what is it costing him?

