Instructions

Identify a company in the last 15 years that experienced, withstood, and successfully emerged from a very challenging or crises situation due to effective organizational leadership.

It is important that when selecting a case, that you have sufficient research information to work with to be able to address the content topics and questions (see Key Content below). A minimum of 8 sources of information/references for your research is required.

You are free to develop any format for the essay that you deem appropriate, however clear headings are needed for various sections, and headings should relate to each of the topics in the Key Content outline. What is mandatory is that you have an Introduction at beginning of the paper that summarizes the key details of the case, and a Conclusion at the end of paper that summarizes key leadership learnings from the case.

Should your research not provide detailed information relating to any Key Content items noted above, you are encouraged to use the information that you have available to surmise or suggest how that item was dealt with. As such, you must still apply key leadership concepts, theories, terminology, analysis, and critical thinking.

Be clear and concise. Quality of writing, grammar, spelling, consistency, and organization of material count. Overall editing should ensure that the essay looks like it came from one cohesive team.

The length of the essay must be 9-10 pages of content, plus Title Page and References.

Please use Times New Roman font 12pt, 1.5 line spacing, and paragraph breaks to make it easily readable.

All these questions should be answered through-out the report. Thank you

Key Content

1. Demonstrate how key elements of leadership (influence, change, shared purpose, followers, personal responsibility and integrity, intention) were present in case.

2. How does “the new reality for leaders” apply to the case, illustrating a new leadership paradigm.

3. How did personality, attitudes, values, and styles of thinking and decision making influence the leader-follower relationship when critical choices had to be made. This part of the project will likely require deeper research about the leaders involved in the case. Integrate key terminology from learnings.

4. What particular traits, talents and strengths did the key leader(s) possess, and behaviours exhibited, that contributed to their success given the particular unique context/situation?

5. Apply contingency approaches to leadership. What can be assessed about the followers and the situation in relation to the leadership style(s) applied in case?

6. How did the leader(s) use emotional capabilities and understandings to guide the organization? Describe their mental model and ability to change or expand their mental models.

7. Describe any ethical challenges that the leader(s) faced and how they responded? How did they exhibit moral leadership and set an ethical tone for the organization?

8. Describe the various followers (note sometimes leaders are followers) and what made them effective, along with the leaders’ role in developing effective followers? Were there any challenges in the leader-follower relationship, and how was it addressed?

9. How were the team members motivated to succeed?

10. How did leaders and members of the organization effectively communicate during times of stress or crises?

11. Describe the team dynamics, conflicts that arose and needed to be overcome, and how team cohesiveness and high performance was ensured?