

# CONFLICTING LEADERSHIP STYLES AND CREATIVITY– CASE STUDY

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**“HELLO FM 94.3”:** HELLO FM 94.3 was the best local broadcasting radio station situated at Sadar, Nagpur. They believed on socialism and connecting with the people with the philosophy of “Jio Bindaas”. They connected with the people through conducting interactive ground activities on different places of city and through On Air activities like dramas, songs, talks, jokes and awareness programmes. The organization was headed by Mr. Anand along with the key supervisors such as Programming Head, RJ Anurag and RJ Naina. There were total 25 employees working in different departments in an organization.

Apart from HELLO FM there were six other radio stations working in a city and gave tough competition to HELLO FM. Under such situation the three key supervisors were always prepared with ground and On Air activities with their unique and creative ideas to compete with other radio stations. All the key supervisors were very expert in their work but had their own way of creativity, thoughts, activity conduction approaches, idea implementation and not much were common among them, this circumstances created most of the conflict among them.

Mr. Anand, Station Head, was thinking about how to resolve these three expert supervisors’ conflict without demotivating them and managing their natural way of creative thinking for competing other 6 radio stations and making them productive without harming organizational team culture.

**Index Terms -** Conflict, Leadership Styles, Creativity, Competition, Team Work

## CASE STUDY

### Programming Head (PH)

Mr. Kunal Panchal, is a Programming Head (PH) in HELLO FM 94.3 and has been associated with company for last 15 years. He had also done the job of RJ in other known radio stations for about 5 years. So he knew very well the job profile of RJ. He was very strict about his work schedule and didn’t bother to work beyond office working hour to finish his work. He liked his job very much and always busy in making innovative strategies that has not been formed by any of the existing competitors. He used to motivate his employees for efficient and effective work and wanted employees to follow his instructions without any fail. He wanted employees to contribute their ideas for the progress of the organization.

### PH went Delhi for attending meeting

Mr. Kunal Panchal (PH) had a meeting on 17<sup>th</sup> July 2017 in Delhi about girl child’s right to education in India. HR ministry wanted to know the situation about girl child’s education in rural and urban places, so that improvements could be done in existing policies. HR ministry had also invited radio stations’ heads so that with the help of radio stations ministry can spread the messages across country about the importance of girl child’s education. Before leaving to Delhi PH has asked the RJs (RJ Anurag & RJ Naina) and team to prepare an On Air activity on girl child’s education importance, so that his company can take advantage of HR ministry activities on girl child’s education. He wanted RJs and team should complete the script of girl child’s education ground activity so that once he arrived from Delhi to Nagpur he could run the activity On Air in Nagpur. It was a summer season where framers in Vidarbha were facing the problem of scarcity of water for their crops. When PH was in Delhi, the news of “Three farmers committed suicide by hanging themselves from tree” has spread like wildfire in India. Under such situation RJs and team have taken a decision that temporarily not to work on girl child’s education script rather should work on farmers’ situation in Vidarbha about the scarcity of water. When the other radio stations are running On Air programmes on farmers’ suicide, RJs and team did not want to run programme on girl child’s education. In the absence of PH, the RJs and team started working on the script of farmers’ situation in Vidarbha due to scarcity of water. Within one day only RJs and team have worked hard and finished the script and broadcasted it without showing it to the PH as PH was out of station for attending meeting.

### PH returned from Delhi after attending meeting

When Mr. Kunal Panchal (PH) has returned on 23<sup>rd</sup> July 2017, and met with two RJs and team. He got the whole situation that how RJs and team have changed his plan of running a programme on girl child’s education to farmers’ suicide in Vidarbha region. He was very disappointed, the way RJs and team have not worked on the script of girl child’s education and broadcasted their own programme without taking any prior approval from him. He accepted it that because of lack of time they have broadcasted their own programme but he was angry that he was not asked or even informed about the situation. He called the Script Writer, both RJs and team to his cabin.

**Programming Head (Shouting loudly):** “How can you avoid my programme and run your own programme without asking me?”

**RJ Anurag (Cautiously):** “Sir, with all due respect we can never avoid your instructions but suddenly news came and we have started working on it.”

**RJ Naina (Eagerly):** “Moreover, other stations were running the programmes on ‘farmers’ suicide’, so we thought we should not lag from other radio stations.”

**Programming Head (Raising Voice):** “You could have run it on other day also, you must have waited for me.”

**RJ Anurag (Nervously):** “Sir, we wanted to... but by the time you returned we would not have been taken advantages of the situation, if we would have been waited for you, it would have been much delayed.”

**Content Writer:** “Also Sir Mr. Anand (Station Head) was in touch with us when we were planning for programme.”

**Programming Head (With disappointment):** “I am not happy the way you all have done your job. Decisions regarding On Air programme could not be taken without my involvement. I am the Programming Head and it’s my duty to look after the selection of On Air programme and their advantages and disadvantages to the organization.”

**Programming Head (With serious face):** “Well, forget whatever happened, Anurag and Naina I have one assignment for you. Make a ground activity for coming 15<sup>th</sup> August Independence Day and this time I will not tolerate any indiscipline.”

### **RJ LEADER ANURAG**

RJ Anurag was the popular RJ among all radio stations’ RJs in Nagpur city. He had 12 years of good experience of RJ. He was very dynamic, energetic and dominating kind of a person. He was responsible for broadcasting On Air activities or ground activities on any current issue. He spent most of his office time in preparing ‘People Awareness Programmes’ with his team. He believed in creativity and always presented current issues or ‘People Awareness Programmes’ in a very innovative way. He liked his organization and ready to do any hard work for its progress. He with the help of team members used to focus on new ideas so that he could give tough competition to the competitors and could attract most number of viewers. He participated all team members for generating new ideas, asked them for their views but team members found it difficult to convince him about their own ideas and lastly RJ Anurag used to select his own ideas. He had his own style of doing work and moulded team members accordingly. Most of the time team members found it very difficult to work with him but RJ Anurag was not much concerned about team members’ problems. Due to his such kind of attitude, sometimes team members had to work more than their office time for days unless work had not been finished.

### **RJ LEADER NAINA**

RJ Naina was the second most popular RJ after RJ Anurag amongst all radio stations in Nagpur city. She had an experience of 10 years of RJ. She had worked with the different radio stations all over the India and she was very perfect in her work. She always participated her team members in generating any innovative ‘People Awareness Programmes’. It did not matter for her who was generating ideas, if ideas were appealing and very unique she suddenly accepted those ideas and started working on those ideas. She was very concern about her team members and tried to give them good working environment so that the team members could become more productive. She worked hard for the organization and motivated team members for doing efficient and effective work. She always tried to implement any ground or On Air activity with minimum resources and giving maximum benefits to the organization. She thought that as much as we could save organization’s resources and took most benefits out of that we could give tough competition to our competitors.

### **RJ Anurag and RJ Naina discussion about Independence Day script**

RJ Anurag and RJ Naina both had to develop a script and programme for Independence Day occasion as per the direction of PH. Both had their team members to accomplish the task. Both RJs with their team members were seating in a board room to discuss about the upcoming programme.

**RJ Anurag:** “Hello Naina, I think we first take our own time to think about any innovative ideas about ‘Independence Day’ programme.”

**RJ Naina:** “Yes Sir, so after how many days should we meet?”

**RJ Anurag:** “We can meet after five days, by the time you prepare your own ideas and then we will discuss it.”

**RJ Anurag:** “Okay Sir.”

### **RJ Anurag developing idea with team members**

RJ Anurag was very dedicated to his work and started working on the script of ‘Independence Day’ programme. As RJ Anurag was already popular in the city than any other RJs, he had a confidence of making a good innovative programme that nobody can create. For ground activity he with team members visited many societies, malls, buildings and playground so that a good place could be selected where sufficient crowd can be attracted and people could be more interactive. Simultaneously he was also working on the script of On Air activity that would be broadcasted on ‘Independence Day’. So he was preparing for both ground activity where he could interact with the people at a particular place and On Air activity wherein he would interact with the people through radio station.

### **Getting approval from PH for conducting ground activity**

After doing all surveys for conducting ground activity, one day RJ Anurag was thinking about spreading awareness amongst people about the need and importance of ‘Reducing Food Waste’. He wanted to make a ground activity with name “KHANA BACHAOO DESH BACHOO” on the importance of ‘Reducing Food Waste’ where he could spread the message of how India can generate wealth by reducing the food waste and the generated wealth can be used for feeding the poor people. He wanted to

appoint HELLO FM volunteers to all good restaurants in a city with HELLO FM T-shirt on the 'Independence Day' occasion to aware people about the importance of food and collecting left untouched food from restaurant's customers and serving them to the poor people. He discussed his idea with the team members and instructed them about its implementation. He was excited about it and went to the PH to discuss activity. He was very much sure that he will get approval from his PH.

**RJ Anurag describing concept to the PH**

**Programming Head (Happily):** "Good! Your idea seems to be very interesting and message to people is also very appealing."

**RJ (Happily):** "Thank you Sir."

**Programming Head (Doubtfully):** "Where is Naina, Did you tell Naina about it?"

**RJ (Hesitating):** "No Sir, actually I got the idea and I think it is perfect, so I directly come to you."

**Programming Head (Cautiously):** "Anurag, I think you must disclose this idea to her also, you both are collectively working for this programme. She might have good suggestions to conduct this programme."

**RJ (Confidently):** "Sir I think my idea is perfect and no more discussion is required now."

**Programming Head (Smiling):** "Anurag I know you are the most popular RJ and your plans are very nice but if she might have good ideas than your idea then we will select that one. Lastly we have to work in a team and organization is above than any person."

**RJ (Nervously and reluctantly):** "Ok Sir, I will discuss with her and then update you."

After discussion with the PH RJ Anurag met with RJ Naina after five days of timeline in a boardroom with team members.

**RJ Anurag discussing activity with RJ Naina in a board room**

**RJ Naina (Excitingly):** "Good morning Sir, I have good ideas to discuss with you."

**RJ Anurag (Excitingly):** "Hello Naina, actually I have prepared one activity on 'Reducing Food Waste' with name 'KHANA BACHOO DESH BACHOO' and discussed it with PH also."

**RJ Naina (Interrupting):** "Sir, but you did not tell me about it. I think we are collectively working on it."

**RJ Anurag:** "Naina, my idea is very nice and we should work on it".

**RJ Naina (Nervously):** "Ok Sir, but I would have been happy if I knew about it! So tell me about your idea."

**RJ Anurag:** "Our theme is 'KHANA BACHOO DESH BACHOO'. We will need 50 volunteers with HELLO FM T-shirt all over 25 good restaurants i.e. 2 volunteers for each restaurants. We will need 100 bags to collect untouched food and vehicles to transport that food to the poor people."

**RJ Naina (Fearfully):** "Sir, what will be the cost."

**RJ Anurag (Normally):** "We have to pay for volunteers, petrol, bags and T-shirts. It will cost around 1 lac for conducting the whole activity."

**RJ Naina (Seriously):** "Sir instead of paying 2000/- to each volunteer, we can pay 1000/- to NGO's volunteer. We have tie-up with many NGOs. They can help us here. We can save a big amount of money here."

**RJ Anurag (Cautiously):** "Naina I need good looking volunteers for my activity. People will remember my activity."

**RJ Naina (Seriously):** "Sir, here spreading message to people is important not the looks of volunteers. I think we should appoint NGOs volunteers only."

**RJ Anurag (Angrily):** "According to me my idea of appointing good looking volunteers will be best idea and if you have any problem then lets discuss it with PH."

After the above discussion both RJs go to the PH cabin for discussing the issues where both RJ are not convinced about each other's idea.

**RJ Anurag and RJ Naina both are discussing activity issues with PH**

**Programming Head (Happily):** "So, are you prepared with your ground activity?"

**RJ Anurag (Rigidly):** "Sir, I am prepared but I think Naina is not."

**RJ Naina (Raising Voice):** "Sir, Anurag Sir wants to appoint good looking volunteers and for that we have to pay 2000/- each but my suggestion is to appoint NGO's volunteers where we have to pay only 1000/- each."

**RJ Anurag (Defending):** “Sir, I want to have a big impact of my activity on people and therefore I have selected good looking volunteers and we are able to pay 1 lac amount.”

**Programming Head (Normally):** “Naina we can afford to pay 1 lac for activity. There is no issue at all.”

**RJ Naina:** “Sir, I can conduct two very influential activity with the same budget. Sir, we are not getting that much benefits by investing 1 lac rupees.”

**RJ Anurag:** “Sir, I have more experience than Naina in conducting activities and from that experience I can say that my idea is very nice and we should go with it only.”

**RJ Naina:** “Sir, I cannot waste organizations’ money and I am not convinced about it so I cannot work with him for this activity.”

**Programming Head (Forcefully):** “Anurag I think you should rework on it. Modify it and justify your 1 lac rupees for the activity.”

**RJ Anurag (Angrily):** “Sir, my activity is good and I don’t think there is a need of any modification. But if you insist me to modify my activity then instead of that I would like to design new activity.”

Both RJ Anurag and RJ Naina left the cabin.

**Mr. Anand has got the whole situation and seriously thinking about managing these three expert people i.e. Programming Head, RJ Kunal and RJ Naina so that First, creative nature of these people can cannot be demotivated because of their conflicting behaviour, Second, everyone should get a free environment to show their leadership style and Third, a harmony among employees should be developed in his radio station.**

#### Questions for Discussion

1. Can Mr. Anand be able to safeguard three experts’ leadership styles by managing conflict among them and without demotivating them?
2. When Programming Head returned from Delhi, identify the reasons of conflict which has arisen between the Programming Head and RJs. Give suggestions how those can be overcome.
3. Which conflict management styles RJ Naina should use to resolve conflict with RJ Kunal? Who is responsible for creating conflict among them, RJ Naina or RJ Anurag?
4. What will be the impact of conflict among Programming Head, RJ Naina and RJ Kunal on the competitiveness of the organization?
5. What should be the conflict resolution styles organization must use to resolve conflict among employees in an organization?