

LEADERSHIP WITH STYLE

WHAT IS THE BEST WAY TO COACH AN EMPLOYEE?

Ted Rogers Leadership Centre

You are the assistant manager in the Galaxy Wine Bar, located in a busy downtown Toronto hotel, close to the Rogers Centre. It is 2:30 am. You are in the back office doing some paperwork when one of your servers comes to report a problem with a group of customers. The customers are a group of 18 sports fans. They are guests at the hotel and have come to the bar at midnight following the Stanley Cup win by their beloved Habs, the Montreal team. Since midnight, the group has ordered an impressive amount of food as well as many expensive bottles of wine. At last call, at 1:45 am, they ordered more wine and food. Now, at 2:30 am, they are getting angry at their server who has informed them that the bar is closing in fifteen minutes, at 2:45am, as required by Ontario's liquor licensing laws. The group wants to continue to party and relive the big moments of the game.

You have had a lot of experience dealing with situations like this. You know that it might be possible to move the party upstairs to the guests' hotel rooms. You hesitate, wondering if you should just take over or use this as an opportunity to coach an employee on how to manage the situation themselves. Time, however, is short.

As a leader, what are your next steps?

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