

Case Study 2

MD: [giving room to breathe](#)

The MD of a distribution company who had seen his company grow rapidly was still managing it as a family concern. He tended to become too involved in the daily operational problems that didn't require his attention.

One consequence of this style was that many staff felt de-motivated by his involvement in their jobs since it frequently denied them the opportunity to exercise their own skills and judgement.

He needed to develop both the detachment to afford his people the space they needed in which to work as well as the emotional and communication skills to get his people to meet the challenge of doing their jobs without him.