

Example of misunderstanding within a team

Mr. Martin is 50. He is the Managing Director of a department store that belongs to some European group. Mr. Martin is a good professional who shows loyalty towards his employer, but has proved to be terribly harsh and strict. The only managers who are still willing to stay with him are unsuccessful ones. Mr. Martin has to do both his work and theirs in order to cope with technical insufficiencies. Needless to say that Mr. Martin works seven days a week.

He is getting ever harsher with his staff, but now he has also become sensitive to all the remarks of his superior. From now on, every demand of his employer relative to an improvement of his competencies makes him cry, and he yells every time one of his subordinate shows any kind of deficiency. Little by little, the communication flow that used to link this department store to its Board of Directors on the one hand, and to its basis on the other, has been falling apart. One day, Mr. Martin found himself completely alone...