

## LEADERSHIP AMONG FRIENDS

### UNTANGLING COMPETING INTERESTS

Ted Rogers Leadership Centre

Following your graduation from Ted Rogers School of Management, Ryerson University, you are appointed to be the manager of a large chain restaurant, located in downtown Toronto, in which you have worked in various roles while going to Ryerson. You know the members of your well-knit, customer-oriented team well. The team, in fact, likes to say that they are a family who can be relied upon to take care of each other. Recently, the team voluntarily rearranged their schedules to allow Jacques, one of the servers, shifts which enables him to take care of his mother, who has recently become ill.

To reinforce the importance of teamwork, the staff pools all gratuities, which are distributed bi-weekly in accordance to an agreed-upon formula for each position. Two months into your new role you notice that the amount of the gratuities has been falling despite the fact the restaurant has been doing well: both food and beverage revenues are up. You do an analysis and discover that Jacques has been declaring lower gratuities than in the past. You make a point to watch Jacques' section over the next few shifts and notice that Jacques is pocketing, and not declaring, his cash receipts. You decide you need to address this situation.

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### The Twist

After you thought you had resolved the issue, you find that there are aftershocks that also need your attention. Fiona is one of your long-term servers and, previous to the problem with Jacques, a good personal friend of Jacques. In fact, she encouraged others to adjust their shifts to accommodate him. But now she is calling for a change to the tipping policy at the restaurant to ensure that no one can, as she says, “scam” others ever again. She wants the restaurant to add an automatic 18% gratuity to each bill, and to specify that gratuities must be paid by credit card only. You know this policy would set an unfavourable tone with your guests. Yet Fiona is a strong informal leader in the team and can be both intense and persuasive to the point of creating divisiveness once she has made up her mind about something. You need to figure out what to do.

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