

## RECOMMENDATIONS

- Since the entire board of directors was more or less involved in the fraud there wasn't much that could've been done to prevent the crisis
  - Except for someone reporting it to the police
- There are only two ways this could've been prevented (not made possible)
  - Through true leadership practices and qualities such as:
    - Transparency  
Managers and directors should've practiced due accountability to the employees, shareholders and investors about the true financial standing of the company.
    - Communication  
Honest communication builds trust and enhances performance in an organization. Even during the crisis the management and directors owed it to the employees to tell them about the situation rather than let them find out from third parties (media).
    - Concern for followers (Emotional Intelligence)  
A real leader not do anything that puts his followers at risk without assuming that risk personally first. The management and directors didn't show such qualities during the crisis.
  - Through true accountability:
    - Golden Key wasn't a registered financial institution. If it were the managers wouldn't have been able to commit the frauds due to the accountability to Central Bank
- Few leadership lessons that can be drawn from the crisis:
  - Too much autonomy can lead to problems
    - Even if autonomy is given, it should be kept in mind that the person giving autonomy has to bear the ultimate responsibility for what the lower level employee or manager does within the autonomy
      - Therefore due supervision should be practiced
  - Unethical practices come out into the public at some point
  - Employees deserve to know what is happening in their organization
    - At least to the extent to which their jobs are affected
      - this increases employee engagement and productivity
      - trust is better
      - even the public image is better when the public knows the employees are treated respectfully and well

## CONCLUSION

- This study of leadership in the Golden Key crisis turns out to conclude that there was no leadership in Golden Key because of the absence of some key leadership qualities
  - Transparency
  - Responsibility and accountability
  - Concern for the followers
  - True influence – everything was based on management and appointed authority rather than voluntary influence found in leadership