

Handout 11.1—Rumors***THE RUMOR***

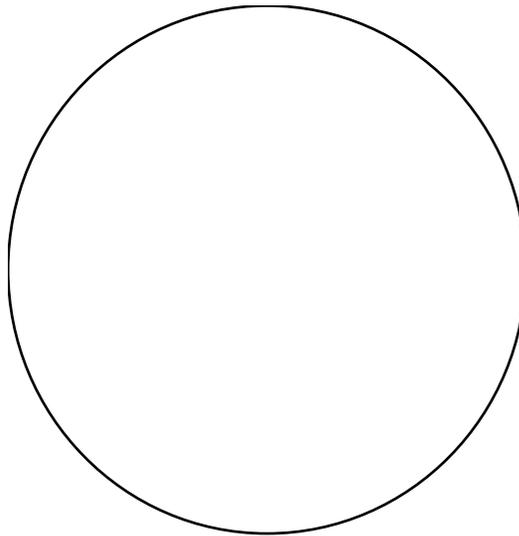
There is an unconfirmed report that a major reorganization is about to be announced in the organization sometime during the next few weeks. According to reliable sources, several new top executives are being brought in and there is speculation that there could be a major shuffle in the current management team as part of this restructuring, involving cost reductions of 20 percent over the next 18 months. It is not clear what these cost reductions are going to involve at this time, but it could mean a number of current programs being slashed, eliminated, or changed. There might even be an early retirement package being offered to those who qualify for it with enough years of service.

There are going to be mandatory meetings held next week and information sent to employees' homes announcing these major changes. No one is supposed to know this information except a few top company officials at this time until the announcement is made, so this information should be kept very confidential.

Handout 11.2—Spending Time With Employees

What percentage of your working time do you spend interacting directly with those who report to you?

Draw in a pie chart format what percentage you currently spend in the circle below.



Is this the right amount of time?

Handout 11.3—Conflict Strategies

1. Win/Win Strategies

Supervisor: John and Frank, I wanted to talk to you both concerning how you two have been having a problem working together lately and to come to some kind of resolution concerning this problem. Would that be ok with both of you?

John: Yeah, sure.

Frank: Sounds ok to me.

Supervisor: Let me start by asking both of you to explain what the problem is between you two. John, why don't you go first and tell me what is going on from your perspective?

John: Well, I just don't appreciate Frank making changes to my work without telling me first. When he does this, sometimes I don't find out until days later, and it causes problems for me because I am working under the assumption that nothing has been changed. This has caused me to have to redo a lot of work recently when I am already struggling to stay on schedule.

Supervisor: Ok, Frank, can you comment on what John just brought up?

Frank: Yes, John, first I just want to tell you that I am not intending to make your job any more difficult than it already is. I appreciate all the things you have going on right now and how hard it is to manage everything you have to do. I admit that I have made a couple of changes to things you have previously worked on, but that was only because I had knowledge of other things that you may not have been aware of that were important to what you were working on. I just went ahead and made these changes when you were gone, intending to bring you up to speed on why they were necessary, but never got a chance to do this before you got back and saw the changes for yourself. I do want to tell you that they were necessary or I wouldn't have made them, and I am sorry that I wasn't able to tell you first.

John: I am not disagreeing the changes weren't necessary or correct—just that I didn't know they had been made.

Frank: Again, I apologize that I didn't make sure you knew about them. I am just so busy myself that I forgot to tell you or thought that I would when I saw you next time.

Supervisor: Ok, I think we all have a better understanding about how and why this oc-

curred. What can we do to prevent this problem from occurring in the future?

Frank: Well, I could set up a procedure that automatically notifies John when any changes are made relating to what he is working on and explaining the reason for the change. Also, I could set it up so that John gets the same updates that I receive so he will know when these types of changes are made. That way he'll know right away about the changes going forward and not be working on old information, and I don't have to try to remember to tell John about each change every time they occur, which has been more frequently lately. I think such a system could be put in place pretty easily.

John: That would be great. There have been many times when I simply didn't know about these types of updates in the past. Receiving these in real time in the future would prevent many problems and rework for me.

Supervisor: Sounds like we have a good solution that will benefit everyone and prevent this type of problem from occurring in the future. Thanks to both of you for being willing to openly discuss this issue and work toward a solution acceptable to each of you.

2. Win/Lose Strategies

Employee: I would like to talk to you about the assignment you recently gave me. I don't think it's fair that I get stuck with this work when other employees don't do half the things I do. There should be some way to make sure that everyone pulls their weight around here, not just me all the time.

Supervisor: I am not going to discuss other employees with you or their workloads. I believe that I am always fair in giving out assignments with everyone. The assignment I just gave you is part of your job, not other employees', and I expect you to get it done. If you have any questions about the assignment, I will discuss it with you; otherwise you need to get to work on completing this. Do you have any other questions?

Employee: No, I guess not.

3. Lose/Lose Strategies

Employee: I would like to talk to you about some of the problems I am still having concerning my job. It still isn't any better than the last time I talked to you about these issues. If things don't get any better, I am just going to have to quit and find another job, which is too bad, because I would like to keep working here.

Supervisor: Well, I don't really know what else I can tell you or do about it. We have already talked about it several times and I don't have a solution to your problem. I suppose if things aren't getting any better, then maybe you had better move on to another job if that's what you want to do. However, I would hate to see you leave because you do a good job here.

Employee: Well, I guess that's what I am going to have to do.

4. Lose/Win Strategies

Supervisor: I see that you have been late for work again this morning. This is the fifth time that you have been late since the last time we talked about this not that long ago. I told you at that time this needed to improve, but obviously it hasn't. No one else who works for me has nearly as many problems getting to work on time as you. I told you before, if this continues, that you would receive a disciplinary notice, and that's what I called you into my office this morning to discuss with you.

Employee: Please just give me one more chance. I promise you that I will stop being late so much. As I told you before, I can't help it sometimes. I know it is against the rules and other employees get upset when I am late and they have to cover for me. I just can't afford to get another discipline on my record or it could cost me my job, which I do need to hang onto right now. You'll see, it will be different this time. I really mean it!

Supervisor: Ok, I will let it slide this one last time. But remember, if you have any more tardiness or unexcused absences, you will receive discipline and whatever consequences may come with it. Do you understand?

Employee: Yes, thank you, and I won't let you down this time.

Handout 11.4—Supervisor Role

SUPERVISOR'S ROLE

As you know, these two employees do not get along very well, and this situation has existed for a number of years, although as you understand it, they were actually friends at one time long ago. Each employee has the potential of contributing to the success of the entire team, but only if they can get past this conflict they have with one another, as it has the potential of interfering with the teamwork in your entire group. This is something you should remind each of these individuals as you conduct this coaching session with them.

As supervisor in this conflict role play, encourage each employee to express to one another what she feels is the real reason for their conflict. Encourage them to develop areas of agreement and common goals or objectives. Each employee should seek feedback from the other on how they could improve their relationship and make commitments to change her behavior to help achieve this goal.

Handout 11.5—Employee A***Instructions to person playing employee A in this conflict role play:***

You are upset that you have to work more closely with this other person. You feel that things were just fine the way they have been for the past few years when the two of you only occasionally had to have contact with each other. Your issue with the other person is that she was constantly trying to tell you how to do your job. The other person just can't seem to understand that her way of doing things may not be the best way to perform the job. No one else's opinions or ideas seem to count or matter to this individual. Every time the two of you try to work together, it always seems to end up in a contest to see who can do things better.

At one time, the two of you were friends and enjoyed one another's company. However, the other person's competitiveness ruined your friendship and relationship. You still have respect for the other person's ability and wish that you could work better together as part of the team. You believe if you both could get along, your combined efforts could really help the group's efforts. However, as long as this other person has this attitude, you don't believe you two can ever work well together effectively again.

Handout 11.6—Employee B

Instructions to person playing employee B in this conflict role play:

You are upset that you have to work more closely with this other person. You feel that things were just fine the way they have been for the past few years when the two of you only occasionally had to have contact with each other. Your issue with the other person is that she was constantly trying to tell you how to do your job. The other person just can't seem to understand that her way of doing things may not be the best way to perform the job. No one else's opinions or ideas seem to count or matter to this individual. Every time the two of you try to work together, it always seems to end up in a contest to see who can do things better.

At one time, the two of you were friends and enjoyed one another's company. However, the other person's competitiveness ruined your friendship and relationship. You still have respect for the other person's ability and wish that you could work better together as part of the team. You believe if you both could get along, your combined efforts could really help the group's efforts. However, as long as this other person has this attitude, you don't believe you two can ever work well together effectively again.

Handout 11.7—Discipline Role Play Introduction

In this role play, a supervisor is conducting a disciplinary counseling session with an employee concerning an absentee problem. As a supervisor, one of your greatest challenges and most difficult responsibilities is in issuing discipline to employees. However, even though this is one of the most unpleasant tasks you must perform, discipline when necessary is also one of your most important responsibilities. Not enforcing the rules by allowing employees to violate them is not fair to those who follow them. But this often puts a heavy burden on a supervisor to have to enforce these rules and issue discipline to employees.

Background Information

The employee who is being talked to today has had an absentee problem for the past 18 months. Before that time, she would occasionally miss work, but not to the extent that it has been recently. When at work, the employee does a good job and is a contributing member of the team. One of the problems with this person's frequent absences is that when she is not at work, it disrupts the entire work group. The supervisor has spoken informally to this employee on a number of occasions during this time period about the excessive absences and each time was given a full explanation why the absence occurred and was assured that the problem would be corrected. The employee has mentioned that she is having a number of problems in her personal life at this time that are causing the absentee problem. Regardless of the reason and no matter how legitimate the reasons, however, the employee's absences cause many difficulties for everyone else at work, and some kind of action needs to be taken to address this problem.

Handout 11.8—Supervisor’s Role

As explained in the background information, the employee you are to talk to today has an absenteeism problem that began about 18 months ago. Following each absence, you met with the employee and asked why she had missed work. The reasons for these absences have varied, including personal illnesses, sick children, car problems, personal business, funeral, and so forth. You have previously told the employee after the last absence that if she missed any additional time, you were considering issuing formal discipline. The situation today is that the employee is returning to work after again missing time from work.

Because this employee has worked for you for a number of years without having an absenteeism problem, you don’t understand why all of a sudden she seems to have so much trouble coming to work. This is something that you want to explore during this meeting. Because the reasons for these absences have varied to such an extent, you do not know if there is any one problem in this person’s life or a number of factors causing these absences. You have told all of those who work for you if they ever had anything that they needed to discuss with you, you would always be available for them. You are not sure that there isn’t something else happening in this employee’s life that might be the cause of these absences and you are also not sure how to approach this subject with her. You have asked her in the past if there was any reason for these absences that you should be aware of or if you could provide support or guidance in helping correct this problem. The employee has indicated there might be something going on in her personal life but hasn’t been very specific or interested in discussing this issue, so you are unsure if this is an issue where you could refer the employee to HR or to the Employee Assistance Program.

Due to the excessive nature of these absences, you have prepared a first-level disciplinary action to be presented to the employee today. You will explain to her that if this absenteeism continues, further discipline may result. You expect the employee to object to this discipline, stating that she doesn’t feel it is fair for her to receive discipline for a situation that couldn’t be prevented or controlled.

The following are the most important points that you plan to stress to this employee during the disciplinary counseling session:

1. State the problem and why it needs to be corrected.
2. Give the employee the opportunity to give her side of the story before a final decision on the action to be taken is made.
3. Explain the significance of any discipline issued today and its impact on the person’s employment.
4. Review what discipline would result if these absences continue in the future.

5. Offer any support or help the person may want or need to correct her absentee problem.
6. Ask for a commitment from the employee to correct this behavior.
7. End the session by summarizing how important it is for the employee to be at work each day and the problems that are caused when she is absent. Again offer support and assistance to help in correcting this problem.

Handout 11.9—Employee’s Role

As explained in the background information for this role play, you as the employee have missed a lot of work during the past year and a half. When asked the reason for these absences, your answer should be that you have had a number of things happen in your and your family’s lives during this time period. You feel there has not been much you could do to prevent these absences, as each one was for a different reason and all of them legitimate. You might want to express your feelings to your supervisor that you don’t feel it is fair you should receive discipline for absenteeism when there wasn’t anything you could do about missing this much work. Your supervisor may ask if there is some problem that you need outside help to handle which is causing these absences to occur. You are not sure this is something you are comfortable talking to your supervisor about at this time.

You have had other employees complain about the problems that are created for them when you miss work. You realize that others have to work harder to get the job done when you are gone. You are concerned about this and are committed to modifying this behavior for the benefit of your co-workers and the organization. You try to work hard to perform your duties to the best of your abilities and you do not want this problem to negatively affect your job or working relationship with your co-workers.

Handout 11.10—Role Play Script—Supervisor’s Part

Scene: Supervisor brings a disgruntled employee into his office to discuss excessive absenteeism.

Date: Today

Time: Now

Supervisor: Come on in and have a seat. How are you doing today?

Employee: (snarling) Ok, I guess.

Supervisor: I’ve asked you to meet with me today because I want to discuss your attendance lately. In reviewing your record, I noticed you have been missing a lot of time, in fact quite a few days over the past few months.

Employee: (coming into meeting with a negative/defensive attitude) Look, don’t give me that grief! You’ve been picking on me ever since I started working for you. I don’t see what the big problem is anyway, I am here most of the time, at least as much as most other people around here. Anyway, what I do on my own time and why I’m off work is my own business and I don’t get paid anyway when I’m not here.

Supervisor: I agree that what you do on your own time is not my business. However, how much time you miss from work is my concern. I called you to my office in hopes that we might find a way to improve your work attendance. But if you don’t want to discuss these things with me today that is your decision. However, I do want to make sure that you understand the following concerning your attendance. First, we have an attendance schedule policy that everyone is expected to follow. I am giving you a copy of this policy that is in the current employee handbook for your reference. Your benefits continue when you are off from work, so there is still an expense to the company when you are gone. We also have to replace your position when you are absent, often on an overtime basis, costing the company additional unplanned expenses. And finally, any continued absences can result in disciplinary action unless there is an improvement. Do you understand?

Employee: Yeah, I guess so.

Supervisor: Ok, that’s all I wanted to discuss with you today. If there is anything I can do to help you improve your performance, let me know. I also want to inform you that your absences might be covered by a company policy such as our short-term disability program or the Family Medical Leave Act or FMLA. You should contact Human Resources for more information on these programs or regulations.

*****End of Role Play*****

Handout 11.11—Role Play Script—Employee’s Part

Scene: Supervisor brings a disgruntled employee into his office to discuss excessive absenteeism.

Date: Today

Time: Now

Supervisor: Come on in and have a seat. How are you doing today?

Employee: (snarling) Ok, I guess.

Supervisor: I’ve asked you to meet with me today because I want to discuss your attendance lately. In reviewing your record, I noticed you have been missing a lot of time, in fact quite a few days over the past few months.

Employee: (coming into meeting with a negative/defensive attitude) Look, don’t give me that grief! You’ve been picking on me ever since I started working for you. I don’t see what the big problem is anyway, I am here most of the time, at least as much as most other people around here. Anyway, what I do on my own time and why I’m off work is my own business and I don’t get paid anyway when I’m not here.

Supervisor: I agree that what you do on your own time is not my business. However, how much time you miss from work is my concern. I called you to my office in hopes that we might find a way to improve your work attendance. But if you don’t want to discuss these things with me today that is your decision. However, I do want to make sure that you understand the following concerning your attendance. First, we have an attendance schedule policy that everyone is expected to follow. I am giving you a copy of this policy that is in the current employee handbook for your reference. Your benefits continue when you are off from work, so there is still an expense to the company when you are gone. We also have to replace your position when you are absent, often on an overtime basis, costing the company additional unplanned expenses. And finally, any continued absences can result in disciplinary action unless there is an improvement. Do you understand?

Employee: Yeah, I guess so.

Supervisor: Ok, that’s all I wanted to discuss with you today. If there is anything I can do to help you improve your performance, let me know. I also want to inform you that your absences might be covered by a company policy such as our short-term disability program or the Family Medical Leave Act or FMLA. You should contact Human Resources for more information on these programs or regulations.

*****End of Role Play*****

Handout 11.12—Documentation Role Play Example

Date: March 3, 20__

Time: 8:45 A.M.

Subject: Counseling meeting with _____ on her absenteeism

I called _____ to my office to discuss her absenteeism. She appeared to be upset and raised her voice several times during our conversation. She said she felt I didn't like her and accused me of picking on her since she has been working for me. I stated that I had no negative feelings about her and that I treat everyone I supervise fairly and equally regardless of anything that may have happened in the past. She also stated that she doesn't get paid when off of work so it wasn't really any of the company's business if she misses work.

I didn't argue with her about these points, but reminded her that I was concerned about her absenteeism that was currently at a higher rate than acceptable according to company's attendance rules. I also reminded her of the attendance policy and gave her a copy of the latest update to that policy. I also reminded her that her benefits continue to be covered while she is off and that she has to be replaced, sometimes with an employee working overtime, when she is gone. I also informed her that any future unexcused absences could result in further discipline, up to and including discharge. I closed the meeting by asking if she had any questions or needed any additional information.

I told her that I sincerely hoped that she would improve her attendance in the future and provided the telephone number for the company's Employee Assistance Program provided by an outside organization who specializes in helping employees with any personal problems they might be experiencing that could interfere with their jobs. I also suggested that she should contact Human Resources if she felt that any of the absences would be covered under the company's Short-Term Disability Program or possibly the Family Medical Leave Act (FMLA).

She stated that she understood what I told her, but still appeared to be upset when leaving my office. The meeting lasted about 10 minutes.

Supervisor's Signature

Handout 11.14—Performance-Improvement Process Plan

Name: I. M. Lowperformer

Dates of Plan: May 1, 20__ to July 31, 20__

Dates of Meetings

Initial Meeting Date: April 30, 2__

Follow-up Meeting Date: May 15, 2__

Follow-up Meeting Date: June 1, 2__

Follow-up Meeting Date: June 15, 2__

Final Meeting Date: July 1, 2__

Completed by

Date: April 30, 2__

Table 11-2

Performance Problem(s)	Performance Goal	Support	Timetable	Follow-up date	Results <ul style="list-style-type: none"> • Meeting Requirements (MR) • Improving (I) • Unacceptable (U)
Not calling on right customers/ spending too much time and money on wrong customers	Create list of top 20 customers in territory.	Work with Regional Sales Mgr.	Due May 7	May 7	
Missing appointments, not following up with customers and deadlines	Create and submit within 7 days a monthly visit schedule for each account. Make appointments with each customer at least 1 week in advance. Submit plan by end of prior month in future to supervisor.	Use Top 20 list. Review plan w/ Regional Sales Manager by 3rd day of month	Due May 7	May 7	
Lack of confidence by others concerning your dependability Too many missed deadlines and commitments unmet	Respond to all customer inquiries, complaints, issues, requests, etc. within 2 business days. Ensure all follow-ups completed 100%. Inform supervisor of all such contacts.	Regional Sales Mgr. R&D Tech. Services Sales Group	Immediately	May 14	
Failure to keep supervisor informed on critical information relating to accounts	Zero surprises to supervisor concerning customer issues. Call/email supervisor at least 3 times/week with customer contact communication. Respond to all vmx's/emails within 24 hours.	Superv. Go-Help Desk VMX Support	Immediately	May 14	

Handout 11.15—PIPP Role Play Background (Supervisor)

SUPERVISOR

In this role play, you are meeting with an employee who has had a history of poor performance over the past several years. Unfortunately, for a variety of reasons, this poor performance has not been adequately addressed in the past. This individual has only recently begun reporting to you and this is really the first time to your knowledge that her poor performance has been addressed in such a way. Prior to this meeting, you reviewed with this individual her poor performance during the performance review for last year. You have also counseled this employee on a number of performance issues during the past several months that you felt were not acceptable. Unfortunately, this person's performance continues to be at an unacceptable level and must be addressed utilizing a performance improvement plan. You are expecting this to be a difficult meeting.

Your purpose during this meeting should be to communicate to this employee what you are dissatisfied about concerning her performance, the goals you expect her to achieve, the support available, timetables, follow-up dates, and how performance will be measured, as well as the consequences for not meeting the objective of this plan. All of these factors are part of the PIPP that you have prepared for this meeting.

You expect that this employee will have difficulty accepting responsibility for the results of her performance. As you have heard in the past, this employee will try to place blame on others for her low sales. She will particularly focus blame on her last supervisor as well as the other salespeople who she works with, claiming lack of teamwork and cooperation. As this individual has worked in the business longer than you, she will try to use this fact to intimidate you and make you feel as if you don't know the "way the business is really run."

During the role play, you need to listen to this individual, but make sure that she also hears what you have to say. Your ultimate goal must be to have this individual assume responsibility for results of this performance-improvement plan. She will try to move responsibility for as many things as she can to you. You need to prevent this from happening. You want this employee to provide you with a weekly call sheet so you are satisfied that she is spending her time most effectively. You expect resistance on this issue as well.

It is critical that the employee leaves this meeting understanding that she is in serious performance trouble and her job is on the line. You need to schedule a follow-up meeting with her as described in this plan.

Handout 11.16—PIPP Role Play Background (Employee)**EMPLOYEE**

You have just gotten a new supervisor who doesn't seem to "know the ropes" about how this business is run. In fact, you have been in the business considerably longer than her. Over the past several months, your new supervisor has been giving you a lot of grief about your performance. She isn't satisfied with the way you are doing your job, despite the fact that it has been perfectly acceptable for all these years with your other supervisors. She mentioned a number of issues during your recent annual performance evaluation meeting and has sent you a number of "nasty" letters and emails concerning the way you do your job. You have tried to ignore these things, but it seems that she is getting more serious about these issues. Your new supervisor has complained about the accounts that you have been calling on and how much time and entertainment expense you spend with certain customers. She doesn't seem to understand that these have been good accounts for many years, even though they may not be buying as much as they used to. They also are good friends of yours that you don't want to offend and possibly lose future business when the economy and business gets better.

You feel that if your supervisor wants these other companies to be called on more frequently, she needs to get someone else who has the time to call on them. You are going to tell her this if it comes up during your upcoming meeting. You also believe that she will bring up the fact that you have missed a few appointments with potential customers that she wanted you to call on. You knew that this was just a waste of time and decided that you could better spend your time on your "regular accounts."

You have tried to get business with most of these companies in the past and know that you are never going to be able to outbid the competition. You just can't understand why she can't seem to understand this. Besides, if the company would only reduce the price to be more competitive, you might feel that these calls were worthwhile. Also, you never get any support from R&D on answering these customers' objections to our products. Until these issues are addressed, as far as you are concerned, it is just a waste of time to even call on these people. You should tell your new supervisor this during the meeting.

But the thing that bugs you the most is that this new supervisor wants to know what you are doing every minute of every day. You are afraid that you are going to spend so much time doing this that you won't have any time left to sell anything! You are simply going to tell her that it isn't practical for you to report everything you do to her.

Your goal is to be able to keep things just as they are today concerning the way you do your job. The way you see it—if it has been good enough for all these years, it should be good enough for the new supervisor. You plan on telling her that.

Handout 11.17—Background Data Sheet—Supervisor’s Role Play

(To be distributed to participant playing supervisor role.)

SUPERVISOR’S BACKGROUND INFORMATION

In appraising this employee’s performance, your first objective should be to determine how the introduction of employee engagement in the workplace may be influencing her attitude about work. During the appraisal, you need to explore with the employee what is negatively influencing her performance and what can be done to begin to correct this problem. Some suggestions might be to provide any training that might be available and appropriate to help the employee adapt to the new work environment and to develop stronger interpersonal skills for working as a member of a team. The employee being appraised does have the potential to someday be promoted to a position of more responsibility but must first develop the skills necessary for becoming an effective member of the team at work.

In developing an action plan for the employee, you need to consider some kind of ongoing coaching program which can serve to provide support and feedback on a regular basis on her performance. You as the supervisor must make sure that the employee’s overall work performance in its entirety is reviewed during the session and not just address this single weakest performance factor. The employee has continued to perform her job in a quality manner and has been very dependable in attendance, meeting work deadlines, learning new tasks, and finding innovative new approaches to solving problems on the job.

Your overall objective should be to reinforce those aspects of the job that the employee has been performing well, have her accept and acknowledge the fact that she is having a problem working in the new engaged work environment, and help develop a plan to improve this deficiency. As this is the first annual appraisal that the employee has had since these changes were introduced and her problems began, you might expect her to be somewhat defensive about this feedback. The employee may try to bring up other people’s performance as the reason why she is having difficulties. You will need to make decisions concerning how appropriate it may be to discuss other people’s performance during the performance evaluation as it relates to this employee’s work and how much of the appraisal session needs to be directly focused on her own actions.

As part of your new role and responsibilities as a supervisor in this type of work environment, you must help employees learn to resolve problems and conflicts they have with one another as much as possible and help employees grow and accept greater levels of responsibility, not only for their own actions, but also for the results of the team.

Handout 11.18—Background Data Sheet—Employee’s Role Play

(To be distributed to participant playing employee role.)

As the employee being appraised today, you feel that you have done a good job during the past year despite the many changes that have occurred in your workplace recently. There are a number of problems you want to point out to your supervisor about other employees who are not “pulling their weight” in this new work environment that has recently been introduced. Even though you believe that engaging employees is a good thing, you are still thinking that many of the changes that have been made are not working out very well. You want to point out that there are several other employees who are taking advantage of the freedom they now have. You are concerned that your performance evaluation is going to be negatively affected by these changes and will feel a little defensive if it is brought up during your appraisal today. You want to ask your supervisor why they can’t just go back to the old system when everyone understood the rules and what their role and job was supposed to be.

You are concerned that you are not getting credit for your job knowledge and ability. There was a time before these new concepts were introduced at work when you were considered one of the very best employees in your work group and the person everyone came to for answers to the problems they could not solve by themselves. However, now you feel that no one is listening to you anymore. Whenever there is a problem, someone calls for a team meeting and they start a “brainstorming” session in which everyone contributes their ideas as a group concerning what should be done to solve problems at work. It seems to you all they are doing is wasting a lot of time in meetings writing down everyone’s ideas and suggestions when all they really have to do is ask you what should be done. After all, this system worked well for many years until this new engagement way of doing things came into the workplace. You are at a point where you are not even bothering to offer your opinions even when you see mistakes being made by others.

You hope to get a chance to talk to your supervisor about advancement opportunities that might be available to you in the future. You feel that if you were just able to get a chance to be promoted, you could really reach what you are capable of achieving. In fact, you have several suggestions for your supervisor about how the work could be better organized and distributed if she will only listen to what you have to say. Several of these ideas involve providing better training for new employees that significantly increases their understanding of the operation and makes them more productive in a much shorter time. You would even be interested in helping provide this training for future new employees.

Despite all the problems you have been experiencing lately, you still want to see the company be successful and do a good job. You would like to improve your performance and again be regarded as a top-performing employee. You are hoping that your supervisor can give you some guidance today on how you can resolve the current problems you are experiencing and get back on track to being what you believe you can be at work.

Handout 11.19—Observer’s Role Play Responsibilities

(To be distributed to participant playing observer’s role.)

EVALUATING SUPERVISOR’S ROLE

As an observer, you are asked to evaluate how well both the supervisor and employee covered the main points of the role play. Mark “yes” or “no” concerning how the participant playing the supervisor role accomplished the following objectives and be prepared to provide this feedback to her:

- Yes___ No___ Did the supervisor provide (or simulate) a private office environment for the performance appraisal free from interruptions and distractions?
- Yes___ No___ Did the supervisor have a completed performance appraisal form to be reviewed with the employee?
- Yes___ No___ Did the supervisor have an overall plan for discussing the employee’s performance with objectives and goals to be achieved?
- Yes___ No___ Did the supervisor explore what might be negatively affecting the employee’s work performance and suggest corrective actions to address these problems?
- Yes___ No___ Did the supervisor recommend training to help the employee improve performance and work more effectively as a member of the team?
- Yes___ No___ Did the supervisor ensure that the employee’s total performance was reflected in the appraisal and not just the negative aspects of the person’s performance?
- Yes___ No___ Did the supervisor recognize the positive aspects of the employee’s performance as well during the appraisal period?
- Yes___ No___ Did the supervisor allow the employee to express her frustrations and help her deal with these emotions in an understanding manner?
- Yes___ No___ Did the supervisor offer assistance to the employee in dealing with the problems she was experiencing?
- Yes___ No___ Did the supervisor encourage the employee to focus on her own performance rather than that of others?
- Yes___ No___ Did the supervisor give the employee feedback concerning promotional or advancement opportunities the employee could realistically expect in the future and what development lessons for her that should be explored?
- Yes___ No___ Did the supervisor establish any follow-up plans with the employee to reinforce goals developed during the appraisal?

Handout 11.20—Synergy Trivia Quiz**Table 11-3**

Synergy Trivia Quiz	Your Answer	Team's Answer	Correct Answer
1. Who won the 1960 baseball World Series? a. Pittsburgh Pirates b. NY Yankees c. Chicago White Sox d. NY Mets			
2. What actress has won the most academy awards during her career? a. Elizabeth Taylor b. Ingrid Bergman c. Katharine Hepburn d. Julia Roberts			
3. Who was the fourth president of the United States? a. John Adams b. Thomas Jefferson c. George Washington d. James Madison			
4. What is considered to be the coldest place on earth? a. Siberia b. North Pole c. Antarctica d. Cleveland			
5. In what state is the Grand Canyon located? a. Arizona b. Utah c. Nevada d. Colorado			
6. Who was the first U.S. astronaut to fly in outer space? a. John Glenn b. Gus Grissom c. Neil Armstrong d. Alan Shepard			
7. What was the first Beatles number one hit in the U.S.? a. "I Want to Hold Your Hand" b. "Please Please Me" c. "Love Me Do" d. "From Me to You"			

Table 11-3 cont'd

<p>8. How many pints are there in a U.S. gallon?</p> <p>a. 4 b. 8 c. 12 d. 16</p>			
<p>9. If you were an octogenarian, how old would you be?</p> <p>a. 80 years old b. 80-89 years old c. 90-99 years old d. Over 100 years old</p>			
<p>10. If you were in a dark room and reached into a drawer containing an equal number of single blue socks and single red socks, how many would you have to pull out of the drawer to get a matched pair?</p> <p>a. 2 b. 3 c. 5 d. 6</p>			
<p>Scoring</p>	<p>Number of correct answers</p> <p>_____</p>	<p>Number of correct answers</p> <p>_____</p>	

Handout 11.21—Project Plan Example

Table 11-4

	Goal	Team Member(s) Responsible	Deliverable	Measure	Due Date	Status
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						

Handout 11.22—Completed Project Plan

Table 11-5

	Goal	Team Member(s) Responsible	Deliverable	Measure	Due Date	Status
1.	Design cus- tomer survey on proposed new product	Steve Smith Juan Hernandez	Design survey for team's approval	Team's agree- ment on survey design	3/1	First draft pre- sented 3/1
2.	Meet with mar- keting depart- ment on survey plan	Kevin Jones K. Chen	Final survey presented to marketing department	Marketing department's approval of survey	3/15	Survey ap- proved 3/7
3.	Send survey to customers	Benita King Shandra Bellimi	Identify custom- ers to partici- pate in survey and send to them	Customers receive survey before new season begin- ning in May	4/1	Surveys sent out 3/21
4.	Analyze survey data	Carlos Santee	Review and analyze data from survey results	Develop report on customer response to changes	5/15	Report devel- oped before 5/15
5.	Recommend actions based on survey results	Kathy Brown Mishear Cosenza	Propose response to cus- tomer feedback based on data analysis	Present plan based on customer response to marketing department	5/22	Meeting held with marketing de- partment 5/20
6.	Implement Actions	Singh Mennigash	Develop imple- mentation plan	Implement plan	6/1	Plan imple- mented 6/1
7.	Evaluate Results	John Black Sue Yu	Collect data concerning implementa- tion plan	Develop implementa- tion report	7/1	Report com- pleted 6/25
8.	Present results to VP of Marketing	All	Prepare presen- tation for VP	Presentation to VP of Marketing	7/15	Meeting sched- uled 7/15