

6

PRACTICE SIMULATION #1

ANSWER KEY



INTRODUCTION

ANSWERS TO QUESTION 1

Project management includes clear and measurable objectives, specific format, time frame, impact/priority on other work in progress, and the availability of resources. These are all relevant points that should be ascertained up front in order to plan appropriately. All but #2 were appropriate responses.

Answers 1, 3, 4, 5, 6 = +1 point each.

ANSWER TO QUESTION 2

1. You are “telling” staff, rather than involving them in the decision making process and obtaining potentially valuable insight, advice, and feedback from them. No mention is made of overtime, priority, or current workload. Telling them to get started ASAP without the reason why, or input from staff on how to handle the multiple priority requests. + 1
2. “Take care of it” hardly provides the necessary specific information, direction or guidance needed. No mention is made of overtime, priority, resources, current workload, etc. It sounds like a “handle it, handle it” scenario. What format, who, how? It is rude and potentially degrading. It implies mass production with no concern for staff issues, quality, or how the end product comes into being. -2
3. This is a “buy” and doesn’t show initiative, organization, or planning. Staff input does not appear to have been taken into consideration either. The additional two days needed comes from a guesstimate and not careful planning, evaluation of available resources-including personnel? -1
4. By discussing the project, two-way communication is implied. Expertise and resources of staff are allowed the opportunity to be provided. Such discussion can provide multiple avenues, suggestions, and potential problem solving. It also empowers employees in that they are involved and part of the planning/decision making process. By involving them at this stage, responsibilities and accountabilities can be delineated. +2

ANSWER TO QUESTION 4

1. Telling Mary to get each program to Ed as soon as it's done, doesn't include Ed (key player and a potentially sensitive one at that) in the planning, designing, organizing, being a part of the project team. It is already known that Ed does not handle pressure well and has been backlogged for a while. -2
2. Involving Ed in the process and discussing the project with him can provide valuable information and potential alternatives. Suggestions and ideas are more readily accepted if they come from the employees (even if management had the same suggestions/ideas)- perception of being of value, of recognition for the expertise and knowledge employees possess. Isn't that what they are paid for? Ed may even be somewhat more open to working on the project if he has some say in it. +2
3. Calling Ed on the phone is somewhat impersonal and letting him know that another rush job is on its way seems to be pushing him to see what his limits are. You are basically TELLING him, not asking, discussing, or obtaining input. You are telling him that overtime is inevitable and that no alternatives exist. -2

ANSWER TO QUESTION 5

1. You are obviously monitoring the progress of the project. By arranging a conference with Mary, Ed and Ray to look over the computer programs and the resultant statistics, you are also immediately addressing potential problem areas (program development, data input, running of programs). Involving all three staff (Mary, Ed and Ray) as the experts in this area, you are providing them with recognition of their knowledge which is motivational. In addition, no finger pointing has occurred, the problem has been identified and now a meeting has been scheduled to look at remedying the problem.
+2

2. How do you know the problem actually lies with Ray and that it has to do with a lack of attention to detail? Perhaps he was out ill and is still not feeling up to par or, he may not have wanted to work on this project to begin with and his absenteeism on the first day was his way of rebelling. Do you know what Ray's strengths and weaknesses are? Has he been appropriately informed of the details of the project? Is his quantity and quality normally below standard? Why tell Ed to discuss your assumed conclusion with Ray? Is it his job responsibility to do so, or yours?
-2

3. By taking Ray's work to him, you are dealing directly with the staff member. Depending on how you present the issue though, by asking him to explain what the problem seems to be, you are assuming Ray knows there is a problem. It also sounds like you may be pointing the finger at him in a personal attack which could easily put him on the defensive. Perhaps he is unclear of your expectations in regards to quantity and quality, or he may not have been given clear, detailed instructions.
+1

ANSWER TO QUESTION 6

1. You have now decided to go over your boss' head without their approval. Again, you are trying to "buy" time and are putting off making decisions and proceeding with the project. In addition, there is no mention that an additional two days are necessary or would be sufficient to complete the project.
-2

2. You have decided not to go over your boss' head without their approval and have decided to bite the bullet and begin the management of the project. You have put off making a decision up until this point. You are "telling" staff, versus involving them in the decision making process and obtaining potentially valuable insight, advice, and feedback from them. No mention of overtime, priority, or current workload is mentioned,
+1

3. "Take care of it" hardly provides the necessary specific information, direction or guidance needed. No mention is made of overtime, priority, resources, current workload, etc. It sounds like a "handle it, handle it" scenario. What format, who, how? This could be seen as being rude and potentially degrading. It implies mass production with no concern for staff issues, quality or how the end product comes into being.
-2

4. By discussing the project, two-way communication is implied. Expertise and resources of staff are allowed the opportunity to be provided. Such discussion can provide multiple avenues, suggestions, and potential problem solving. It also empowers employees in that they are involved and part of the planning/decision making process. By involving staff at this stage, responsibilities and accountabilities can be delineated.
+2

ANSWER TO QUESTION 7

1. You are obviously monitoring the progress of the project. By arranging a conference with Mary, Ed and Ray to look over the computer programs and the resultant statistics, you are also immediately addressing potential problem areas (program development, data input, running of programs). Involving all three staff (Mary, Ed and Ray) as the experts in this area, you are providing them with recognition of their knowledge which is motivational. In addition, no finger pointing has occurred, the problem has been identified and now a meeting has been scheduled to look at remedying the problem,
+2

2. How do you know the problem actually lies with Ray and that it has to do with a lack of attention to detail? Perhaps he was out ill and is still not feeling up to par or, he may not have wanted to work on this project to begin with and his absenteeism on the first day was his way of rebelling. Do you know what Ray's strengths and weaknesses are? Has he been appropriately informed of the details of the project? Is his quantity and quality normally below standard? Why tell Ed to discuss your assumed conclusion with Ray? Is it his job responsibility to do so, or yours?
-2

3. By taking Ray's work to him, you are dealing directly with the staff member. Depending on how you present the issue though, by asking him to explain what the problem seems to be, you are assuming Ray knows there is a problem. It also sounds like you may be pointing the finger at him in a personal attack, which could easily put him on the defensive. Perhaps he is unclear of your expectations in regard to quantity and quality, or he may not have been given clear, detailed instructions.
+1

ANSWER TO QUESTION 8

1. By discussing the project with staff, two way communication is implied. Expertise and resources of staff are ascertained and taken into serious consideration. Such discussion can provide multiple avenues, suggestions, and potential problem solving. It also empowers employees in that they are involved and part of the planning/decision making process. By involving staff at this stage, responsibilities and accountabilities can be delineated. Lastly, who knows better than staff how to do their job? It also provides motivation to staff. +2
2. Telling Ann to forget the training as she can take it later, is basically telling her (and all other staff) that all work comes first before developmental career needs. Have you even thought about finding out what other staff are available to work on the project? It could be perceived that you are telling Ann that she doesn't matter, just the work output she produces a day at a time. Career development of staff can bring a fresh perspective and state-of-the-art information available to all departmental employees. -2
3. This avenue sounds like you are whining. Juggling multiple priorities and assessing alternative staffing resources are basic management functions that you are expected to perform in a creative, problem solving way. Look at the potential problems, develop alternative solutions and ascertain what your needs will be. -2
4. By including Ann, you demonstrate that even though she will not be available to work on this project, you consider her input (and therefore her) important and valuable. There is implied two way communication where the expertise and resources of staff are ascertained and taken into serious consideration. Multiple perspectives (staff input) can provide various alternative avenues, suggestions, and potential problem solving. Employees become empowered due to their involvement and participation in the planning/decision making process. This has strong potential impact on motivation. Details can be discussed, and responsibilities and accountabilities can be appropriately and clearly delineated. +2

ANSWER TO QUESTION 9

1. You are obviously monitoring the progress of the project. By arranging a conference with Mary, Ed and Ray to look over the computer programs and the resultant statistics, you are also immediately addressing potential problem areas (program development, data input, running of programs). By involving all three staff (Mary, Ed and Ray) as the experts in this area, you are providing them with recognition of their knowledge which is motivational. In addition, no finger pointing has occurred, the problem has been identified and now a meeting has been scheduled to look at remedying the problem.

+2

2. Your explanation of the situation is probably not of interest to the Deputy Commissioner as your responsibility is to get the project completed within the stated time frame with all potential problems and issues dealt with in the most effective manner. This could easily be interpreted as whining or an excuse should you not deliver the completed project on time.

-2

ANSWER TO QUESTION 10

1. With all concerned staff present, you present a potential scenario that has everyone working together to immediately rectify the loss of one day's data input. By suggesting they again all work together tomorrow you are cementing a team alliance and promoting cooperation and coordination to complete the project in a timely and effective manner. Mary's assistance will also take some of the undue pressure off Ed and Ray and add a sorely needed additional person to the task at hand. +2
2. Your explanation of the situation is probably not of interest to the Deputy Commissioner as your responsibility is clearly to get the project completed within the stated time frame with all potential problems and issues dealt with in the most effective manner. This could easily be interpreted as whining or an excuse should you not deliver the completed project on time. -2

ANSWER TO QUESTION 11

1. Telling Mary to get each program to Ed as soon as it's done, doesn't include Ed (key player and a potentially sensitive one at that) in the planning, designing, organizing, being a part of the project team. It is already known that Ed does not handle pressure well and has been backlogged for a while. -2
2. Involving Ed in the process and discussing the project with him can provide valuable information and potential alternatives. Suggestions and ideas are more readily accepted if they come from the employees (even if management had the same suggestions/ideas)- perception of being of value, of recognition for the expertise and knowledge employees possess. Isn't that what they are paid for? Ed may even be somewhat more open to working on the project if he has some say in it. +2
3. Calling Ed on the phone is somewhat impersonal and letting him know that another rush job is on its way seems to be pushing him to see what his limits are. You are basically TELLING him, not asking, discussing, or obtaining input. You are telling him that overtime is inevitable and that no alternatives exist. -2

ANSWER TO QUESTION 12

1. Telling Mary to get each program to Ed as soon as it's done, doesn't include Ed (key player and a potentially sensitive one at that) in the planning, designing, organizing, being a part of the project team. It is already known that Ed does not handle pressure well and has been backlogged for a while. -2
2. Involving Ed in the process and discussing the project with him can provide valuable information and potential alternatives. Suggestions and ideas are more readily accepted if they come from the employees (even if management had the same suggestions/ideas)- perception of being of value, of recognition for the expertise and knowledge employees possess. Isn't that what they are paid for? Ed may even be somewhat more open to working on the project if he has some say in it. +2
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ANSWER TO QUESTION 13

1. You are “telling” staff, rather than involving them in the decision-making process and obtaining potentially valuable insight, advice, and feedback from them. No mention is made of overtime, priority, or current workload. Telling them to get started ASAP without the reason why, or input from staff on how to handle the multiple priority requests. +1

2. “Take care of it” hardly provides the necessary specific information, direction or guidance needed. No mention is made of overtime, priority, resources, current workload, etc. It sounds like a “handle it, handle it” scenario. What format, who, how? It is rude and potentially degrading. It implies mass production with no concern for staff issues, quality, or how the end product comes into being. -2

3. By discussing the project, two way communication is implied. Expertise and resources of staff are allowed the opportunity to be provided. Such discussion can provide multiple avenues, suggestions, and potential problem solving. It also empowers employees in that they are involved and part of the planning/decision making process. By involving staff at this stage, responsibilities and accountabilities can be delineated. +2

ANSWER TO QUESTION 14

By addressing the last minute glitches immediately and in the manner you have done, the results were promotion of cooperation, teamwork, and pulling in extra resources to the problem phase. Employees felt they were all responsible for accomplishing this last task in order to achieve the successful completion of the project.

Your detailed knowledge of Friday's required delivery time also kept everything running smoothly.

Wouldn't it be great if every project worked out this way?

ANSWER TO QUESTION 15

1. You are obviously monitoring the progress of the project. By arranging a conference with Mary, Ed and Ray to look over the computer programs and the resultant statistics, you are also immediately addressing potential problem areas (program development, data input, and running of programs). Involving all three staff (Mary, Ed and Ray) as the experts in this area, you are providing them with recognition of their knowledge which is motivational. In addition, no finger pointing has occurred, the problem has been identified and now a meeting has been scheduled to look at remedying the problem. No blame, more gain. +2
2. Your explanation of the situation is probably not of interest to the Deputy Commissioner as your responsibility is to get the project completed within the stated time frame with all potential problems and issues dealt with in the most effective manner. This could easily be interpreted as whining or an excuse should you not deliver the completed project on time. -2

ANSWER TO QUESTION 16

1. Telling Ann to forget the training as she can take it later is basically telling her (and all other staff) that all work comes first before developmental career needs. Have you even thought about finding out what other staff are available to work on the project? It could be perceived that you are telling Ann that she doesn't matter. Career development of staff can bring a fresh perspective and state-of-the-art information available to all departmental employees. -2
2. By discussing the project with staff, two-way communication is implied. Expertise and resources of staff are ascertained and taken into serious consideration. Such discussion can provide multiple avenues, suggestions, and potential problem solving. It also empowers employees in that they are involved and part of the planning/decision making process. By involving staff at this stage, responsibilities and accountabilities can be delineated. Lastly, who knows better than staff how to do their job? It also provides motivation to staff. +2
3. This avenue sounds like you are whining. Juggling multiple priorities and assessing alternative staffing resources are basic management functions that you are expected to perform in a creative, problem solving way - not by whining. Look at the potential problems, develop alternative solutions, and ascertain what your needs will be. -2
4. By including Ann, you demonstrate that even though she will not be available to work on this project, you consider her input (and therefore her) important and valuable. There is implied two way communication where the expertise and resources of staff are ascertained and taken into serious consideration. Multiple perspectives (staff input) can provide various alternative avenues, suggestions, and potential problem solving. Employees become empowered due to their involvement and participation in the planning/decision making process. This has strong potential impact on motivation. Details can be discussed, and responsibilities and accountabilities can be appropriately and clearly delineated. +2

ANSWER TO QUESTION 17

1. You are obviously monitoring the progress of the project. By arranging a conference with Mary, Ed and Ray to look over the computer programs and the resultant statistics, you are also immediately addressing potential problem areas (program development, data input, and running of programs). Involving all three staff (Mary, Ed and Ray) as the experts in this area, you are providing them with recognition of their knowledge which is motivational. In addition, no finger pointing has occurred, the problem has been identified and now a meeting has been scheduled to look at remedying the problem.
+2

2. Your explanation of the situation is probably not of interest to the Deputy Commissioner as your responsibility is to get the project completed within the stated time frame with all potential problems and issues dealt with in the most effective manner. This could easily be interpreted as whining or an excuse should you not deliver the completed project on time.
-2

ANSWER TO QUESTION 18

1. What is the goal of this action? From Ed's response, it appears you have pushed the issue already. If overtime is mandatory, will that make Ed happier or more cooperative? Perhaps it is time to speak with Ed to hear what he truly has to say or offer. The conversation thus far has been of persuasion and promises on your part, which, based on Ed's response, have been used and not followed through on in the past. Have other alternatives been considered? Have you heard any suggestions or ideas from Ed's point of view since he is a key player on the project? -2
2. By involving Ed in the process and discussing the project with him you may be provided with valuable information and undiscovered potential alternatives. Human resources are a manager's most important resources. Suggestions and ideas are more readily accepted if they come from employees (even if management had the same suggestions/ideas). With the opportunity for input there exists a perception of being of value, of recognition for the expertise and knowledge employees possess. Isn't that what they are paid for? Ed may even be somewhat more open to working on the project if he has some say in it. +2
3. Ed's obviously already upset about the overtime situation as he has spoken with the union representative about it. You are authoritatively commanding him to work overtime by utilizing the word MUST. Why must he? Are there other alternatives? Can the job be farmed out? Are additional staff available to handle Ed's responsibilities on this project and let him be the lead staff person? Can temps be brought in to do some of the work? Do you have any idea of what Ed wants? He knows what you want. -2

ANSWER TO QUESTION 19

1. With all concerned staff present, you present a potential scenario that has everyone working together to immediately rectify the loss of one day's data input. By suggesting they again all work together tomorrow, you are cementing a team alliance and promoting cooperation and coordination to complete the project in a timely and effective manner. Mary's assistance will also take some of the undue pressure off Ed and Ray and add a sorely needed additional person to the task at hand. +2
2. Your explanation of the situation is probably not of interest to the Deputy Commissioner as your responsibility is to get the project completed within the stated time frame with all potential problems and issues dealt with in the most effective manner. This could easily be interpreted as whining or an excuse should you not deliver the completed project on time. -2

ANSWER TO QUESTION 20

1. Involving Ed in the process and discussing the project with him can provide you with valuable information and potential alternatives. Human resources are a manager's most important resources. Suggestions and ideas are more readily accepted if they come from employees (even if management had the same suggestions/ideas). With the opportunity for input, there exists a perception of being of value, of recognition for the expertise and knowledge employees possess. Isn't that what they are paid for? Ed may even be somewhat more open to working on the project if he has some say in it.
+2
2. Are you on a witch hunt? It appears you have pushed the issue already. Have you taken the time to speak with Ed to hear what he truly has to say or offer? Of course, you have somewhat negated that by TELLING him that overtime was a MUST and seemingly, the only way you had decided the project would go. Have you researched alternatives, heard any suggestions/ideas from Ed's point of view? He is a key player on the project.
-2
3. Persuasion and promises made are usually broken. How can you make such a statement to him without knowing what the next 6 months will bring? Why is Ed working so much overtime? Is there a shortage of staff with his knowledge, expertise, and responsibilities? Should this be looked into? Perhaps you should discuss these issues with Ed.
-1

ANSWER TO QUESTION 21

By addressing the last minute glitches immediately and in the manner you have done so, the results were promotion of cooperation, teamwork, and pulling in extra resources to the problem phase. Employees felt they were all responsible for accomplishing this last task in order to achieve the successful completion of the project.

Your detailed knowledge of Friday's required delivery time, also kept everything running smoothly.

Wouldn't it be great if every project worked out this way?

ANSWER TO QUESTION 22

1. By waiting until Monday to even let Ed know about the job, the timing for the atmosphere for the start of the beginning of a workweek isn't in a positive vein. He's obviously already upset about the overtime situation as he has spoken with the union representative about it. You are commanding him to work overtime by utilizing the word MUST. Why must he? What are the other alternatives? Can the job be farmed out? Is additional staff available to handle Ed's responsibilities on this project and let him be the lead staff person? Can temps be brought in to do some of the work? Do you have any idea of what Ed wants? He knows what you want. -2

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ANSWER TO QUESTION 23

1. What is the goal of this action? From Ed's response, it appears you have pushed the issue already. If overtime is mandatory, will that make Ed happier or more cooperative? Perhaps it is time to speak with Ed to hear what he truly has to say or offer. The conversation thus far has been of persuasion and promises on your part which, based on Ed's response, have been used and not followed through on in the past. Have other alternatives been considered, have you heard any suggestions and ideas from Ed's point of view since he is a key player on the project also? -2

2. By involving Ed in the process and discussing the project with him you may be provided with valuable information and undiscovered potential alternatives. Human resources are a manager's most important resources. Suggestions and ideas are more readily accepted if they come from employees (even if management had the same suggestions/ideas). With the opportunity for input there exists a perception of being of value, of recognition for the expertise and knowledge employees possess. Isn't that what they are paid for? Ed may even be somewhat more open to working on the project if he has some say in it. +2

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ANSWER TO QUESTION 24

1. By discussing the project with staff, two-way communication is implied. Expertise and resources of staff are ascertained and taken into serious consideration. Such discussion can provide multiple avenues, suggestions, and potential problem solving. It also empowers employees in that they are involved and part of the planning/decision making process. By involving staff at this stage, responsibilities and accountabilities can be delineated. Lastly, who knows better than staff how to do their job? It also provides motivation to staff. +2

2. This avenue sounds like you are whining. Juggling multiple priorities and assessing alternative staffing resources are basic management functions that you are expected to perform in a creative, problem solving way - not by whining. Look at the potential problems, develop alternative solutions and ascertain what your needs will be. -2

3. By including Ann, you demonstrate that even though she will not be available to work on this project, you consider her input important and valuable. There is implied two way communication where the expertise and resources of staff are ascertained and taken into serious consideration. Multiple perspectives (staff input) can provide various alternative avenues, suggestions, and potential problem solving. Employees become empowered due to their involvement and participation in the planning/decision making process. This has strong potential impact on motivation. Details can be discussed, and responsibilities and accountabilities can be appropriately and clearly delineated. +2

ANSWER TO QUESTION 25

1. By waiting until Monday to even let Ed know about the job, the timing for the atmosphere for the start of the beginning of a workweek isn't in a positive vein. He's obviously already upset about the overtime situation as he has spoken with the union representative about it. You are commanding him to work overtime by utilizing the word MUST. Why must he? What are the other alternatives? Can the job be farmed out? Is additional staff available to handle Ed's responsibilities on this project and let him be the lead staff person? Can temps be brought in to do some of the work? Do you have any idea of what Ed wants? He knows what you want. -2

2. Involving Ed in the process and discussing the project with him can provide you with valuable information and potential alternatives. Human resources are a manager's most important resources. Suggestions and ideas are more readily accepted if they come from employees (even if management had the same suggestions/ideas). With the opportunity for input there exists a perception of being of value, of recognition for the expertise and knowledge employees possess. Isn't that what they are paid for? Ed may even be somewhat more open to working on the project if he has some say in it. +2

3. Persuasion and promises made are usually broken. How can you make such a statement to him without knowing what the next 6 months will bring? Why is Ed working so much overtime? Is there a shortage of staff with his knowledge, expertise, and responsibilities? Should this be looked into? Perhaps you should discuss these issues with Ed. -1

ANSWER TO QUESTION 26

1. Involving Ed in the process and discussing the project with him can provide you with valuable information and potential alternatives. Human resources are a manager's most important resources. Suggestions and ideas are more readily accepted if they come from employees (even if management had the same suggestions/ideas). With the opportunity for input there exists a perception of being of value, of recognition for the expertise and knowledge employees possess. Isn't that what they are paid for? Ed may even be somewhat more open to working on the project if he has some say in it.
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2. Are you on a witch hunt? It appears you have pushed the issue already. Have you taken the time to speak with Ed to hear what he truly has to say or offer? Of course, you have somewhat negated that by TELLING him that overtime was a MUST and seemingly, the only way you had decided the project would go. Have you researched alternatives or heard any suggestions and ideas from Ed's point of view? He is a key player on the project.
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3. Persuasion and promises made are usually broken. How can you make such a statement to him without knowing what the next 6 months will bring? Why is Ed working so much overtime? Is there a shortage of staff with his knowledge, expertise, and responsibilities? Should this be looked into? Perhaps you should discuss these issues with Ed.
-1

ANSWER TO QUESTION 27

1. You are obviously monitoring the progress of the project. By arranging a conference with Mary, Ed and Ray to look over the computer programs and the resultant statistics, you are also immediately addressing potential problem areas (program development, data input, and running of programs). By involving all three staff (Mary, Ed and Ray) as the experts in this area, you are providing them with recognition of their knowledge which is motivational. In addition, no finger pointing has occurred, the problem has been identified and now a meeting has been scheduled to look at remedying the problem.
+2
2. Your explanation of the situation is probably not of interest to the Deputy Commissioner as your responsibility is to get the project completed within the stated time frame with all potential problems and issues dealt with in the most effective manner. This could easily be interpreted as whining or an excuse should you not deliver the completed project on time.
-2

ANSWER TO QUESTION 28

1. By discussing the project with staff, two way communication is implied. Expertise and resources of staff are ascertained and taken into serious consideration. Such discussion can provide multiple avenues, suggestions, and potential problem solving. It also empowers employees in that they are involved and part of the planning/decision making process. By involving staff at this stage, responsibilities and accountabilities can be delineated. Lastly, who knows better than staff how to do their job? It also provides motivation to staff. +2
2. This avenue sounds like you are whining. Juggling multiple priorities and assessing alternative staffing resources are basic management functions that you are expected to perform in a creative, problem solving way. Look at the potential problems, develop alternative solutions and ascertain what your needs will be. -2
3. Telling Ann to forget the training as she can take it later, is basically telling her (and all other staff) that all work comes first before developmental career needs. Have you even thought about finding out what other staff are available to work on the project? It could be perceived that you are telling Ann that she doesn't matter. Career development of staff can bring a fresh perspective and state-of-the-art information available to all departmental employees. -2
4. By including Ann, you demonstrate that even though she will not be available to work on this project, you consider her input (and therefore her) important and valuable. There is implied two way communication where the expertise and resources of staff are ascertained and taken into serious consideration. Multiple perspectives (staff input) can provide various alternative avenues, suggestions, and potential problem solving. Employees become empowered due to their involvement and participation in the planning/decision making process. This has strong potential impact on motivation. Details can be discussed, and responsibilities and accountabilities can be appropriately and clearly delineated. +2

ANSWER TO QUESTION 29

1. By discussing the project with staff, two way communication is implied. Expertise and resources of staff are ascertained and taken into serious consideration. Such discussion can provide multiple avenues, suggestions, and potential problem solving. It also empowers employees in that they are involved and part of the planning/decision making process. By involving staff at this stage, responsibilities and accountabilities can be delineated. Lastly, who knows better than staff how to do their job? It also provides motivation to staff. +2

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3. This avenue sounds like you are whining, juggling multiple priorities and assessing alternative staffing resources are basic management functions that you are expected to perform in a creative, problem solving way. Look at the potential problems, develop alternative solutions, ascertain what your needs will be. -2

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ANSWER TO QUESTION 30

1. By waiting until Monday to even let Ed know about the job, the timing for the atmosphere for the start of the beginning of a workweek isn't in a positive vein. He's obviously already upset about the overtime situation as he has spoken with the union representative about it. You are commanding him to work overtime by utilizing the word MUST. Why must he? What are the other alternatives? Can the job be farmed out? Is additional staff available to handle Ed's responsibilities on this project and let him be the lead staff person? Can temps be brought in to do some of the work? Do you have any idea of what Ed wants? He knows what you want. -2

2. Involving Ed in the process and discussing the project with him can provide you with valuable information and potential alternatives. Human resources are a manager's most important resources. Suggestions and ideas are more readily accepted if they come from employees (even if management had the same suggestions/ideas). With the opportunity for input there exists a perception of being of value, of recognition for the expertise and knowledge employees possess. Isn't that what they are paid for? Ed may even be somewhat more open to working on the project if he has some say in it. +2

3. Persuasion and promises made are usually broken. How can you make such a statement to him without knowing what the next 6 months will bring? Why is Ed working so much overtime? Is there a shortage of staff with his knowledge, expertise, and responsibilities? Should this be looked into? Perhaps you should discuss these issues with Ed. -1

ANSWER TO QUESTION 31

1. Telling Mary to get each program to Ed as soon as it's done, doesn't include Ed (key player and a potentially sensitive one at that) in the planning, designing, organizing, being a part of the project team. It is already known that Ed does not handle pressure well and has been backlogged for a while. -2

2. Involving Ed in the process and discussing the project with him can provide valuable information and potential alternatives. Suggestions and ideas are more readily accepted if they come from the employees (even if management had the same suggestions/ideas)- perception of being of value, of recognition for the expertise and knowledge employees possess. Isn't that what they are paid for? Ed may even be somewhat more open to working on the project if he has some say in it. +2

3. Calling Ed on the phone is somewhat impersonal and letting him know that another rush job is on its way seems to be pushing him to see what his limits are. You are basically TELLING him, not asking, discussing, or obtaining input. You are telling him that overtime is inevitable and that no alternatives exist. -2

ANSWER TO QUESTION 32

1. By discussing the project with staff, two-way communication is implied. Expertise and resources of staff are ascertained and taken into serious consideration. Such discussion can provide multiple avenues, suggestions, and potential problem solving. It also empowers employees in that they are involved and part of the planning/decision making process. By involving staff at this stage, responsibilities and accountabilities can be delineated. Lastly, who knows better than staff how to do their job? It also provides motivation to staff. +2
2. This avenue sounds like you are whining. Juggling multiple priorities and assessing alternative staffing resources are basic management functions that you are expected to perform in a creative, problem solving way. Look at the potential problems, develop alternative solutions, ascertain what your needs will be. -2
3. Telling Ann to forget the training as she can take it later, is basically telling her (and all other staff) that all work comes first before developmental career needs. Have you even thought about finding out what other staff are available to work on the project? It could be perceived that you are telling Ann that she doesn't matter. Career development of staff can bring a fresh perspective and state-of-the-art information available to all departmental employees.
4. By including Ann, you demonstrate that even though she will not be available to work on this project, you consider her input (and therefore her) important and valuable. There is implied two way communication where the expertise and resources of staff are ascertained and taken into serious consideration. Multiple perspectives (staff input) can provide various alternative avenues, suggestions, and potential problem solving. Employees become empowered due to their involvement and participation in the planning/decision making process. This has strong potential impact on motivation. Details can be discussed, and responsibilities and accountabilities can be appropriately and clearly delineated. +2

ANSWER TO QUESTION 33

1. By waiting until Monday to even let Ed know about the job, the timing for the atmosphere for the start of the beginning of a workweek isn't in a positive vein. He's obviously already upset about the overtime situation as he has spoken with the union representative about it. You are commanding him to work overtime by utilizing the word MUST. Why must he? What are the other alternatives? Can the job be farmed out? Is additional staff available to handle Ed's responsibilities on this project and let him be the lead staff person? Can temps be brought in to do some of the work? Do you have any idea of what Ed wants? He knows what you want. -2

2. Involving Ed in the process and discussing the project with him can provide you with valuable information and potential alternatives. Human resources are a manager's most important resources. Suggestions and ideas are more readily accepted if they come from employees (even if management had the same suggestions/ideas). With the opportunity for input there exists a perception of being of value, of recognition for the expertise and knowledge employees possess. Isn't that what they are paid for? Ed may even be somewhat more open to working on the project if he has some say in it. +2

3. Persuasion and promises made are usually broken. How can you make such a statement to him without knowing what the next 6 months will bring? Why is Ed working so much overtime? Is there a shortage of staff with his knowledge, expertise, and responsibilities? Should this be looked into? Perhaps you should discuss these issues with Ed. -1

