

Self-Test: What skills would you use?

Scenario A:

What could the manager do in this situation?

Luma has always done a great job at work. The business she works for was growing and needed more workers. Recently they hired Scott to help Luma with a new project. Luma did a great job of training Scott, but when he started improving she became jealous. She started getting too competitive with Scott and taking on more work. She started staying up too late to meet her deadlines and wasn't getting enough sleep. She also started being overly critical of Scott and gossiped about things he should have done better.

Your Answer:

Scenario B:

What could new management do in this situation?

Jack has always been comfortable in his job, but recently he has been going through many personal and professional changes and does not seem to be taking it well. At home, his wife has lost her job. This means his family is going through some financial difficulty right now. There has also been a management change at work and the new managers are changing the company's mission and strategy. Faced with all these changes, Jack has not been open to new ideas. He is not dealing with ambiguity well. Instead, he is getting stressed and procrastinating. Jack cannot afford to lose his job right now, but his slump is negatively effecting the team.



Your Answer:

Answers:

Scenario A

Set an example and talk to Luma about what's going on. The first thing you should do is recognize her for her good work and how well she did with training Scott. Make sure she knows that you see how well she has done. Then, tell her that you have noticed a change in her personality and work attitude, and want to know what has caused the change. Let her know that she and Scott are both important to the team. She also needs to know that she is an important part of the team, but her negative attitude is hurting the team. Luma needs to recognize her limitations and not commit to more work than she can handle. Let her know what actions will not be tolerated and there will be consequences if they continue. As the manager you want Luma to know that you encourage her and recognize her work, but you also need to make it clear that her behavior is not something the company approves of.

Scenario B:

Be prepared for negativity and employees being hesitant about the changes. Most of this will go away once the employees have adjusted to the changes and gotten to know you better. In Jack's case, it might be best for you to sit down with him and talk. Let him know why you think the changes will benefit the company and him as an employee. Generate enthusiasm about everything that will be new. Recognizing Jack for the work he has done can also help to boost his confidence and show him that you care about him as a person. Let him know that his recent behavior is not one that shows the organization in a good light and that you want to help him to turn that around, but to do that he needs to be open to change.



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