

Scenarios

1. Annual Review Scenario: Executive

Instructions:

1. Read through the Scenario section below to understand what you will be discussing. Do not share your scenario description with your counterpart. You may have different items within the same scenario that you may or may not want to reveal.
2. Once you have read through the prompts, start your activity. Each group will be given approximately five minutes to prepare, five minutes to conduct the scenario, and five minutes to debrief and receive feedback from the observer.

Scenario:

One of your employees is unhappy about an annual performance review.

This employee's performance has been inconsistent. He has been with the company for 3 years and your department for 2 years. He had a rocky start with your department and took a while to get up to speed. Due to some personnel changes, he was the best choice for project lead. He hit a home run over the last 6 months with last his two projects. Now, the current project has issues (e.g. missed deadlines, team says meetings are unproductive, client is complaining, etc) and he just emailed you to say the project was not going well and he wouldn't meet the next milestone.

In other feedback conversations he blames team members for poor performance and is unwilling to accept responsibility. When you met with him last week to review the evaluation, he refused to sign the document. You've scheduled a meeting today to share your concerns over his performance that resulted in the performance evaluation.

Scenarios

1. Annual Review Scenario: Direct Report

Instructions:

1. Read through the Scenario section below to understand what you will be discussing. Do not share your scenario description with your counterpart. You may have different items within the same scenario that you may or may not want to reveal.
2. Once you have read through the prompts, start your activity. Each group will be given approximately five minutes to prepare, five minutes to conduct the scenario, and five minutes to debrief and receive feedback from the observer.

Scenario:

You are a project lead for a group of individuals within the business development unit.

You have been with this department for 2 years. You had a rocky start with this department because your Director doesn't provide clear expectations for projects or clear directions for tasks. When asking for clarification he responds with, "I trust you to make the best decision." You worked 110% to get the last 2 projects successfully completed. Now your current project is having problems. You will not meet the milestone deadlines. When meeting last week for your annual performance review, it seems that the Director didn't consider any of the positive work you completed over the last year; only the issues surrounding your current project. The Director of the unit is difficult to read and seems to speed through conversations. You refused to sign the performance review and now you are scheduled to meet with him again to review your concerns.