Task 3 Outline

**PART A PRESENTATION**

A1 Summarize the main business challenge:

* Rollout of the work from home plan is failing
  + Only 2 schedules were received on time
  + 2 more were received over the next few weeks
  + None of the schedules had all employees on them
* Work from home policy was rushed out
* 90% of senior leaders said they could implement the policy but then most did not follow through with that promise

A2, Explain the root cause of the business challenge identified in part A1 by using 5 whys

* Rollout of the work from home plan is failing
* Why?: Very few schedules have been submitted and none of them are complete
  + Why?: Work from home policy was rushed out
  + Why?: Michael was trying to prove himself as a valuable asset to the team
    - Why?: The company wanted a more experienced human resources (HR) leader was needed to assist them in establishing more modern and responsive people policies.
      * Why? Due to recent world events and new social standards regarding people management (covid, companies moving to work from home model to both reduce covid exposure and reduces cost of commercial real estate

A3 , Provide a recommendation to leadership that employs emotional intelligence to resolve the business challenge identified in part A1

* Build relationships (<https://www.mindtools.com/aorqe4z/building-good-work-relationships>)
  + Having a strong relationship can increase the following things
    - **Trust**: when you [trust](https://www.mindtools.com/awnrvqw/the-power-of-trust-a-steel-cable) your team members, you can be open and honest in your thoughts and actions. And you don't have to waste time or energy "watching your back."
    - **Respect**: teams working together with [mutual respect](https://www.mindtools.com/adilccw/mutual-respect) value one another's input, and find solutions based on collective insight, wisdom, and creativity.
    - [**Self-awareness**](https://www.mindtools.com/awe5sru/developing-self-awareness): this means taking responsibility for your words and actions, and not letting your own negative emotions impact the people around you.
    - **Inclusion**: don't just accept diverse people and opinions, but welcome them! For instance, when your colleagues offer different opinions from yours, factor their insights and perspective – or "[cultural add](https://www.mindtools.com/a7dagrx/what-are-cultural-fit-and-cultural-add)" – into your decision-making.
    - **Open communication**: all good relationships depend on open, honest [communication](https://www.mindtools.com/aek7g53/understanding-communication-skills). Whether you're sending emails or direct messages, or meeting face-to-face or on video calls, the more effectively you communicate with those around you, the better you'll connect.
  + If there was a stronger relationship between Michael and the senior leaders than many of the issues with the programs rollout could have been avoided

A3(1): Explain **two** benefits of your recommendation

* Better communication
  + This would have meant that instead of receiving a thumbs up Michael would have gotten back an honest response of something like “no, I cannot implement this policy for x y z reasons.”
* Michael would have had more respect and inclusion for the other senior leaders an would have asked for their feedback on the policy before implementing

A3(2): Describe a potential obstacle to implementing this recommendation

* The senior leaders are not all in the same office, so the building of relationships would have to either be through virtual meetings or by a company trip.
  + Company culture may not support this kind of thing
    - However culture can always be changed

**PART B (PAPER)**

B. Explain how you would use emotional intelligence to persuade your senior leadership audience to adopt your recommendation

* I would use self-awareness
  + I would explain to them how I understand that I am an outsider and that I don’t have experience working within the company may make them think that I don’t fully understand the situation or how to resolve it
    - I would explain to them that me being an outsider actually allows me to have an objective view on the situation and actually puts me in a better position to know what the best solution is

B1: Provide **two** questions relevant to your recommendation that you anticipate you might be asked by the leadership audience.

B2: Provide answers to each of your questions from part B1.

* What if getting to know someone makes me not like them rather than becoming a friend? Not everyone you meet becomes a friend.
  + <https://www.mindtools.com/aorqe4z/building-good-work-relationships>
  + This can happen but there are tactics for mending these difficult relationships
    - You can reflect on your positive history
    - Look to yourself
      * Maybe you started the negative relationship by something you did, maybe you were impatient, got angry, or demotivated them which caused them to reflect the behaviors back at you
    - Find mutually-beneficial goals
      * It could be caused due to a power imbalance, but if you find a goal that both want to achieve then you can work together to achieve that goal and possibly mend your relationship in the process
  + So overall relationships can become negative, but you can also work to mend those relationships and come out even stronger on the other side.
* How does building a relationship with someone make the work from home policy successful?
  + It doesn’t make the policy itself work, it addresses the root cause of the policy not working. Which is the poor relationships between leadership resulting in poor communication. This poor communication resulted in Michael not being aware that people did not like the plan or could not comply with his request. If the relationships were better then none of these problems would have arisen in the first place and changes could have been made to the policy to make it work.