Now that you've explored different types of teams and the team engagement model, it is time to apply this information for a typical project management task—performance conversations. Performance measurement and performance conversations can be used as a way to enhance your team members' appropriate engagement in the project.

Review the project scenario and hold a mock performance review via video using the 1-on-1 performance discussion template and your knowledge of the team engagement model. This is a self-approved assignment.

You are managing a team that is responsible for delivering a cybersecurity solution to a client. One of the security engineers has received feedback from the customer that his portion of the work is of poor quality. The customer has asked the individual to adjust the deliverable, and that hasn't been done. Last week, the customer contacted you to escalate this task to you as they need the deliverable for an audit. They are disappointed with the security engineer, and they hope that you can turn this around so they will have the deliverable in time for their audit.

Create a video in which you are walking the security engineer through the expected level of engagement for the project. Have a dialogue with him to make the necessary improvements. Be sure to document what needs to happen and communicate the next steps.

1:1 Video Discussion :

During the discussion I will touch base upon a few scenarios like what the deliverables were not completed and what was the reason behind the poor quality of work.

Once I understand the other side of the story from my team member I will go over the client’s escalation and disappointment on this issue.

Then I will start creating a spreadsheet having a 1:1 performance plan which primarily comprises the quality of work and its characteristics, so far specially this issue, the quality and work is unsatisfactory form the client side and the organization side.

So here are the few actions and next steps need to be performed:

* I let team member to redo the work with full efficiency
* The team member has to update the status of work everyday in slack and email
* If any issues, raise alarm then and there and have proactive communication between the client and with the leadership team
* Attend daily stand ups and track the progress of work.
* Performance sheet is maintained for a course of period and it will be updated accordingly based on the input and efforts.
* Will have daily 15 min sync up with the team member to motivate him and let him understand the severity of this issue.
* I will update the client with a revised timeline to deliver the project
* I will also request the client and team member to cc me on all communication.

Once the issue is resolved I will talk to the client to get the feedback from the customer and I will also talk with my team member to share the performance details.

The success of me being a project manager is directly dependent on the success of my team member, so I will bring best out of him to deliver a high quality product.