

Title of the Evaporating Cloud: SSC Case Study**Name:** Alexander Hickey**Story Line** (Briefly describe the situation/problem/decision you are facing):

I am part of a team at SSC developing software for a client working with an independent vendor called InTech (ITC). InTech has created a module that is to be integrated with my team's software, however, I discovered that their software has a glitch that will negatively impact our client. My team-members immediately shuts my idea down because our project manager is working on few other projects that are over budget and behind schedule. I feel pressure to report the glitch directly to the senior VP but there have been similar situations in the past where those who reported bad news have faced negative consequences. I love working for SSC but I also care about my company and its reputation. I am not sure what to do. Should I report the glitch to Senior VP?

Define the problem:

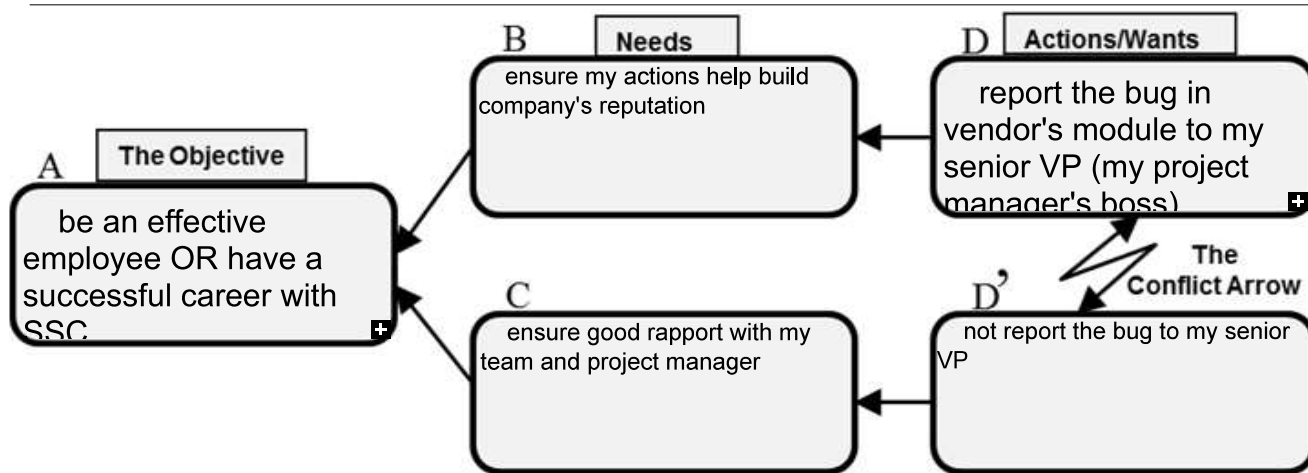
Step 1: What action do you find yourself complaining about? I/We feel pressure to [...]
report the bug in vendor's module to my senior VP (my project manager's boss)

Step 2: What is the desired, opposite action of D'? On the other hand, I/We also feel pressure to [...]
not report the bug to my senior VP

Step 3: What need is being satisfied by the action in D, or, Why do I/We tolerate D? I must ensure (or have) [...]
ensure my actions help build company's reputation

Step 4: What need is being satisfied by the action in D', or, What is jeopardized by D? I must ensure (or have) [...]
ensure good rapport with my team and project manager

Step 5: What objective is fulfilled when both needs, B and C are fulfilled? My/Our objective is to have [...]
be an effective employee OR have a successful career with SSC

**Read the ABD side of the cloud as:**

In order to [A] be an effective employee OR have a successful career with SSC
 I/we must [B] ensure my actions help build company's reputation
 and in order to [B] ensure my actions help build company's reputation
 I/we must [D] report the bug in vendor's module to my senior VP (my project manager's boss)

Following the same approach, read the ACD' side of the cloud. Next, read 'the conflict arrow' DD' as:

On one hand [D] report the bug in vendor's module to my senior VP (my project manager's boss),
 And on the other hand [D'] not report the bug to my senior VP

Note: Make changes you deem appropriate to ensure that the cloud reads well and importantly, captures the conflict.

Describe the Pros and Cons of both sides of the conflict:

Step 1: What are some pros of [D] or what positives do you anticipate will come out

if you [D] report the bug in vendor's module to my senior VP (my project manager's boss)

1. Integrity and Objectivity is maintained, and the firm does not suffer in the long run.
2. I have exhausted my options for avoiding going over my project manager's head.

Step 2: What are some cons of [D] or what negatives do you anticipate will come out

if you [D] report the bug in vendor's module to my senior VP (my project manager's boss)

1. The VP and project manager will not happy about the delay.
2. The team may be negatively affected and associated.

Step 3: What are some pros of [D'] or what positives do you anticipate will come out

if you [D'] not report the bug to my senior VP

1. Product will go out on time.
2. Project manager and VP will be happy with timely release.

Step 4: What are some cons of [D'] or what negatives do you anticipate will come out

if you [D'] not report the bug to my senior VP

1. Firm will be hurt in the long run as the customer will eventually suffer from the glitch.
2. Senior VP and Project Manager will likely be more disappointed further down the road.

Change Matrix

	<u>Pros (Positives)</u>	<u>Cons (Negatives)</u>
D	1. <u>Integrity and Objectivity is maintained, and the firm does not suffer in the long run.</u> 2. <u>I have exhausted my options for avoiding going over my project manager's head.</u>	1. <u>The VP and project manager will not happy about the delay.</u> 2. <u>The team may be negatively affected and associated.</u>
D'	1. <u>Product will go out on time.</u> 2. <u>Project manager and VP will be happy with timely release.</u>	1. <u>Firm will be hurt in the long run as the customer will eventually suffer from the glitch.</u> 2. <u>Senior VP and Project Manager will likely be more disappointed further down the road.</u>

Note: Make any changes you deem appropriate to ensure that important positives (pros) and negatives (cons) of both sides of conflicts are captured to your satisfaction in this change matrix

Surface your Assumptions: ABD side of the cloud

ensure my actions help build company's reputation

In order to [B] _____,
report the bug in vendor's module to my senior VP (my project manager's boss)
we must [D] _____

BECAUSE ... (Hint: consult/rephrase Positives or Pros of D in the Change Matrix and write down as a complete sentence)

1. Integrity and Objectivity is maintained, and the firm does not suffer in the long run.
 2. I have exhausted my options for avoiding going over my project manager's head.
- ensure my actions help build company's reputation

In order to [B] _____,
report the bug in vendor's module to my senior VP (my project manager's boss)
we must [D] _____

BECAUSE ... (Hint: consult/rephrase Negatives or Cons of D' (i.e., the other side of the conflict) in the Change Matrix)

3. Firm will be hurt in the long run as the customer will eventually suffer from the glitch.
4. Senior VP and Project Manager will likely be more disappointed further down the road.

Surface your Assumptions: ACD' side of the cloud

ensure good rapport with my team and project manager

In order to [C] _____,
not report the bug to my senior VP
we must [D'] _____

BECAUSE ... (Hint: consult/rephrase Positives or Pros of D' in the Change Matrix and write down as a complete sentence)

1. Product will go out on time.
 2. Project manager and VP will be happy with timely release.
- ensure good rapport with my team and project manager

C-D': In order to _____
we must not report the bug to my senior VP

BECAUSE ... (Hint: consult/rephrase Negatives or Cons of D (i.e., the other side of the conflict) in the Change Matrix)

3. The VP and project manager will not happy about the delay.
4. The team may be negatively affected and associated.

Surface your Assumptions: DD' Arrow of the cloud

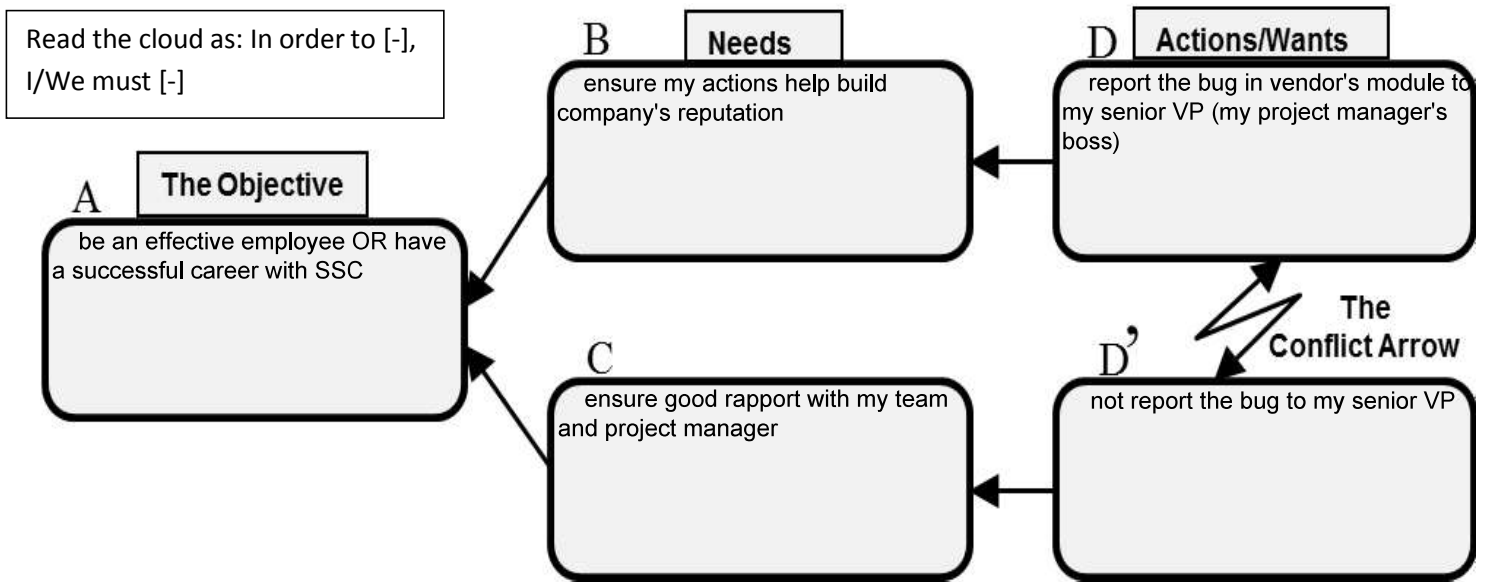
report the bug in vendor's module to my senior VP (my project manager's boss)

On one hand, we must [D] _____,
not report the bug to my senior VP
on the other hand, we must also [D'] _____

BECAUSE...

1. Integrity and Objectivity is maintained, and the firm does not suffer in the long run.
2. Senior VP and Manager will likely be more disappointed further down the road if not reported.
3. have exhausted my options for avoiding going over my project manager's head.

Note: For both sides of the cloud, read loud each assumption as In order [-], I/We must [-] BECAUSE ...
Please, make changes you deem appropriate to ensure that each assumption reads well and make sense.



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Name: Alexander Hickey

Relation	Assumptions	Injects
B-D Arrow	<p>Integrity and Objectivity is maintained, and</p> <p>1. <u>the firm does not suffer in the long run.</u></p> <p>I have exhausted my options for avoiding</p> <p>2. <u>going over my project manager's head.</u></p> <p>Firm will be hurt in the long run as the</p> <p>3. <u>customer will eventually suffer from the</u></p> <p>Senior VP and Project Manager will likely be</p> <p>4. <u>more disappointed further down the road.</u></p>	<p>1. <u>No interjections</u></p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p>
C-D' Arrow	<p>1. <u>Product will go out on time.</u></p> <p>2. <u>Project manager and VP will be happy with timely release.</u></p> <p>The VP and project manager will not happy</p> <p>3. <u>about the delay.</u></p> <p>The team may be negatively affected and</p> <p>4. <u>associated.</u></p>	<p>1. <u>No interjections</u></p> <p>2. _____</p> <p>3. _____</p> <p>4. _____</p>
D-D' Arrow	<p>1. <u>Integrity and Objectivity is maintained, and th</u></p> <p>2. <u>Senior VP and Manager will likely be more di</u></p> <p>have exhausted my options for avoiding</p> <p>3. <u>going over my project manager's head.</u></p>	<p>1. <u>No interjections</u></p> <p>2. _____</p> <p>3. _____</p>