CASE STUDY: LEADERSHIP CROSSROADS

An Operations Manager (OM) of an IT-BPM Company, CTQ&A Ltd., was asked by senior managers to look into a Quality incident report (IR) sent earlier that day citing compliance and performance concerns escalated for client League, Inc., a leader in gaming software development. Reports forwarded by the Quality team stated how five (5) particular agents have shown habitual noncompliance for items such as (1) using the proper call holding procedure, (2) using required tools when troubleshooting software usage and compatibility issues, and (3) making an effort to up-sell software services and product license extensions. A follow up concern expressed what appeared to be agent toggling and an excessive use of auxiliary time (AUX) and after call work (ACW). The reports were specific. Agents are allowed to place calls on hold as long as only a threshold wait of not more than two minutes was utilized at any time. Agents are expected to state the reason for ∙placing calls on hold, how long the wait will be, and to thank the customer as graciously and sincerely as possible upon returning for allowing the hold. The reported agents appeared to not only practice extending these holds; they were also abrupt in their manner of placing the calls on hold without getting customer agreement. Various voice-of-customer surveys have also been received for the same agents detailing reasons for their dissatisfaction. Agents are required to use a tool connected to a High Speed Internet Access that allows them to remotely ∙access customer programs in order to determine the extent of the software issue, troubleshoot as extensively as possible, and to resolve them, if it were atall possible. A reference number is system- generated at the end of the entire troubleshooting process and this number should be appended to cases documented for Client reference. The reported agents appeared to not only have logged calls without the troubleshooting reference number appended to the overall notation; they also occasionally skipped the process of documenting the calls altogether. In a few isolated occasions, the agents skipped troubleshooting issues for customers who were calling in as repeat escalation cases. As an effort to generate additional revenue for the Client, agents are required to deliver a scripted up-sell of software ∙services and product license extensions for issues that appear to have been resolved. Following this, it is only upon the customer’s approval that orders should be processed using customer information already in the system. The Client gives out incentives for a high-rate of actual sales generated after troubleshooting. The reported agents were either (1) skipping this process or (2) placing the order for successfully resolved issues even without customer approval, creating cause for dispute, further escalation, and/or order recalls. This also meant that certain metric successes would have to be put in question for unethical practice.

Regarding the toggling and after call work abuse, Quality recommended seeking the assistance of the workforce queue management team to look into historical records for indications of ∙the same. According to previous workforce communication, the same agents were previously reported and then escalated for performance review based on anomalous agent activities noted on monitoring tools. Apart from the cited toggle, AUX and ACW issues, there were also instances of illegal call drops/cuts. Threads showed team manager reactions/responses to the said reports and the compilation attached the original incident reports which appear to have been first submitted a little more than three months ago.

Communication noted that the team managers either forwarded their commitment to coach their individual agents and/or defended them stating the weight of customer issues that were received on particular dates. Senior management likewise requested a performance review for the team managers and a review of their teams’ performance and coaching logs for the last quarter, stating that it was possible for termination to be served based on the gravity of the offenses. At the same time and if it were necessary, the teams were to be lined up for specialized training to swing their performance back on track, nip in the proverbial bud further development of similar habits within the line of business, and realign team objectives with the company’s goals. Where necessary, they also agreed to consider retraining the agents if the OM saw enough reason to retain them and instill better performance values. They also agreed to take the OM’s word into account while gravely stating they expected the misses to be corrected and that a respect for their processes be restored. Alarmed, the OM called on the managers of these individually reported agents and requested to meet with them one by one to discuss the incident reports and to countercheck facts before sending out his feedback/recommendations. The OM knows that he would have to rely on previous experience and what he knows as a former agent—and later as a team manager and workforce officer—in order to keep the integrity of his account secure. He is concerned that the named frontline managers’ tenure would also be put to question and it was ultimately up to him to turn their performance around. What he found based on documentation and performance tracks was not very encouraging, but he eventually saw this as an opportunity to improve several aspects of the center’s performance. It was apparent that supposed coaching commitment aimed at correcting certain behavior were either false declarations or scapegoat scripts and coaching logs may not be as true to form as expected. Performance behavior, he knew, results from a number of combined factors such as individual attitudes and values, leadership influence and coaching, pressure, actual training, internal and external motivation, and a reaction to a host of other stimuli. He also knew changing behavior was not something he could do in less than a month, let alone less overnight. He had a lot to consider and knew that the decision he would have to make would not be an easy one.\* \* \* After meeting with the five team managers separately, he consulted with the quality team, reviewed 360 degree performance feedback, discussed change impacts with senior management, and finally submitted his recommendations. Of the five team managers whose agents were cited for specific reasons, it was deemed that two of them should be terminated for consenting to unethical practice and for offenses against customers, Client, productivity, and integrity. Due process was observed with reports and actual paper trails used for reference. That the managers have been previously cited—and a few times—as being uncooperative and, apparently, not doing their duty to coach to performance and correct questionable behavior was the kind of collective attitude that simply could not be tolerated. They would be given the option to submit their resignation instead as a mercy to be granted in consideration of the length of their tenure. Their agents, including the two who were issued IRs, were to immediately go through a performance improvement plan. Part of this is training to revisit acceptable performance and policies and procedures

How do self-awareness and self-regulation help me develop leadership competencies?

Self-awareness and self-regulation contribute a lot in shaping my leadership competencies since I am aware of my behavior and personality. Having self-awareness, I, as an individual understand what are my strengths, weaknesses, and skills. This help me to realize what are the areas and aspect of my life needs improvement through self-realization which I can use to aspire other people who are also having difficulties in knowing their true self. Meanwhile, through self-regulations, I was able to handle my emotions and behavior in any situation in an effective way which is a must when you are a leader as it demonstrate maturity and emotional intelligence. A leader should be able to treat everyone fairly and not jumping into conclusion based on emotion since most of the time we are regretting our decisions that were made out of irrational thinking and it has consequences and effect on the people around us.  
  
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* What's in it for me? (WIIFM)

**Based on the Case Study presented:**

* How can self-awareness and self-regulation help me go about developing my leadership potentials?

self-awareness and self-regulation allow us to make informed decision and improve our way leading others. Also, it allows us to control our emotions, impulsiveness, and behaviors, enabling us to remain calm and composed in challenging situations, make rational decisions, and effectively manage conflicts through gathering facts and evidences without making false assumption that could definitely make the situation worse. We should be able to communicate with teams pointing out the behaviors, attitudes and wrongdoings that should be corrected, in that way we can develop our leadership potentials.

* What are performance pitfalls or behavior I should be watching out for?

The performance pitfalls and behaviors I should be watching out for are lack of self-awareness and lack of self-regulation since these two aspects are very important and this is where our actions and decisions were shaped. We need to analyze what are the behaviors and characteristics we possessed that needs improvement base on how we approach situations. Not being able to understand your weaknesses can actually lead to blind spot which eventually result to a poor decision making, wrong judgements, worsening of behaviors, and conflicts with other people.

* Why are self-awareness and self-regulation considered desirable competencies?
* Self-awareness and self-regulation are considered desirable competencies since it forms the foundation of our emotion and it is vital in our personal and professional growth either as an individual or a leader. Self-awareness enables us to be conscious about our self such as understanding our behavior, principles, values, and emotions that develops an important role in making decisions, effective communication, and strong relationship with others. On the other hand, self-regulation allows us to manage our emotion and behaviors whenever we encounter a challenging situation, we find ways on how we can improve our behavior in a positive way which is very important especially when we are dealing with others. It helps us to think rationally without letting our instincts and emotion take over us.

Resolving Wi-Fi Connectivity Issues: Microsoft's Temporary Rollback Solution on issues encountered after windows 11 update

1. Fact

* Brief overview of Microsoft company
* Event or factors that leads to the problem

1. Issue

* information about the problem/ connectivity problem
* Factors contributing to the problem
* Impact on users, devices, and business
* What are the complaints of users about the issue?

Over the years, Microsoft as the leading company has significantly making changes and improvements in its product and services including software updates, cloud services, hardware, security, and other services. The Microsoft launch an update on windows called KB5033375 update and the KB50532288. Microsoft released KB5033375, a new update for Windows 11 versions 23H2 and 22H2, to address security flaws and enhance Copilot. Meanwhile, KB50532288 is an updated version that brings various repairs and improvements for Windows users. It adds enhancements to Copilot for Windows, including Alt+Tab capabilities and an easier-to-use interface while using multiple monitors. Additionally, Windows 10 devices are not likely affected by these Wi-Fi connectivity problems.

However, the company confirmed that they are facing an issue after receiving a massive amount of report from user on reddit, twitter, Microsoft’s own community platform, and several universities such as University of British Columbia issued an advisories suggesting the students and employee to uninstall KB5033375  and the KB50532288 update if they already installed it. The update caused a wireless network connectivity problem in various sectors including public, education, and enterprise networks as they are having difficulty in connecting their computers to Wi-Fi networks after the update.

The primary issue that occurred were connecting to wireless networks and maintaining stable connections after the update. Most users complained about irregular disconnections, poor connection speeds, failure to detect available network. One of the factors that cause this problem include compatibility problem between the updated software and the existing wi-fi drivers or hardware configurations.

The network problem brought by the update caused a negative impact to its user, devices, and Microsoft itself. Users express annoyance as they experience the issue having unreliable internet access which cause delayed in their task and activities. The google chrome kept throwing DNS errors and other errors on their devices. Devices that are relying on wi-fi for internet connectivity such as laptops, desktop computers, and tablets were also affected as it brings disruptions in work and personal activities of its user.

1. Resolution

* What are the action taken by Microsoft to resolve network issue?
* How did they approach/communicate with the users about the problem

1. Recommendation

* Suggestions to avoid the same problems in the future
* What areas need improvement to eliminate network problem