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**LEADERSHIP EFFECTIVENESS**

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# **Contexto**

**The Project**

Your company has just won a contract for an out customer, the contract is for one year, broken down as follows: R&D: six months; prototype; testing; manufacturing: five months. In addition to the risks involved in the R & D stage, both your management and the customer have stated that there absolutely will be no tradeoffs on time, cost, or performance.

When you prepared the proposal six months ago, you planned and budgeted for a full-time staff of five people, in addition to the functional support personnel. Unfortunately, due to limited resources, your staff (i.e. the project office) will be as follows:

Tom: An excellent engineer, somewhat of a prima donna, but has worked very well with you on previous projects. You specifically requested Tom and were fortunate to have him assigned, although your project is not regarded as a high priority. Tom is recognized both as a technical leader and expert, and is considered as perhaps the best engineer in the company. Tom will be full-time for the duration of the project.

Bob: Started with the company a little over a year ago, and may be a little “wet behind the ears”. His line manager has great expectations for him in the future but, for the time being, wants you to give him on-the-job training as a project office team member. Bob will be full-time on your project.

Carol: She has been with the company for twenty years and does an acceptable job. She has never worked on your projects before. She is full-time on the project.

George: He has been with the company for six years, but has never worked on any of your projects. His superior tells you that he will be only half-time on your project until he finishes a crash job on another project. He should be available for full-time work in a month or two. George is regarded as an outstanding employee.

Management informs you that there is nobody else available to fill the fifth position. You’ll have to spread the increased workload over the other members. Obviously, the customer may not be too happy about this.

In each situation that follows, circle the best answer. The grading system will be provided later.

Remember, these individuals are “dotted” to you and “solid” to their line manager, although they are in your project office.

# **Situación**

## **Situación 2**

You give the team members a copy of the winning proposal and a “confidential” memo describing the assumptions and constraints you considered in developing the proposal. You tell your team to review the material and be prepared to perform detailed planning at the meeting you have scheduled for the following Monday. During Monday’s planning meeting, you find that Tom (who has worked with you before) has established a take-charge role and has done some of the planning that should have been the responsibility of other team members. You should:

**A**. Do nothing. This may be a beneficial situation. However, you may wish to ask if the other project office members wish to review Tom’s planning.

**B**. Ask team members individually how they feel about Tom’s role. If they complain, have a talk with Tom.

**C**. Ask each team member to develop their own schedules and then compare results.

**D**. Talk to Tom privately about the long-term effects of his behavior.

**Respuesta seleccionada:**

**D,** ya que si continua realizando el trabajo de los demás participantes, estos podrían empezar a depender del trabajo de Tom o a sentir que su trabajo no es valioso, desmotivándolos para dar lo mejor de sí. Para lograr un buen trabajo en equipo deben existir responsabilidades claras en las tareas que lleva a cabo cada integrante, también se deben asignar tareas que representen un reto para Tom y de esta manera sienta motivación en el proyecto

## **Situación 11**

The customer unofficially informs you that their company has a problem and may have to change the design specifications before production actually begins. This would be a catastrophe for your project. The customer wants a meeting at your plant within the next seven days. This will be the customer’s first visit to your plant. All previous meetings were informal and at the customer’s facilities, with just you and the customer. This meeting will be formal. To prepare for the meeting, you should:

**A**. Make sure the schedules are updated and assume a passive role since the customer hasn’t officially informed you of their problem.

**B**. Ask the team to improve productivity before the customer’s meeting. This should please the customer.

**C**. Call an immediate team meeting and ask the team to prepare an agenda and identify the items to be discussed.

**D**. Assign specific responsibilities to each team member for preparation of handout material for the meeting.

**Respuesta seleccionada:**

**C,** Claramente el gerente se está enfrentando a un riesgo que debió prever en las etapas tempranas del proyecto así que debe acogerse al plan de contingencia y, si es preciso, detallarlo aún más con ayuda de su equipo de trabajo. Lo más importante es tener a la mano una estrategia para minimizar el impacto del riesgo.

## **Situación 12**

Your team is obviously not happy with the results of the customer interface meeting because the customer has asked for a change in design specifications. The manufacturing plans and manufacturing schedules must be developed anew. You should:

**A**. Do nothing. The team is already highly motivated and will take charge as before.

**B**. Re-emphasize the team spirit and encourage your people to proceed. Tell them that nothing is impossible for a good team.

**C**. Roll up your shirt sleeves and help the team identify alternatives. Some degree of guidance is necessary.

**D**. Provide strong leadership and close supervision. Your team will have to rely upon you for assistance.

**Respuesta seleccionada:**

**C**, En este caso los tiempos y cronogramas se verán muy afectados, motivo por el cual la mejor acción a seguir es identificar las diferentes alternativas disponibles, y elegir la mejor y más viable para el equipo de trabajo. Pues de esta manera se puede abordar mejor la presente situación y sacar mejor provecho del tiempo y los recursos.

## **Situación 18**

One of your team members wants to take a late afternoon course at the local college. Unfortunately, this course may conflict with their workload. You should:

**A**. Postpone your decision. Ask the employee to wait until the course is offered again.

**B**. Review the request with the team member and discuss the impact on their performance.

**C**. Discuss the request with the team and ask for the team’s approval. The team may have to cover for this employee’s workload.

**D**. Discuss individually with each team member to make sure that the task requirements will still be adhered to.

**Respuesta seleccionada:**

**B,** ya que es importante que el líder del proyecto le haga saber las implicaciones que tendría este permiso sobre su carga laboral, e indicarle que aunque sea viable la aprobación se debe llegar a un acuerdo de las medidas a tomar para no afectar su rendimiento en el proyecto y consecuentemente la productividad del proyecto, es decir, buscar una solución para no afectar el cumplimiento de las actividades programadas.

## **Situación 20**

All good projects must come to an end, usually with a final report. Your project has a requirement for a final report. This final report may very well become the basis for follow-on work. You should:

**A**. Do nothing. Your team has things under control and knows that a final report is needed.

**B**. Tell your team that they have done a wonderful job and there is only one more task to do.

**C**. Ask your team to meet and provide an outline for the final report.

**D**. You must provide some degree of leadership for the final report, at least the structure. The final report could easily reflect on your ability as a manager.

**Respuesta seleccionada**

**C,** ya que si bien el gerente, como líder del proyecto, es quien debe ser el que más lo conoce y quien debe estar en capacidad de argumentar con propiedad acerca del desarrollo del mismo, de los retos y dificultades enfrentados y de las metas alcanzadas, y quien adicionalmente ha tenido que tomar decisiones en momentos críticos para guiar el rumbo del proyecto; no obstante, es importante conocer el punto de vista de los miembros del equipo para tener en cuenta las lecciones aprendidas del proyecto y recopilar suficiente material para elaborar el reporte final definiendo con claridad el esquema de dicho reporte.

# **Referencias**

**Caso de estudio:**

<http://www-ist.massey.ac.nz/GIPI/ProfessionalStudies/CaseDocuments/C4.1%20Leadership%20Effectiveness.pdf>