



ISYS90050 IT Project and Change Management

Tutorial 7



Task 1: Managing Slackers

- Imagine that you have a 'slacker' in your team, a team member who does not attend any of the meetings and does not complete his work on time. He/she expects you to complete the tasks. You and some of your other team members are upset with this person. How will you deal with this situation?

Task 1: Managing Slackers

Understanding

- **Unite the group**

- ✓ Allow people to let off steam by asking why things are bothering them – **be careful you don't spread negativity!!!! Decide one-on-one or group meetings!!!!**
- ✓ Don't take sides in a disagreement
- ✓ Bring in other people to help explore and solve the issue
- ✓ Stick to the facts

Communication

Agreement


Follow-up

Task 2: Teamwork and Ethics

- One long-term client, Marlene Isaac, emailed Amelia's boss, David Anderson, asking a few questions about a recent acquisition of stock. David forwarded the inquiries to Amelia, asking her for help.
- Amelia, new to the job and not fully aware of Ms. Isaac's financial background, wasn't able to answer all of Ms. Isaac's questions—they needed to be put to someone with more expertise. So, she wrote an email back to David, letting him know that she needed more information before she could fully evaluate Ms. Isaac's situation. She explicitly stated in the email to David, that her reply was an inquiry for further information, and it was not meant to be forwarded on to Ms. Isaac. Amelia felt her answer was still in an informal, rough form, and left many questions unanswered.
- A few days later, Ms. Isaac emailed David again, asking if he had gotten her questions answered. In a rush, David forwarded Amelia's email to Ms. Isaac. Later, he told Amelia that he felt her response was good enough, and that he didn't have the time to waste composing a whole new document. When Ms. Isaac complained about the lack of detail in the response, David placed the blame on Amelia, his "clearly incompetent assistant."

Task 2: Teamwork and Ethics

- "He messed with my reputation," said Amelia. "I don't normally like to create commotion, but I felt this was a necessary battle I had to fight."
- In Amelia's mind, David had not only lied to a client and implicated her; he had also damaged her professional reputation with a longstanding client. She looked unreliable.
- Amelia approached David the following day, and said that all she needed him to tell Ms. Isaac was, that he had forgotten, or hadn't gotten a chance to look at it yet. Either way, each answer would have made him appear busy - something completely justifiable to the client.
- And even if Amelia had messed up, she told David that she would expect him to either fire her or cover for her - not damage her reputation, and leave her unable to defend herself. Surprisingly, David agreed and apologized to Amelia - and later apologized to Ms. Isaac.




Task 3: Handle the initial problem differently?

- ➡ If you know David is a busy person...

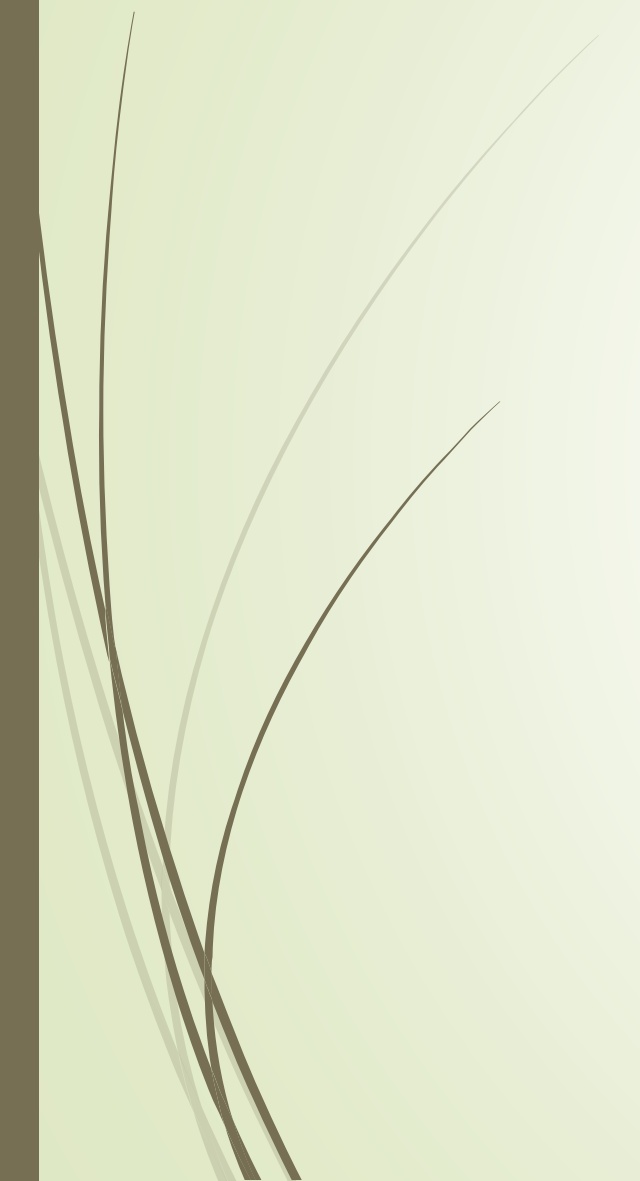


Task 4: Impact on the client





Task 5: Honesty





Task 5: Ethical qualities

What are the ethical qualities to look for in a boss?

- ☐ Discipline team members in team meetings for missing deadlines
- ☐ Ability to build and maintain trust
- ☐ Take responsibility rather than blame – as a leader
- ☐ Delegate responsibility – trust the ability of the team to deliver
- ☐ Micro manage senior team members in day-to-day tasks
- ☐ Stand up for the team
- ☐ Good communication skills
- ☐ Lack of empathy for the team



Tutorial Quiz!

- ➡ You have 5 mins to complete the quiz