



TalentNet Mission 2

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3. PLAY MISSION 2

Mission 2 allows the player to explore both informal and formal appraisal behaviours and expectations.

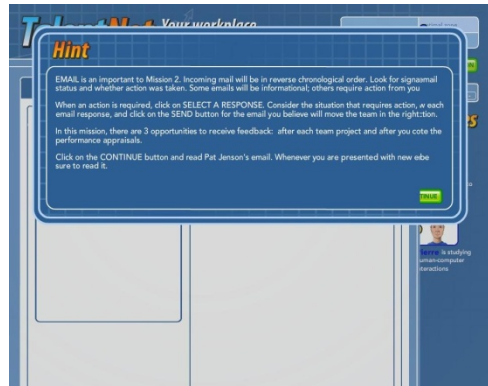
Background for Mission 2: The manager's objectives are to a) guide two groups of employees as they attempt to collaborate on projects assigned to them, b) conduct informal performance appraisal of the employees, and c) conduct a formal performance appraisal.

Each of the team members, as well as the manager (player) has an *independence orientation* that informs their behaviours and expectations around workplace practices, communication, and the role each plays on a team. The differences between the player and the team members will emerge in this mission as it did in Mission 1, but this mission has an added element—the teams themselves have been organized to create a mix of independence and interdependence, causing conflict to emerge in the teams, jeopardizing both the quality of the output they produce and their level of engagement and motivation—affecting their performance. The player attempts to guide the teams to insure quality products and high performing employees.

Mission 2 begins with a message from the Director, Greg Wilson, who will explain the mission to you. You will be directed to open an email from Pat Jenson who will provide you with assistance by email throughout the game, and with resources in the Human Resources tab.



When you close the boss' announcement, you will receive information about the use of email in Mission 2, which is the way that you will communicate with your employees in this mission. All emails are pre-defined. You will select one of two emails that you think will serve your purpose of achieving high quality output, while insuring that employees feel valued and recognized, and that they function well together as a team.



You will see an email from Pat Jenson, giving you further information about the mission.



You can go to the Tasks Tab and see the mission description any time you wish during the mission.



Your first email from a team member is from Cheryl, and the first project is underway. Note the ACTION REQUIRED message with the email, and the SELECT A RESPONSE button at the top of the email. This is an example of an email to which you must respond.



You will have two choices of emails to send in response to a request from one of your team members (see below). You may review each of the options, the email that will be sent, and then send the email of your choice. The response you receive by email will be determined by the email you chose.



SELECT APPROPRIATE RESPONSE

RESPONSE 1	RESPONSE 2
<i>Summary</i> Send an email to officially kick start the product launch project PREVIEW EMAIL	<i>Summary</i> Advise Cheryl to go ahead with her plans to start the project PREVIEW EMAIL SEND EMAIL Hi Cheryl, Thanks for getting things started. Let me knic there is anything you and the team need to cip with some great stuff for the marketing grou Thanks, Hatem

Once you have selected your email, you will receive a response. There will be a number of emails to navigate through, and there are two projects to manage. You will begin working with the team working on the second project only after the first project is complete. After each project is complete, you will receive feedback about the choices you made, and what the implications are for your objectives as a manager.

Mission Feedback

MANAGEMENT OF NEW PRODUCT LAUNCH PROJECT TEAM

CONTINUE

SUMMARY

Cheryl is independent, low power-distance oriented, ready to initiate the work and divide tasks among individual members to complete the project on time. With lower distance and high independent Canadian orientation, we often let a natural leader emerge. Ying and Nafisa are interdependent, high power-distance oriented and who valued well-defined hierarchical roles, rules and structure, and see individual contributions as the team's. The challenge was guiding Cheryl to see the report not as a list of individual contributions but as a process of coordinating interdependent expertise, and to recognize Ying's valuable experience and insights. Another challenge was time constraints with process. You had to appeal to both interdependent and independent orientations, and take time to allow everyone to contribute his/her best to the best quality report.

The report produced by the team was high quality, all team members felt respected and that they made a valuable contribution to the report, and the project ended with strong team relationships.



Cheryl Martin

SITUATION

CHERYL HAS INDICATED HER INTENTION TO OFFICIALLY KICK START THE PROJECT BY SENDING AN EMAIL TO TEAM MEMBERS

CHOICE 1A

Send an email to officially kick start the product launch project

CHOICE 1B

Advise Cheryl to go ahead with her plans to start the project

FEEDBACK

Letting Cheryl kick start the project unwittingly set her in the role of project leader without formally explaining project and roles. With a high power distance orientation it may signal she is to be the leader. This shifts everyone's status role in the group hierarchy. It may lead to resentment among employees with low power distance orientation because it promotes unequal power distribution to non-officers.

TO BRAINSTORM IDEAS FOR THE NEW PRODUCT LAUNCH MESSAGING. YING REQUESTED MORE TIME TO CONSIDER HOW TO STRUCTURE THE PROCESS. THIS DELAYS BRAINSTORMING.

CHOICE 2B

Send email to Ying to find out the reasons for his delaying the brainstorming process

Large power distance orientation who expect you to give guidance and take a formal 'high status' role. It may also have appealed to interdependent-oriented employees who expect the team's mission to be a group goal.



Cheryl Martin

SITUATION

CHERYL EMAILS MANAGER, INDICATING THAT INFORMATION PROVIDED BY YING WAS TOO TECHNICAL. CHERYL WANTS TO WRITE THE FIRST DRAFT OF THE MESSAGING REPORT HERSELF.

CHOICE 3A

Advise Cheryl to write the draft report jointly with Ying and Nafisa

CHOICE 3B

Advise Cheryl to write the first draft of the report herself

FEEDBACK

Giving Cheryl control of the report devalues the contribution of the team, especially Ying. This choice may lead to the report completed on time, but it may be at the expense of including quality information. It likely led to the alienation of the other members, especially in light of their interdependent orientation. This action disrupted harmonious relations in the group.



Cheryl Martin

SITUATION

CHERYL WROTE THE DRAFT REPORT HERSELF AND SENT IT TO THE TEAM MEMBERS FOR COMMENT

CHOICE 4A

Invite Cheryl for coffee to explore the situation and offer your insight

FEEDBACK

Talking to Cheryl in an informal setting creates an opportunity to gather additional information and explore deeper issues relevant to the situation. It was an opportunity to mentor Cheryl, guiding her in exploring the different perspectives others might have on the project. Different perspectives and interpretations are based on different work and communication styles and different expectations of team members.



Cheryl Martin

SITUATION

CHERYL IS PLEASED WITH THE CONTENT SO FAR, BUT IS CONCERNED ABOUT THE SLOW PACE OF PROGRESS

CHOICE 5A

Advise Cheryl to continue consulting Ying and Nafisa

CHOICE 5B

Advise Cheryl to complete the report herself

FEEDBACK

This choice acknowledges Cheryl's concerns and rewards her initiative by suggesting alternative ways to encourage expediency. With high independence orientation, Cheryl expects to be rewarded for personal initiative. It also reinforces the importance of collaboration as a team, which is crucial in this case because Ying and Nafisa are the only two who have the critical information needed for quality content. Cheryl cannot afford to alienate or have Ying and Nafisa disengage from the project and this action helps avoid a negative outcome.

Mission Feedback

CONTINUE

SUMMARY

Independent and interdependent cultural orientations emphasize different aspects of team work. Samir is interdependent-oriented, Andrew and Pierre are independent, and Aysha is adaptive, moving comfortably between the two orientations. Andrew and Pierre are comfortable dividing tasks and taking ownership of their special components. In their view, team results are a synthesis of individual efforts. For Samir, it is important that the team members coordinate team contributions in comply ways. As manager, you had to balance the two approaches, helping Pierre to understand and value collaboration, and guiding the team towards integrating interdependences into the action-oriented, outcome driven, deadline honouring focus, common in independent oriented cultures.

Because the team members came to understand each other's roles, they were better able to complement each other's work to produce an outcome that was greater sum of individual efforts. In the end, the result was a more productive team, and a greater appreciation among team members of the skills and expertise of their colleague



Pierre Gagnon

SITUATION

PIERRE WANTS TO INITIATE AN ONLINE MEETING TO GET ANSWERS TO QUESTIONS HE HAS IDENTIFIED AS CRITICAL TO THE REBRANDING PROJECT

CHOICE 1A

Advise Pierre to talk to the team members first

CHOICE 1B

Support Pierre in his initiative to arrange an online team meeting

FEEDBACK

Encouraging Pierre to email the others indirectly positions header of the team and confirms that his vision of what needs to be s correct for the group. While this rewards Pierre's initiative and, it undermines attempts of the group to jointly explore the projcope and process of production. It also does not allow for or acknoe different approaches and work styles. Pierre has a high indeence orientation. He values initiative, passion and taking persona responsibility for one's own contribution to a project.

CLARIFICATION ABOUT ROLES

CHOICE 2B

Recognize Samir's expertise and stress the importance of the project

talents could be coordinated in complementary ways. This ree provides Samir with the starting point he needs to work interdependently with his colleagues. Samir has a high intence orientation.



Aysha Batikk

SITUATION

AYSHA ACCEPTS THE INVITATION TO PARTICIPATE AND ANNOUNCES THAT SAMIR HAS INITIATED A FACE-TO-FACE MEETING

CHOICE 3A

Focus on the importance of a face-to-face first meeting

CHOICE 3B

Focus on importance of individual team member contribution

FEEDBACK

This communication is information oriented, and is neither ang nor unappealing in terms of setting the tone of how the group work together. This choice fails to point out the importance of wor collaboratively, and merely acknowledges that you received one's individual response and that the project could now begin.



Pierre Gagnon

SITUATION

PIERRE UPDATES THE MANAGER ON HAVING A FIRST FACE-TO-FACE MEETING AND OFFERS TO

CHOICE 4A

Advise Pierre to solicit agenda items from the team

FEEDBACK

Advising Pierre to talk to others prior to writing the agenda withing their input emphasizes the collaborative aspect of team work at the same time acknowledging Pierre's initiative. You enhanced ellhood that important ideas and issues would come to the forefront in the process, and that team members would commit to the projec fostered the team's ability to work collaboratively.



Pierre Gagnon

SITUATION

PIERRE PREPARED AN AGENDA, OMITTING SAMIR'S SUGGESTED AGENDA ITEM

CHOICE 5A

Advise Pierre to add Samir's agenda item

CHOICE 5B

Advise Pierre to leave agenda as-is

FEEDBACK

Pierre's email suggests Samir is still uncertain about the intence of member roles. This is important to Samir. It is the second ti mentioned it. If Pierre was unclear about the meaning of Sam'ssage, he should have clarified his understanding with Samir. Withlie's independent cultural lens, the onus of successful communis on the writer. In intercultural interactions one needs to view sul communication as a mutual obligation. Encouraging Pierre to tamir's agenda item undermines Samir's value as a team member and the possibility for a framework that all would be comfortable withchoice may have made Samir feel undervalued, and encouraged teambers to work as individuals rather than a cohesive, interdependeup.



Pierre Gagnon

SITUATION

PIERRE UPDATES THE MANAGER BY REPORTING ON THE PROJECT TEAM MEETING

CHOICE 6A

Stress the importance of complementing competences to effective team work

CHOICE 6B

Stress the importance of a common goal to effective team work

FEEDBACK

This email confirms that better results are achieved when teambers pay attention to, understand and appreciate the contributione by their team colleagues. This allows the team to coordinate tentis in optimal ways. It also emphasizes the importance of building z maintaining positive long-term work relationships.

Once the projects are complete, you will be asked to conduct formal performance appraisal on two of your team members. It is a good idea to review the information available to you. You may return to the Colleagues Tabs and Profile Pages to get additional information about the team members—in this mission there is no limit to the items you can unlock about individuals. Also, in the Work Tab, you will be able to see their CV and last year's performance appraisal (completed by the former manager).



You will complete a standard performance appraisal form. All you'll need to do is click on the number associated with the performance level you believe the two individuals have demonstrated, based on your interactions with them. Remember that you must click on each line in the performance appraisal—if even one is left blank, you will not be able to submit the form.

Employee Performance Review

IDENTIFICATION:

Name:	Cheryl Martin
Job Title:	Market Analyst
Department:	New Product Development
Manager:	Hatem Khouaja
Review Period:	January 1st - December 31st

RATING SCALE: N/A = NOT APPLIC.

1	2	3	4	5
below expectations	developmental	meets expectations	commendable	outstanding

EVALUATION FACTORS:
The following (3) areas have been selected to reflect basic core competencies and are meant to assist managers in considering performance of staff members.

SELF-MANAGEMENT	N/A	1	2	3	4
Displays a proactive approach to tasks					
Acts decisively					
RESULTS ORIENTATION	N/A	1	2	3	4
Delivers high quality work consistently					
Gathers and analyzes relevant information					
Takes ownership of tasks and enters willingly					
Uses creative thinking (innovative)					
Displays adaptability to changing needs					
Overall Rating Total:					0

COLLABORATION/COMMUNICATION	N/A	1	2	3	4
Participates constructively in teams					
Builds effective relationships to accomplish goals					
Shares information and solicits feedback					
Is respected and able to influence					
Displays passion by sharing/simulating ideas					
Overall Rating Total:					0

After you have completed both performance appraisals, you will receive feedback on your assessment.

Mission Feedback

PERFORMANCE APPRAISAL

CONTINUE

When you are completing standardized performance appraisal forms for employees, be mindful that many appraisal forms are designed through a Canadian cultural lens. Commonly valued behaviours often emphasize traits such as independence, adaptability, and decisiveness from different cultural traditions may express these very qualities through different behaviours, however, and as a result, they may be evaluated less favourably in these types of formal performance appraisals.

Cheryl Martin - Self-Management

	your rating	true rating	difference
Displays a proactive approach to tasks	5	5	0
Acts decisively	5	5	0
Learns and applies new skills	5	4	1
Works independently	5	3	2
Prioritizes tasks appropriately to meet deadlines	5	3	2
totals	25	20	5

Samir Agadir - Self-Management

	your rating	true rating	difference
Displays a proactive approach to tasks	5	5	0
Acts decisively	5	4	1
Learns and applies new skills	5	5	0
Works independently	5	2	3
Prioritizes tasks appropriately to meet deadlines	5	3	2
totals	25	18	7

Cheryl Martin - Result Orientation

	your rating	true rating	difference
Delivers high quality work consistently	5	4	1
Gathers and analyzes relevant information	5	4	1
Takes ownership of tasks and areas willingly	5	5	0
Uses creative thinking (innovative)	5	3	2
Displays adaptability to changing needs	5	4	1
totals	25	20	5

You have overvalued Cheryl. Cheryl is extremely capable, but her initiative, passion & fast work pace can result in her overstepping the boundaries of her role. Cheryl should take time to coordinate the team's talents, build positive relationships, and reflect on effective processes.

Samir Agadir - Result Orientation

	your rating	true rating	difference
Delivers high quality work consistently	5	5	0
Gathers and analyzes relevant information	5	5	0
Takes ownership of tasks and areas willingly	5	3	2
Uses creative thinking (innovative)	5	3	2
Displays adaptability to changing needs	5	4	1
totals	25	20	5

You have overvalued Samir. Samir identified & coordinated the diverse competencies in the team towards an outcome, but his reluctance to contribute individually without consulting colleagues slowed down the process & caused frustration amongst more decisive team members.

Cheryl Martin - Collaboration

	your rating	true rating	difference
Participates constructively in teams	5	3	2
Stimulating ideas	5	5	0
totals	25	17	8

You have overvalued Cheryl. Cheryl influences others and her work is respected, but under stress, her drive & focus on achieving outcomes can interfere with her ability to coordinate team talents towards creative, optimal results. Cheryl must balance a focus on outcomes with a focus on process.

Samir Agadir - Collaboration

	your rating	true rating	difference
Participates constructively in teams	5	5	0
Stimulating ideas	5	3	2
totals	25	23	2

Your total rating indicates that you overvalued Samir's competency. While Samir excels in fostering collaboration, his communication style is unclear at times. He neither has his own communication style to accommodate those with different styles, nor does he practice clarification techniques to ensure mutual understanding.