

TASK 1: Group Class Discussion / Role-play (*The Sales & Marketing Department Crisis*) **Group/Individual Oral Presentation (*Solving challenging situations*)**

General overview

Consider the following task as one that you would be asked to solve during a job interview for a leadership position. You will have 20 minutes to prepare yourself for the candidate role based on the indications that follows and to draft your ideas. Next, you will have 10 minutes to expose your case based on the indications provided. Your colleagues will be your audience, while the facilitator will moderate your intervention. It is also possible that he or she will add few questions during the presentation to help you better present your ideas in a fluent and coherent manner and to reflect on your experience.

The task

Think about a challenging situation in which you needed to manage a delicate situation provoked by a coworker under your management. This could have been generated, for example, by an error he or she committed in a report for a client, by intentionally not helping a coworker in need, or by anything similar that had a real impact on your team's results or on the business.

You are invited to detail the context and the actions that were taken to solve this issue. A situation that is still running can also be described. If you consider it necessary, you can ask the facilitator for extra resources to support your oral presentation (e.g. flipchart).

Note: Anonymization of persons and companies involved is recommended as to avoid any privacy issues.

Please refer to the following elements in your description:

1. *What was the specific context? (Who did what?)*
2. *What was the real issue? (What were the threats for your team or for the business?)*
3. *What were the actions and challenges for you as a manager? (Describe what you tried to do as a manager so solve this issue - what worked and what didn't?)*
4. *What was the resolution for this situation? (Or, what is the desirable one where the situation is still unsolved?)*
5. *How do you find the situation now? (How would you evaluate your own actions as a manager? What were the lessons learned? What would you do differently if that occurs again?)*

Task 2 Group Class Discussion

General Overview

In the following task, you will play a role within a team of executives trying to solve a problem that may affect the organization you are all running. The specific roles are not important per se, meaning that your interventions will be mainly evaluated for your capacity to manifest behaviors of leadership across your organization and not for the revealing business or professional specific acumen.

You will individually read the task description, ask for any clarification questions, and prepare proposals for an extraordinary Board of Directors meeting. Next, each team will play the roles for around 20 minutes. The facilitator will only provide indications on timing, observe the play and take notes on each player's interventions.

The task's brief (common for all roles)

OCGA Our Construction Group Australia is a large construction company with its headquarters located in Sydney. Part of its corporate management structure is the Board of Directors. Currently, the Board consist of five roles, occupied as follows: Marcus, as the Managing Director; Wong Lee, as the Technology Director; Cindy, as the Finance Director; Chase, as the Director of Marketing & Sales; and Harry, as the Human Resources & Administration Director.

The values of the company are: Innovation, Integrity, Respect for people, and Responsibility.

Recently, Chase decided to take six months of sabbatical leave to join his wife abroad for her training in Japan. He argued that he is needed to stay with their five years old daughter during his wife absence. All stakeholders already know, this is a very delicate period for the company as the sales have dropped and a new project is about to be launched. The Crown Project consists of the construction of a large residential building for which sales will need to be just made off-the-plan where possible to help cover the development budget. All things considered, a decision was made to support Chase in his adventure of going to Japan with his family and, the organisation offered him an allowance for parental leave.

The marketing department has over eight team members, with two senior co-workers with enough experience to keep ticking over like clockwork until Chase's return. However, both of these staff members were recently headhunted by an important competitor of OCGA. Chase did not know about this situation.

The day both seniors announced their resignation, the remaining six members of the marketing team began to complain and showing signs of demotivation, expressed their were feeling worried about the department's future. According to them, the truth is, the sales are on the verge of dropping even more and what were they to do? Rumours quickly started, the few remaining people have already started looking at leaving the company.

What can you do?

In the current position, the Board needs to find rapid solutions to keep the sales for the Crown Project safe and make the Sales & Marketing department functional.

Each one of you is invited at the round table to discuss possible solutions to the situation created. This is an extraordinary meeting, organized the next day after the sales and marketing seniors announced their irrevocable resignation and generated the department's crisis. Chase does not know yet about the situation, but the four of you decided to meet and find the best possible solution and then discuss it with him also.

What will be your decisions after this discussion?

Each one of you will come at the table with few ideas/proposals of concrete actions based on the brief provided. Your professional role is to familiarize yourself with the situation and offer likely solutions...

From a leadership perspective, where should the focus be and what action needs to be taken?

You will be evaluated based on your interventions that reflect the skills and knowledge of providing good leadership across the organization.

Your role:

NOTE 2: Teams of 3-4 will be formed and the group will decide who will assume what role.

- Marcus, the Managing Director
- Wong Lee, the Technology Director
- Cindy, the Finance Director
- Harry, the Human Resources & Administration Director

When the assignment is completed a spokesperson from each group will present their ideas to the rest of the class.

Your facilitator will be looking for evidence you have considered the following

Element 1 - Observations

Communicate organisational mission and goals.

- Facilitator will take into consideration how the group was able to
 - clarify objectives, values and standards in accordance with organisation's strategic direction
 - establish linkages between organisational objectives, values and standards and the responsibilities of relevant groups and individuals
 - ensure that media and language used is appropriate to individuals and group circumstances
 - state clear expectations of internal groups and individuals and explain in a manner which builds commitment to the organisation
 - address expectations of the organisation
 - investigate and communicate results clearly to relevant groups and individuals

Element 2 - Observations

Influence groups and individuals

- Facilitator will take into consideration how the group was able to
 - build trust, confidence and respect of diverse groups and individuals through positive role modelling and effective communication and consultation
 - embrace, resource and effectively implement improvements to organisational and workplace culture
 - demonstrate understanding of the global environment and new technology in work activities
 - ensure actions convey flexibility and adaptability to change and accessibility
 - ensure consultation and participation in decision making occurs with relevant groups and individuals where appropriate
 - ensure decision making takes into account needs and expectations of both internal and external groups
 - ensure decision making occurs in accordance with risk management plans for all options, and within appropriate timeframes
 - ensure that the organisation is represented positively in the media and community

Element 3 - Observations

Build and support teams

- Facilitator will take into consideration how the group was able to
 - assign accountabilities and responsibilities to teams consistent with their competencies and operational plans
 - ensure teams are resourced to allow them to achieve their objectives
 - empower teams and individuals through effective delegation and support for their initiatives
 - create and maintain a positive work environment
 - encourage teams and individuals to develop innovative approaches to the performance of work

Element 4 – Observations

Demonstrate personal and professional competence

- Facilitator will take into consideration how the group was able to
 - model ethical conduct in all areas of work and encourage others to adopt business ethics
 - adapt appropriate interpersonal and leadership styles to meet particular circumstances and situations
 - set and achieve personal objectives and work program outcomes
 - ensure self-performance and professional competence is continuously improved through engagement in a range of professional development activities
 - participate regularly in industry/professional networks and groups