

WELCOME TO YOUR MONDAY MORNING!

You are a Manager with a team of 10 staff members, from entry-level admin staff up to key technical and leadership staff.

Things are going well with the team, but a few challenges are emerging...

You have a new staff member, Jennie, a project manager, who has transferred internally from another team. You need to sit down with her and determine her priorities for the next few months.

Your supervisee Roberta, a mid-level manager who is generally a solid performer, has submitted a report with many errors. You discussed the expectation for this deliverable clearly and Roberta knew what success looked like at a detailed level. You just unexpectedly spent two hours reviewing and correcting the report.

Your supervisee Joshua, another mid-level manager, is underperforming. He just missed another key deadline on a high-profile project, and the project manager spoke with you about his performance. You've noticed he has not been as fast to respond to emails from clients and he was unable to complete an important section of the most recent quarterly report on time. You have had one conversation with him about his performance, but it does not seem to have had an impact.

Next week, you need to deliver your supervisee Clarisse's Performance Review. Based on her performance this year, she received an Achieves Expectations (AE) rating. She completed her self-assessment and rated her own performance Exceptional (E). You know she is likely to be surprised and perhaps upset by her rating.

Your supervisee Allison is supporting your project administratively. She has a Master's degree and has worked at XXX for two years. This is her first professional position. You couldn't be happier with her performance. In recent supervision meetings, she has expressed her desire to do more challenging work, perhaps in program management. However, in order to do so, she needs to grow in her technical skills and knowledge first. She is a strong asset to XXX with much potential, and you are concerned that if you don't find ways to grow and engage her, she will leave the organization.

Your supervisee Grace gives notice that she is leaving to open her own restaurant with her spouse. Her position is critical and you need to fill it immediately.

Your supervisee Elise walks into your office and announces that another company is offering her a 20% salary increase to join them in a similar job. She says "I am going to take this job unless XXX can match the salary offer."

Your supervisee José has been going beyond expectations since starting a year ago. He expressed in his annual review meeting that he feels he is ready for a promotion. His performance has been great, but you do not have a position in which to promote him, and you still need him to perform his present function.

Your supervisee Mohamed comes to you with a question about salary equity. In building a budget for the delivery of some local trainings, he noticed that his colleague Fatima, a fellow trainer and peer, has a larger salary than he does. He is clearly upset and emotional.

Your supervisee Louis would like to move offices to a space across the hall from his cubicle. He says he is having difficulty focusing in his current space due to the lack of natural light there, which he says affects his mood.