

(This is from a 3-day training for State Government Agency Heads)

Scenario Five: “Handling Meeting Challenges”



Newbie's goals going into the meeting:

- Ensure the section implementation plans will meet the strategic plan goals
- Identify areas of disagreement regarding priorities and resolve these issues

- Identify conflict among the section plans particularly with regard to resource needs
- Identify barriers to meeting the strategic plan goals

Question: Should Newbie have additional goals?

Executive staff will behave consistent with their descriptions on the State Program Profile, with these additions:

- Able: “Let’s just get on with it” attitude toward implementing new strategic plan but willing to do whatever is expected. Not completely vested in the plan as retirement is coming within 6 months.
- Baker: Anxious to get feedback and finalize the section plan. There’s a lot to do to implement the medical support regulations. S/he’s determined to avoid conflict with Charles but it’s just under the surface. The conflict erupts as Charles goes on about IT being the top priority for everyone.
- Charles: Frustrated with the lack of understanding of the challenges facing his staff to get the system changes done on time. This planning process is taking too much time. S/he indicates once again that the priority changes will put all other IT work on the back burner and operations staff will not like it. Other section managers will need to focus on IT system changes before they work on anything else.
- Derrick: is very quiet and agreeable in this meeting. He is trying to figure out how best to meet Newbie’s expectations. He’s beginning to realize this is a bigger job than he once thought. He is very defensive when any one asks questions about his section’s plan.
- Elias: very supportive of Newbie and new direction. Anxious to complete and implement the section plan.
- French: echoes Newbie’s concern about upcoming data reliability audit and about stagnating performance on Federal performance measures. Points out the politics of not addressing the growing arrears balance.

- Gordon: knows the possibilities of implementing his section plan including the customer service initiative. He thinks this is a very high priority and will seek Newbie's help in gaining support from other sections for the new initiative.

Questions:

1. How will Newbie use this meeting and planning process to evaluate team members?
2. How will Newbie deal with plans not being complete?
3. What needs to be done to develop underperforming executive staff and support high performing executive staff?
4. How will Newbie deal with holding exec staff accountable?
5. What does Newbie need to do to be prepared to fill vacancies as a result of Able and Charles's retirements?
6. Thinking about the direction, values, facts, or adaptive concerns – prepare several open-ended questions about the Newbie scenario to this point to be posed in open session.
7. Overall, what do you suggest for Newbie's "go forward" strategy?

Debriefing the Fifth Scenario

Step One: As usual, reporters will report themes from their sub-groups – one at a time, with no repeats.

Step Two: Then, open-ended questions will be placed in a hat. Time may not allow all of them to be considered in open session. In random order, slips will be pulled and questions discussed.