



ERIC
Senior manager



NADIR
Team member

SCENARIO

Geographic Implications

Supervisor Perspective

Discussion Questions

- What issues do you identify in this scene?
- Using the Decision-Making Model as a guide, what values are at play in this scene? How might the issues be presented in a way that focuses on their shared concerns and sets them up for a productive conversation?
- What might the characters say, and how could they open a discussion? What would it sound like, and to whom would it be addressed?
- What strategies to communicate and resolve the problem would you use if you were in the characters' position? And what would you say?

Additional Discussion Questions

- How can managers and employees bridge the difficulties given the challenges of geography and culture? How can they build trust?
 - What would a positive workplace culture look like in this context?
 - What are the costs of staying silent in this situation? What could be the long-term ramifications of not speaking up?
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Geographic Implications

Supervisor Perspective

Scenario Summary

Eric, a manager, is speaking on the phone with Nadir, a team member based at another site. Eric is pushing to ensure a critical project is completed quickly. Nadir shares that two team members, Richard and Sarah, who are based at the shipyard, are concerned with the time frame. Eric pushes forward. Nadir shares that the team feels alienated by Eric's consistent use of American sports metaphors and doesn't feel respected when he sets up check-in meetings late at night their time.

Key Learning Points

- Eric is clearly focused on driving efficient production, but his employees feel his language and behavior don't respect their culture or the time differences between them.
 - While Eric may be using sports analogies to connect with his employees, it is actually distancing him. Their use is not only problematic from a cultural standpoint, it can also be exclusionary.
 - Before having a conversation with his employees about their concerns, Eric can try to understand their fears and the barriers to speaking up. He also has the opportunity to practice the conversation with Nadir and receive feedback on his communication.
 - When Eric does talk to his employees, it is critical that he approach the conversation in a way that demonstrates his willingness to listen and understand their perspective even when the news is negative. What he does with that understanding will either open the door for further communication or aggravate the situation.
 - Eric's responses convey a sense that he isn't open to bad news. His communication style impacts whether his employees feel they can come to him with problems and that he will help resolve them together.
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