

Geographic Implications

Supervisor Perspective

CHARACTERS



ERIC
Senior manager



NADIR
Team member

SCENE 1

Eric is on the phone with Nadir, going over the project schedule.

ERIC: We've got to push to meet this deadline. The customer is demanding it.

NADIR: I'm just not sure everyone down the line views it the same way.

ERIC: What's that supposed to mean? We can't miss deadlines, end of story. We need a touchdown. We can't settle for a field goal.

NADIR: (*mumbles*) Touchdown not field goal? I spoke with Richard and Sarah earlier today, and I think they have some concerns about what they'll have to sacrifice to meet the timelines.

ERIC: I agree that quality is important, but we have to be competitive, and we can't do that if we miss our deadlines. Do we need to set up more check-in meetings? I think it is best to talk at the end of the day. I even do it from home. They should be willing to do the same. And why wouldn't they come to me to talk about this kind of thing?

NADIR: Your end of day, must be after 9:00 at night for some of them, not just the end of the working day. I don't know why they haven't told you, but it looks like we might not be finished on time.

ERIC: We've got to hold everyone accountable to the same set of measurable objectives. Schedule slippage is just not going to be acceptable. I know we're doing the best we can with the time and resources available to us, and we could do better if we just had more. We need a homer not a strike out. I want to address their concerns, but how am I supposed to help if they never come talk to me about them? We need to huddle!

NADIR: Strike, huddle—the team has concerns. I even get lost in your sports references. The constant calling during their personal time makes them think you don't respect them or value their opinions. I think maybe they're fearful.

ERIC: You know me. I would never retaliate against someone for bringing up a legitimate concern. Look, I want to connect better with everyone, but I've got my own constraints that make that hard. It isn't easy coaching from the box, (*catching himself*) I mean on my side, either.