

**Role Play A: Teammate not meeting responsibilities*****RP-A1: Person Delivering BIC Message (Team Leader)***

You are the project team leader at THINK, Inc. Over the past three weeks, your team has focused its efforts on fully understanding a major client's needs while scoping the project to produce a manageable statement of work. All team members, except one, Taylor, have fulfilled their assigned duties to assist in defining a manageable project that will meet the client's needs. Taylor has failed two times to meet established deadlines for his/her portion of the project, which means the other teammates had to invest more time to do Taylor's work. You are extremely disappointed and angry with Taylor because you feel he/she is taking advantage of the team. You have scheduled a one-on-one meeting with Taylor in your office to address his/her failure to fulfill responsibilities by missing deadlines.

**Requirement:** Prepare and deliver your **BIC message** to persuade Taylor to meet his/her team responsibilities while preserving the relationship.

***RP-A2: Person Receiving the BIC Message (Taylor) – Direct Report***

You just celebrated your one-year anniversary at THINK, Inc. and have enjoyed being part of the team. However, over the last month your life has spun out of control. Your wife had twin boys last month and you both are thrilled. However, you cannot remember what a full night of sleep feels like. You do your best to help your wife by changing and bringing the babies to her for feeding throughout the night. Furthermore, you started the Wake Forest Evening MBA program two months ago and are feeling a bit overwhelmed with the academics. You study until midnight every night and on the weekends just keep your head above water. Your evening and weekend studying, helping your wife with the new babies, and lack of sleep have adversely impacted your work performance. You have missed two deadlines for the current project at work. Each deadline you thought you budgeted your time to complete your assigned tasks on schedule, but unexpected emergencies arose, such as: spending the night in the ER when the twins came down with high fevers from ear infections or the academic team leader decided to change direction on a project that was worth 30% of the course grade the night before it was due. You feel bad about letting your work teammates down and know this will get you fired if you do not fulfill work responsibilities. Your team leader has scheduled a one-on-one session with you to talk about your recent performance.

**Requirement:** Meet with the team leader and react naturally to what he/she has to say. You are committed to meeting your work and family responsibilities.

**Role Play B: Bully on the Team*****RP-B1: Person Delivering the BIC Message (Concerned Team Member - Peer)***

You have been working with your team at Best Logistics Group for approximately three and a half months and you like your teammates. However, one of your teammates, Pat, is causing you great concern. Pat has always been a bit pushy in team discussions and you initially attributed this to his/her hard-driving personality. But over the past two weeks, Pat's pushy behavior has escalated into bullying behavior. During the last team meeting, Pat verbally attacked a teammate for questioning how he/she formatted the Statement of Work. Over the past couple of meetings, Pat has started to talk to teammates in a disrespectful manner and is becoming pushier trying to get people to accept his/her views. You realize the madness needs to stop now. So, you have scheduled a meeting with Pat to confront him/her about the bullying behavior.

**Requirement:** Prepare and deliver your **BIC message** to persuade Pat to stop bullying teammates.

***RP-B2: Person Receiving the BIC Message from Peer Teammate (Pat)***

You have been working for Best Logistics Group for three and a half months and you are enjoying it. You see yourself as a take-charge person and you like to influence group projects. Over the last couple of team meetings, you have started to exert greater influence to enhance the efficiency of the team. A lot of your teammates want to debate issues and get everyone's feedback, which you feel is a waste of time. You have three years of previous work experience in the logistics field, and you know what needs to be done. So, if one of your teammates brings up what you consider a bogus point, you shut them down with your informed perspective. When you are in charge, things get done efficiently, which provides you with more time to prepare for your next promotion. One of your teammates has asked to meet with you in one of the private conference rooms. You are sure this is about your behavior at the last team meeting.

**Requirement:** Meet with your peer teammate and react naturally to what he/she has to say. Your goal is to maintain your Alpha position for promotion while ensuring the team is successful.

**Role Play C: Poor performing team member*****RP-C1: Person Delivering BIC Message (Team Leader)***

You are a team leader at Inmar. You thoroughly enjoy leading your team and meeting the day-to-day challenges. However, your least favorite part about being a leader is delivering performance feedback, especially to those who have failed to meet their performance goals. You find delivering feedback during performance reviews highly stressful and very emotional. You realize your team members' jobs and annual compensation are impacted by the reviews you provide for them. The performance review for Alex this year is going to be especially tough. You have counseled Alex throughout the rating period about his/her inability to meet performance goals and you invested a considerable amount of time coaching him/her to enhance his/her skills. Your coaching and counseling failed in getting Alex to meet performance goals. As you reflect on Alex's performance, you realize that being a member of an analytic team in a high performing organization like Inmar does not seem to be a good fit for him/her. During Alex's review, you will notify him/her that he/she is receiving a low performance rating, which puts him/her at risk of being fired and excludes end-of-year compensation. Also, you are recommending to HR that Alex be placed on the 90-day Performance Improvement Plan. You want to explore with Alex where his/her talents would be a better fit in other areas of Inmar or another company. You have scheduled Alex's performance review this afternoon.

**Requirement:** Prepare and deliver your **BIC message** to provide Alex candid, developmental performance feedback and motivate him/her to make greater efforts to enhance performance.

***RP-C2: Person Receiving the BIC Message (Alex) – Direct Report***

You have been working at Inmar for about nine months and realize that the culture in the organization may not be a good fit for you. The team leader is always talking about performance metrics. Making your worth as a person tied to you making the performance metrics. If you are struggling to meet the numbers, you become a social outcast on the team. You enjoy the predictability portion of your job; however, you dislike the constant pressure to do more to meet the numbers. This pressure and the ever-changing nature of an analytic job demotivate you. Your team leader has been good about meeting with you to provide feedback and tips on how to improve your performance. You feel that your progress on the metrics has improved but not at the set level. You are dreading and becoming emotional about this afternoon's performance review because you do not know what you would do if you lost your job.

**Requirement:** Meet with the Team Leader and react naturally to what he/she has to say. Your goals are to keep your job, but you also want to enhance your well-being.



## Role Play D: Inappropriate Comment by the Supervisor

### RP-D1: Team Leader delivering BIC Message to a Supervisor

You are a team leader at John Deere and thoroughly enjoy your job and leading others. Last Friday, your supervisor conducted an informal leader development lunch with the team. During the lunch meeting, your supervisor was talking about trust and vulnerability, and he/she stated that, “as a leader you need to open your kimono first, before others will be willing to be vulnerable or open up to you.” You understood what he/she was saying, but felt the analogy was inappropriate for a work setting. You also noticed that two of your teammates seemed to be taken aback by the kimono comment. You know your supervisor is working hard to build a positive culture and develop people. Thus, you want to provide him/her with candid feedback about the comment. You have scheduled to meet with your supervisor to share your concerns regarding the perceived inappropriate comment he/she made during the leader development lunch.

**Requirement:** Prepare and deliver your **BIC message** to provide your supervisor with candid feedback on his/her perceived inappropriate comment at the leader development session to ensure a positive work climate while preserving your relationship.

### RP-D2: Supervisor receiving BIC Message from Direct Report Team Leader

You had an excellent leader development session with one of your highest performing teams yesterday at lunch. You are committed to creating a positive work climate and developing your people to enhance performance and build the future of John Deere. You shared candid lessons learned with the team yesterday but were surprised there was not more discussion. The team leader from yesterday’s lunch has a meeting with you in a few minutes, you are wondering what he/she wants to discuss.

**Requirement:** Meet with the Team Leader and react naturally to what he/she has to say. You are committed to making your team successful.