



## EI Roleplay Exercise 1 (Teammate)

### Main Character RP1-Team Leader

You are about half-way through a cross-functional project and so far, you seem to have a good relationship with the members of the team. During this period, you have been appointed as the team leader. Your team runs efficient meetings because members come prepared and focus on the tasks at hand. Once all tasks are accomplished, the members depart to concentrate on individual tasks. You enjoy the team's emphasis on the efficient use of time and not wasting a lot of time on social conversations.

You are conducting your team's weekly meeting and notice that one of your teammates is more quiet than usual and looks upset, you initially attribute it to having a difficult day. Later in the meeting, the teammate indicates that he/she has not done the pre-work to prepare for the meeting and offers no reason, which **frustrates and angers** you. You realize as the leader, you need to deal with this. However, you are surprised because this teammate is usually prepared.

Requirement: Engage your teammate, who did not prepare for the meeting, to ensure that it does not happen again and reinforce the team's norm of coming prepared.

### Supporting Character RP1 - Unprepared Teammate

You have had a rough week. Two days ago, you found out that your mother was diagnosed with stage 2 breast cancer and will start treatment immediately. To compound the problem, the person you were dating broke-up with you last night without really giving you a reason. The combination of your mother's illness, the break-up, and the stress of work has resulted in you feeling incredibly sad, depressed, and unmotivated. In fact, you could not bring yourself to complete the pre-work for today's team meeting.

At the team meeting, you keep to yourself and hoping it ends quickly. You try but cannot hide your sadness. When the team leader asks you to present your pre-work, you indicate that you did not get it done. You do not want to share your problems with the teammates and hope the team leader and teammates just let it go. You know the team leader and other teammates were very frustrated with your failure to prepare. This is the first time you have ever missed completing pre-assigned work.

Requirement: Respond to any team leader's inquiries as a **sad and depressed person**. Your goal is to limit conversation and get the meeting over as soon as possible so you can be alone to think.



## EI Roleplay Exercise 2 (The Inattentive Client)

### Main Character RP2 - Consulting Project Team Leader

You are the appointed leader for a consulting project. The client has called for an in-progress update on the project. You and your team are scheduled to meet with the President & CEO and the COO of the company you are supporting. The team is excited to share their progress with the senior business leaders. You and your teammates have rehearsed and are ready to conduct the brief.

At the briefing, the President & CEO arrived late without apologizing. He/she looked stressed and angry. As the team starts the briefing, the President & CEO's attention appeared to be elsewhere. You are feeling **disappointed, frustrated, and bewildered** why you cannot command the client's attention for this important brief.

Requirement: Engage the President & CEO to try to focus his/her attention on the team's briefing or creatively manage the situation to achieve the objective.

### Supporting Character RP2 - Client-President & CEO

Your company, located in Charlotte, has hired a consulting company to complete an analytic project. You are scheduled to attend a project update in a couple of minutes. Today has turned into the worst day for a project brief. This morning you found out that one of your main customers may move their business to a competitor over a perceived slight by a new sales associate. To compound matters, your manufacturing plant experienced a toxic chemical spill just before lunch, which means your company now faces an Environmental Protection Agency investigation and potentially large fines. You are frustrated and angry at the lack of discipline you find in your operations.

At the beginning of the project brief, you have a challenging time focusing on what is being said. You realize that if the consultants had not driven to Charlotte, you would have re-scheduled the brief. You figure that you will let the consultants do the brief and get it over as quickly as possible but have a tough time looking engaged or interested.

Requirement: Try to act interested in the briefing and respond to any consultants' inquiries as a **stressed out and distracted** business leader. Your goal is to get the briefing over as soon as possible to deal with more important matters.



## EI Role Play Exercise 3 (Getting Teammate to Meet Long-term Goals)

### Main Character (RP3) - Team Leader

You lead a small and effective engineering team. All members of the team are good people and competent professionals. However, one member, Taylor, has caused you some concerns. Taylor takes on projects with great enthusiasm and offers creative ideas on how to make projects successful. His/her excitement inspires the team and gets them moving smartly to achieve the objective. However, on the last six projects, Taylor loses motivation to see the project through about three to four weeks after the start. Taylor's inability to maintain his/her motivation throughout a project **frustrates and angers** you. You resolve to fully motivate Taylor or invite him/her off the team.

Requirement: You have called Taylor to your office to counsel him/her about his/her inability to maintain motivation to see a project through to completion. You want to understand what is causing Taylor's loss of motivation over the long-term and potentially share actionable steps to help him/her manage motivation.

### Supporting Character (RP3) - Taylor (team member who falls short of meeting long-term goals)

You have been working with a good engineering team over the past year and genuinely like all members. The team leader engages in values-based leadership and truly empowers team members to share in the leadership function. Lately, your team leader and teammates are getting frustrated with your inability to maintain motivation to see projects through to completion. On the last several projects, you take the lead in outlining the project and offer many creative ideas that get implemented. However, once the project starts, the mundane day-to-day grind to achieve sub-goals bores you and you lose interest in the project. You start to anticipate the next project so you can work the big picture and feel the adrenaline flowing again. Your team leader has called you into his/her office to talk to you about this issue.

Requirement: You genuinely want to understand why you lose motivation to see big projects through and learn techniques to sustain your motivation. You hope your discussion with your team leader will provide you with some best practices to control your motivation over the long term. Seek out best practices on how the team leader maintains his/her motivation over the long-term during projects.



## EI Role Play Exercise 4 (Peer Team Leader)

### Main Character (RP4) - Experienced Business Analytics Leader

You are an analytics team leader who has been with the company for four years. You enjoy being a team leader and working a variety of different projects for clients. One of your peer analytic team leaders, in another business unit, texted you about an hour ago and asked if he/she could meet you at Starbucks to discuss a supervisor issue with which he/she was dealing. You agreed to meet him/her in an hour. When you arrive at the Starbucks, your fellow team leader has secured a table and bought you a cup of coffee. He/she looks eager to talk.

Requirement: Listen to your fellow peer team leader's issue and respond accordingly.

### Supporting Character (RP4) - Peer Analytics Team Leader Seeking Guidance

Your team is dealing with a serious communication issue. Your supervisor has a very centralized style of leadership and believes communication should be top-down. He/she provides the team leaders vague guidance and does not want to address clarifying questions and/or listen to input from the team leaders or staff. You and your fellow team leaders are **extremely frustrated and angry** because it seems like you are always doing discovery learning to determine exactly what the supervisor wants. Your supervisor's favorite saying is "I don't exactly know what I want, but I will know when I see it." This lack of guidance takes a lot of team leaders' and staff's time and hinders the development of credibility with team members and clients. Your team members come to you every day voicing their frustration that the leadership is not aligned. The consequences of the communication problem are poor morale among team members and the staff supporting the teams, the team has lost a couple of clients because they were not fully prepared for the final project briefs because of last minute changes by the supervisor. Your supervisor is engaging in more micro-management because he/she does not feel the team leaders and staff are fully supporting his/her initiatives.

Requirement: Share this issue with a respected peer team leader, who works in another business unit, to gain insights into how to resolve this communication issue with your supervisor.