Case Analysis (Individual) The resignation George, a graduate consultant at ABC Consulting, sat nervously outside his manager’s office thinking how to quit. He had joined the company only three months earlier, never thinking things would deteriorate so quickly. Looking at his watch, which read 11.07 am, he reflected on why he took the job in the first place and why he was quitting so soon. The offer Having completed an MBA, George was excited about stepping into ‘the real world’ and becoming a management consultant. He had two offers; one from a Big 4 organisation and the other from ABC Consulting, a medium-sized company. The Big 4 organisation offered a better salary and exposure to big-name clients and multimillion-dollar projects. However, George assumed that consultants in larger organisations worked extremely long hours, in conflict-ridden environments, and under the ‘kiss up, kick down’ management style. Money was important to George, but more important was a work–life balance, the freedom to be creative and having supportive and collaborative colleagues. In the end, George chose ABC Consulting because he believed that the company’s espoused values matched what he wanted. George’s first day began with a meeting involving the HR director and Janet, his area manager. ‘We’re excited to have you here, George’, Janet said. ‘Your interview was impressive; you’re exactly the sort of person we’re looking for!’ ‘We don’t offer big salaries’, the HR director added, ‘but you’ll be eligible for our bonus system after three months’. The company offered a 10% annual bonus to all confirmed employees. ‘To be clear, you’ll be eligible upon successful completion of your three-month probation, but that’s just a formality, everyone gets onto the bonus system after three months’, the HR Director said reassuringly. George sensed the target was easily achievable. ‘As you know’, George said, ‘it’s not the money that attracted me, I’m mostly looking forward to working with good people on interesting projects’. ‘Well, that’s what differentiates us from other firms’, Janet replied. ‘Clients like us because we deliver creativity and innovation. Our projects involve lots of collaboration and thinking outside the box. Most of your time will be spent in brainstorming meetings where you can dazzle us with your genius!’ Janet said with a smile. This was exactly the environment George was seeking. He sensed he would have long future with the company. The project George was quickly assigned to a project team, which also included Daniel, the project manager, and Janet, the client manager. George spent several nights reviewing the project brief and developed what he thought were fairly creative ideas that would impress Janet and Daniel. Over the next month, the team had collected a mountain of data, which would form the basis of their first client report. George was responsible for writing the report, due in less than a week. One afternoon, Daniel scheduled a team meeting to discuss the report. As the meeting began, George was taken aback by how quickly and easily Daniel and Janet were throwing ideas around and interpreting the vast amount of data they had. George suddenly thought he knew very little about the project and knew that soon they would expect him to say something. His heart began to pound. Sure enough, Janet turned to George, ‘What do you think, George?’ George felt a knot in his stomach. ‘Umm . . . ,’ his mind went blank as he flipped aimlessly through his notebook. Just say something! Anything! he thought to himself, ‘I just need some time to absorb all this stuff, I think’, he finally said. Daniel and Janet stared at him inquisitively. Janet finally broke the awkward moment, ‘Well, George, in consulting you need to think on your feet, you need to make sense of information very quickly. I guess we thought you were a little more extroverted.’ George sensed from Janet’s comment that she was disappointed. With his review meeting approaching, George decided he would make amends with the client report. He saw it as a good opportunity to be creative and add his own ideas. He would be in the office by 7 am and not leave before 7 pm, and often continue working at home. In the end, he completed what he thought was an excellent report, and emailed it to Janet and Daniel two nights before it was due. As always, he was at the office first thing in the morning, and was surprised to see that Janet had already replied. What followed, however, came as a complete shock. Janet had gone through his report paragraph by paragraph, criticising everything, including all of his ideas. The report had been ripped to shreds. ‘Hopefully, we’ll have something useful to present on Monday’, her email concluded. George spent the entire weekend revising the report, following precisely Janet’s comments. He removed all of his ideas since it was clear they were not valued. On Monday morning George did not feel like going to work. He wanted to call in sick, but instead decided to sleep in and go in later than usual. Stuff them! he thought. Why should I work this hard when they treat me like this? A feeling of anger and resentment began to build up inside him. He decided that from then on, he would not do anything on the project unless instructed to. I’ll only do the absolute minimum, nothing more! he told himself. Over the next few weeks, George’s enthusiasm for the job gradually diminished. He came to work later, left earlier than usual, and took increasingly longer breaks. He was no longer interested in ‘dazzling’ anyone. The thought of resigning crossed his mind, but so did the 10% bonus he was entitled to if he stayed. The review On the day of the review meeting George was excited that he would finally go on the bonus system. He figured it would make up for all his work that had not been recognised. ‘Take a seat, George’, Janet said. Also present was the HR director. Immediately George sensed a colder and more serious ‘vibe’ compared to last time they met. George sensed that the feedback would be harsh. ‘You see, George,’ Janet began, ‘the problem is that you haven’t performed as well as we expected’. Janet continued: ‘Obviously the potential is there, but we don’t think you’ve performed at a level needed to get on the bonus system, so we’ll re-evaluate your performance again in three months and make a decision then.’ George was confused; his thoughts began to race. Potential? His mind flashed back to the meeting three months earlier, when Janet had remarked: ‘You’re exactly the sort of person we’re looking for!’ Moreover, the HR director had clearly said that everyone gets onto the bonus system after three months. ‘Any questions, George?’ asked the HR director. George suddenly realised he had not been listening for a while, but his mind was already made up. That night he began sending out job applications. He also emailed Janet with a request to meet at 11 am the following morning. Instructions: In light of the case above, undertake the following tasks, providing clear, coherent, comprehensive and logical discussions using theories and concepts learned in class. Use specific examples and justify all recommended strategies. Every point should be clearly written, and the example should also be illustrated. 1. Behaviour and Personality 1.1. Using the MARS model of individual behaviour, critically evaluate the causes (5 marks) and impact (5 marks) of George’s behaviour in the workplace. （10 marks\_) Judgement： Minimum two causes identified, relate identified causes to impact. Make logical assumptions where necessary. 1.2. Using the Myers-Briggs Type Indicator, critically evaluate George’s personality and behaviour (5marks) and the impact on the project team (5 marks). （10 marks） Judgement：Understand the advantages and disadvantages of the Model when discussing the impact on the team 2. Perceptions 2.1. Using attribution theory, critically evaluate the causes (5 marks) and impact (5 marks) of George’s behaviour on his work colleagues from the project team(Janet and Daniel). （10 marks) Judgement:Identify the possible internal and external attributes that resulted in George’s perception. Link to impact on colleagues established 2.2. Identify and explain the appropriate strategy open to Janet for managing George’s behaviour based on the attribution process. (4marks) Judgement: Strategy should aim at correcting the negative perceptions 2.3 In relation to the theory of self-fulfilling prophecy, critically evaluate the causes (5 marks) and impact (5 marks) of George’s behaviour. (10 marks) Judgement: Understanding of Janet’s perceptions needed here in order to establish the causes and impact on George’s behaviour. Connection between the two need to be made . 2.4 Identify and explain the appropriate strategy open to Janet for managing George’s behaviour based on the theory of self-fulfilling prophecy. （4 marks） Judgement: Janet needs to question her own assumptions/perceptions of George. This should be established in the strategy。 2.5 Using the Johari window model of self-awareness and mutual understanding, critically evaluate the causes (5 marks) and impact (5 marks) of George’s behaviour on his project team/work colleagues. （10marks） Judgement: The 4 levels of awareness according to the Johari window needs to be identified when establishing the causes. The impact of George’s behaviour on work colleagues needs to be related to the awareness levels. You may make valid assumptions where necessary. 2.6 Identify and explain appropriate strategies for assisting George to expand his own awareness of the causes and impact of his behaviours. （4marks） Judgement： Strategy should be based on what levels of awareness were identified through the Johari window. Identified strategies should attempt to improve perception levels related to self-awareness. 3. Attitudes, Emotions, Stress 3.1. As the Area/Client manager Janet advices George not to give his resignation and decides that she must coach George about emotional intelligence so that the project team’s performance and success are not placed at risk. Develop a plan for how Janet could coach George. Outline 2 strategies in your plan. (3 marks each) 3.2. Justify or detail the reasons for Janet’s chosen steps in the plan. (5 marks) 3.3. Discuss how Janet will have to apply her own emotional intelligence as she coaches George. (5 marks) （16 marks） Judgement：Chapter 4 managing emotions at work 3.3 requires a reflection of Janet’s own emotions and that of Others(George’s emotions) Chapter 4 diagram in PowerPoint number 19 3.4. Critically evaluate and discuss how an understanding of the 4 elements of Emotional Intelligence will assist Janet, the Area/Client manager, to manage the whole situation effectively in the short term (5 marks) and longer term (5 marks). （10marks） Judgement： The discussion on Janet’s management of the situation should revolve around the following 4 elements • Self-Awareness: This is where it begins! Being self-aware. Using your personal power. • Self-Management: Being in control of your behaviors based on your emotions. Self-regulation. • Social or Other Awareness: Being aware of others’ emotions. Showing empathy and being service oriented. • Relationship Management: Leveraging self and others’ emotions to build collaboration, communication, and trust. 3.5. Critically evaluate and discuss 2 strategies that Janet, the Area/Client manager, can use to alleviate the stress evident relationship with George. (4 marks each) （8 marks） Judgement：The 2 strategies for evaluation can be chosen from the following: • remove the stressor • withdraw from the stressor • change stress perceptions • control stress consequences • receive social support The chosen strategy should be linked to the causes of stress. Good answers could also relate to other sections in the report such as lack of emotional intelligence, lack of self-awareness etc Format, layout and report writing style; ¬ Professional report layout (presentation and numbering guidelines followed) ¬ Grammar / spelling / punctuation ¬ Objective, consistent and impersonal style of writing ¬ Fonts and format (text font 12, heading font 14, spacing 1.5,) ¬ Language is appropriate for the business context, spelling and grammar accurate Referencing:¬ APA referencing in-text citation and reference list