

## S-cube Problem Resolution Scenario

Two years ago an interdisciplinary team was put together to restructure the department of further education at Builditup Company.

The objectives are to offer state of the art online qualification programmes for all employees meeting the company's requirements in a fast transforming market. To encourage employees to sign up for the new education programmes, they should meet the following criteria:

- be offered fir study with flexible hours;
- create an inviting study atmosphere;
- use modern techniques and training methods;
- award certification; and
- contribute to future company profitability.

For no obvious reason there Has not been any progress in attaining the objectives of the project. Headquarters has voiced harsh criticism and called for an immediate fix and binding project plan. So the Human Resource function has organized a meeting of all project team members to establish what the obstacles are to signing up employees to the study for the educational programmes and how to overcome these.

### General Goals:

- Allow each team member to state their views on why the project isn't working.
- Allow the team to suggest solutions to overcoming the project difficulties.

Character	Description	Goals
Heather Reynolds	<p><u>General Information</u> As Head of Human Resources, it is her job to supervise and develop the skills of her employees. She wants to make sure the qualifications of the employees aligns them to the company as Builditup doesn't want to invest in human capital that may leave to going and work for a competitor.</p> <p><u>Private Information:</u> Has worked for 35 years here, familiarises herself with the company and thinks of employees as of</p>	<p><u>Public Goals</u></p> <ul style="list-style-type: none"> <li>• Provide attractive education to reach as many employees as possible.</li> <li>• Enable employees to meet the demands of their job.</li> <li>• Align better the needs of both the Company and their employees</li> <li>• Get all team members to commit to the project plan.</li> <li>• Secure short-term results to feedback to the Headquarters.</li> </ul>

	<p>her family. She wants to see their future settled before she retires in two years' time. She also wants to ensure the future of some of the long-time older employees (who she meets socially) as she recognises their lack skills compared to younger colleagues and how this disadvantages them. Needs to convince team members to "see it her way".</p>	<p><u>Private goals</u></p> <ul style="list-style-type: none"> <li>• Offer an education programme designed to qualify elder workers.</li> <li>• Launch the education programme before her retirement as this will be her last ambitious project</li> </ul> <p><u>Communication Style:</u></p> <ul style="list-style-type: none"> <li>• She is direct and quite emotional when it comes to what she sees as her "pet" project.</li> <li>• She prefers an open, egalitarian approach within the team.</li> <li>• She seeks consensus and plans far into the future.</li> </ul>
Tex Subord	<p><u>General Information</u> His job is to provide, install and maintain IT installations, mainly the computing network and the desktop machines. He is the only team member who has an understanding of the IT system specification, capabilities and operability.</p> <p><u>Private Information</u> This project is the last thing he needed on top of his overloaded task list. People have no idea what it takes to keep an IT network running. He sticks to his maxim: "Users should be given as little IT rights and privileges as possible to keep them from messing up the system".</p>	<p><u>Public Goal</u></p> <ul style="list-style-type: none"> <li>• Keep the IT system running and ensure it is easy to maintain</li> <li>• He is unable to work any overtime</li> </ul> <p><u>Private Goal</u></p> <ul style="list-style-type: none"> <li>• Ensure that there are little or no changes to the IT from this project.</li> <li>• Where possible use existing IT infrastructure for developing and administering this education programme.</li> <li>• Secure a budget from Finance to pay for extra staff to work on the IT aspects of the project.</li> </ul> <p><u>Communication Style:</u></p> <ul style="list-style-type: none"> <li>• He communicates as little as possible.</li> <li>• He addresses remarks in an indirect way, is</li> </ul>

		<p>always polite and prefers to work with facts only. He doesn't share his know-how with everybody. He simply tells them when their ideas won't work. He doesn't voice criticisms openly.</p>
Emily Educate	<p><u>General Information</u> She is an external teacher specialising in Further Education and Vocational Training. The Builtitup Company has asked her to advise this workshop as her expertise in customized adult education and up-to-date training methods is widely recognized.</p> <p><u>Private Information:</u> Being self-employed has worn her out as she has had to meet the demands of her work and her family. She is seeking a job with fixed office hours, preferably in the morning when her children are at school.</p>	<p><u>Public Goal</u></p> <ul style="list-style-type: none"> <li>Advise the team on how to get the project to work from a pedagogic perspective.</li> </ul> <p><u>Private Goal</u></p> <ul style="list-style-type: none"> <li>She wants to secure employment with Builtitup as a part-timer working in the morning, on this project and beyond.</li> <li>She wants to make a good impression with Heather Reynolds (HR Manager).</li> </ul> <p><u>Communication Style:</u></p> <ul style="list-style-type: none"> <li>She loves to talk about her work at large. Of course, as a teacher she is well placed to advise on which programmes should be implemented.</li> <li>She has excellent rhetorical skills and finds it easy to make others see it her way, especially when they can't come up with any meaningful arguments.</li> </ul>
Frank Bigbuck	<p><u>General Information</u> The company won't waste money on unproductive projects. The project is in urgent need for tangible results or the Chief Financial Officer will cancel it altogether.</p> <p><u>Private Information</u></p>	<p><u>Public Goal</u></p> <ul style="list-style-type: none"> <li>Minimise any further expenditure on the project.</li> <li>Deliver short-term financial results which are due next month.</li> </ul> <p><u>Private Goal</u> Keep his job by keeping</p>

	<p>He is aware that the Builtitup Company is downsizing. His annual financial report, due next month, has to prove his efficiency as a financial manager. Although he needs results to explain the project's costs over the last two years, he won't support additional costs being incurred in this quarter.</p>	<p>expenses low Immediate visible result to justify last year's project costs.</p> <p><u>Communication Style:</u> Money rules the world. Without the financial resources he is making available, there would be no project. Team members have let him down by wasting resources without any tangible results to report. He will remind them in an assertive way to rethink their behaviour. He doesn't share his thoughts, ambitions or his information with anybody as it makes it easier to control his environment – "information is power".</p>
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