

DEMO VERSION

Directions:

Below are both the manager and employee roles. Please review both roles before the role-play starts, so you are familiar with the roles and generational preferences.

As the role-play takes place, use the Observation Sheet attached to write notes regarding how well the manager is engaging the employee, and how well they can “flex” either their preference, or the employee’s, to a successful conclusion.

Share your notes at the conclusion of the role-play.

Situation

- Boomer-generation manager with a Millennial employee, Sarah.

Manager:

The manager manages a customer support team for a company. The team’s primary responsibility is to take customer calls and triage issues, or escalate to the next level of customer care. Employees coming in late or not showing up can impact customer wait times, which is one of the metrics your team is evaluated on.

Sarah shows great empathy for the customers, and resolves issues quickly. When she is at work, she demonstrates shorter call times with higher customer satisfaction numbers than most team members. The problem is that Sarah constantly wants to change her schedule. Since the manager makes the schedule a month in advance, it causes difficulty and confusion when she makes last-minute requests. There have been a couple recent instances of Sarah switching with other employees that has caused staffing shortages because of mix-ups. These mix-ups have caused employee dissatisfaction, and impacted call wait-times. Regardless of Sarah’s skills, her schedule mishaps must be addressed.

Employee:

Sarah is quick thinking, and has a good grasp of technology, therefore she is able to handle customer questions swiftly and efficiently.

She likes the job, but took it to supplement another job in order to pay off student loan debt. This job is not her priority. In fact, if she can get promoted at the other job, she would quit this one, however, promotion opportunities are at least six months away. She wants to make herself as available as she can for the other job, and sometimes that means she has scheduling conflicts. Her manager does not know about the other job.

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Observation Sheet

Did the Manager:

Engage

(Check all that apply)

- Did the manager share preferences?
- Did the manager uncover the employee's issues and preferences?
- Did the manager ask for employee's input and feedback?

Notes _____

- Did the manager and employee discuss options?

Notes _____

- Did the manager let go of their preference and accommodate the employee?
OR
- Did the manager successfully flex the employee's preference?

Notes _____

Implement

- How will results be measured?

Notes _____

- What are the follow up plans?

Notes _____
