



## Case study no. 2

<b>Title of Case study / Good practice</b>	<b>Step by step...</b>
<b>Keywords (meta tag)</b>	Emotional intelligence, relational capabilities, empathy
<b>Provided by</b>	IDP European Consultants
<b>Language</b>	<b>English</b>
<b>Case study</b>	
<p>Your team is currently working to bring to conclusion a very demanding project: time is tickling fast, deadlines are very challenging, and tasks are complex to implement.</p> <p>Project staff is doing a great job, their expertise, knowledge and commitment have been exceptional so far... but meeting contractor and stakeholders' expectations (in quality and in time) are putting a huge pressure on their shoulders.</p> <p>Energies are eroding at faster rate than time available to recover, and there is a lot of stress in the team. The effect of long working hours is starting to impact communication, collaboration and cooperation dynamics as well...</p> <p>An internal meeting with the team reveals that although most of final activities are in place, and ready to be launched, their implementation will absorb further resources in terms of money and workforce.</p> <p>Money is not a problem: your financial department was aware of budgeting structure and funds are already available, what really concerns you is negotiating with the team their additional involvement in the last cycle of project's implementation.</p> <p>You're very tired and under pressure as well, and on the one hand, you cannot allow the project to go belly up in these final moments, and on the other, you have to deal with a shortage of energy and focus that can potentially lead to critical errors in such a delicate phase.</p> <p><b>Case questions:</b></p> <ol style="list-style-type: none"> <li>1. As the person in charge, how would you reignite team's commitment in these very last moments of development?</li> <li>2. What might your leadership style be like?</li> <li>3. What can you do to prevent resistance and/or definitive burn-out?</li> </ol>	
<b>Reference Link (if any)</b>	Own elaboration* <i>*This scenario is completely fictional. Any reference to real people and/or events is purely by chance.</i>
<b>Type of material</b>	<b>CASE STUDY</b>

(Suggested answers on 2. page)



## **Suggested answers**

As a team leader, this scenario is particularly problematic for you: you face the pressure to get things done, deliver results and satisfy the expectation of the head of your unit, but at the same time you're also responsible for your team's well-being...

**As the person in charge, how would you reignite team's commitment in these very last moments of development?**

*Be open and honest, be inclusive, appreciate and recognise everyone's precious contribution so far. Make things clear: "Ladies and gentlemen, I know it's been very tough, I know you gave everything you had and your efforts are not unnoticed. Let's take this last step and then we can finally celebrate our success".*

**What might your leadership style be like?**

*When in crisis mode, hierarchies tend to be flatter. You really need to prove to your team that "We're all in this together". Get rid of redundant routines and formalities, get your hand dirty with them...this will prove your team that you really walk the talk.*

**What can you do to prevent resistance and/or definitive burn-out?**

*Help your team focus on the light at the end rather than the darkness of the tunnel*