

Performance Management Coaching Scenario Background and Simulation Preparation

Getting Ready for the Online Simulation

- The Performance Management Coaching Simulation will be conducted online via a Zoom meeting link, which will be sent to your Walden email prior to your scheduled simulation time. In preparation for your simulation experience, consider the following technical aspects of the simulations:
 - Find a location with reliable internet connectivity and minimal background noise. If you have the ability to create a hard connection to your internet, i.e. using an Ethernet cord, you may wish to do so to ensure your connectivity is reliable.
 - Use a computer or laptop with a webcam and screen large enough to view the avatars well. **Note:** The avatars can see you and respond to you in real time.
 - Check the microphone and speakers on your computer or laptop to ensure they are at a volume at which you can hear and speak to the avatars clearly. You may wish to use a headset with a microphone for a better listening and recording experience.
- Your simulation will be recorded and a link to your recording will be sent to you following the completion of the simulation experience.

Scenario Background and Discussion Preparation

Simulation Scenario

A relatively new employee, Jill, has been employed at Global ProTech for 10 months. Her manager has not engaged with her since being hired. There was no on-boarding process, so she really does not fully understand the mission and vision of the organization. On her first day, Jill was escorted to her cubicle, provided with technology, and handed a stack of procedural manuals to read. Her manager indicated she would have a trainer, but no one has shown any real interest in taking Jill under their wing. Essentially, she has been left to sink or swim. She does not know if she is doing the right job, let alone whether she is doing the job right. Jill's first annual performance review is coming up in two months. She has tried on multiple occasions to schedule an appointment with her manager to discuss her job and her performance, but every time the appointment date and time arrives, the manager has had to re-schedule for more pressing issues.

In desperation, she attempted to schedule a meeting with her manager one more time, and an appointment was successfully made. She was finally believing the system was working and was anticipating the meeting. During the meeting, her manager never took notes as Jill explained her frustrations and concerns. He kept checking his phone and what appeared to be his social media page on his laptop. In addition, in between the phone and social media, he also continuously doodled on a notepad. At the end of the meeting, Jill wondered if her manager really understood her concerns or whether he cared anything at all about the employees or the organization. After much deliberation, Jill decided she had had enough and headed down to human resources for guidance and direction.

Your challenge as Human Resources Manager is to meet with Jill's manager, Max to discuss Jill's concerns – and at this point, it appears the manager is not complying with the Performance Management System and that he has ignored the concept of an ongoing dialogue about performance throughout the year.

Simulation Challenges and Objectives

Important Note: In the simulation experience, you will not be notified when you have met or not met a challenge and its objective. However, the avatar will respond by becoming more engaged in the conversation when you “hit” the challenge and will react in a more disengaged manner if you “miss” the challenge. If you would like to keep track on your own, you may wish to have this document and your Week 3 Meeting Notes Assignment available as you complete the simulation experience.

- **Challenge 1:** Gather the manager’s view on the experience with Jill in their recent meeting, including events leading up to it.

Objective: Learner will frame the parameters for the conversation and an open-to-input tone and approach.

- **Challenge 2:** Review the Performance Management Program, specifically how the Performance Review Process works as a continuous tool for employee development and coaching.

Objective: Learners will identify the key elements of the Performance Management Program, specifically the appraisal process and its importance.

- **Challenge 3:** Coach the manager to get him back on track – as a one-time event, not a Performance Improvement Plan

Objective: Learner will demonstrate effective and supportive coaching technique while maintaining support to the process.

- **Challenge 4:** Review what the Manager now thinks they must do next, especially regarding next steps with Jill, and schedule a follow up meeting.

Objective: Learner will positively end the conference and establish future communication.

Simulation Preparation

- Review the Week 5 Discussion requirements and view the introductory and sample simulation videos in the Week 3 Learning Resources. Be sure to familiarize yourself with the technical aspects of the online simulation.
- Think about how you might begin a coaching session with Max. Be prepared for your meeting by completing your Week 3 Simulation Meeting Notes Assignment
- Keep in mind, you will not be assessed on your performance, rather this exercise is a tool for practice and reflection on coaching situations.

The CANs and CANNOTs of the Avatars

- **The avatars CAN:**
 - Interact with and respond to you in real time while experiencing a wide range of emotions
 - **See** you and **hear** you
 - **Improvise** according to what they know or don't know

The avatars CANNOT:

- **Perform** certain physical functions such as switching seats, standing up, leaving the room, etc.

Meet the Avatars

The following information provides insight into the different avatars you will engage with or observe during the simulation experience. Be sure to review the information prior to your experience to get to know the avatars and familiarize yourself with their backstories.

Bennett



You will begin your simulation with a welcome from Bennet, our Simulation Guide. He will greet you prior to your simulation and he will explain the simulation protocols. Bennet will always be standing by during your simulation if you run into any technical difficulties. At the end of your simulation, you will be reunited with Bennet to briefly reflect on your experience.

Max



Max will be the avatar representing Jill's boss, the department manager for Global ProTech. Once Max appears on your screen, your simulation will begin and your opportunity to practice your employee coaching skills will commence.