

November 19, 2009

<p>This is a knowledge assessment for Sprint Management Essentials. The set-up is done in text with voice-over, followed by three video scenarios. The user will watch all three, and then pick the scenario they think best represents how to handle the situation. Feedback will be given in text and voice-over for each response. If the user chooses the “Fair” or “Inappropriate” response, he or she will be directed to watch the “Good” response one more time and experience the feedback associated with the “Good” selection. After viewing each scenario on a particular subject, the learner will land on a page with hyperlinks to the associated documentation for that subject and a link to the SME Training to learn more.</p>	
Audio	Visual
<p>Scenario Intro—Voiceover (VO)</p> <p>Jack is a subject matter expert in marketing. He is meeting with his manager for a beginning of the year performance planning discussion. Jack shares with his manager that he desires to become a manager of people for his next career move. Jack is looking for development suggestions.</p> <p>Jack comes to the performance discussion with a few solid ideas for development.</p>	<p><i>Text on Screen (TOS)</i> Matches the voiceover.</p> <p><i>Graphic</i> We see a still shot of Jack and his manager talking in a conference room or office.</p>
<p><i>Choice 1--Video</i></p> <p>Manager: So how is it going, Jack?</p> <p>Jack: I’m enjoying the work. I’ve been able to work with some great people. I’d like to work toward a managerial role. You know, managing people.</p> <p>Manager: Okay, what interests you most about managing people? What do you think makes a good manager?</p> <p>Jack: Well, I feel like I know marketing inside and out and could help people do their job more effectively. I think a good manager knows the field well and can share his insights with his workers.</p> <p>Manager: Good. How about driving others to achieve to their potential? How do you see yourself fulfilling that role?</p> <p>Jack: Well, I think coaching and mentoring are important.</p> <p>Manager: Jack, I think you have the potential to be a great manager. You’ve got a great rapport with our clients and you’ve hit the ball out of the park with these last couple of projects. One of the things that you might think about improving is how you communicate with your team – bring them in</p>	

November 19, 2009

<p>on projects early so you can get their input and delegate effectively. There are some great opportunities outside of the office to get some management experience. Even volunteering for the PTA could give you some experience to leverage here at work. We can put some of these things down on your development plan to give you some tangible goals to work toward. How does that sound?</p> <p>Jack: [Nods]</p> <p>[Fade out; fade back in to later point in time]</p> <p>Manager: How are things going, Jack? Have you had any opportunities to work on your management goal?</p> <p>Jack: Some. I took your advice and joined the PTA. I'm working with a group of parents on the next large fund raiser. It's going pretty well.</p> <p>Manager: Good! Sounds like you'll gain some good experience. Another step you might consider is taking some of the management classes we offer here at work.</p> <p>Jack: Sounds good.</p> <p>[Fade out.]</p>	
<p><i>Choice 1 Feedback—VO</i></p> <p>This is a good response. Jack's manager showed and interest in his career aspiration and listens to Jack's ideas for development. He also offered actionable steps for Jack's development plan and ways to improve his management skills. It is also important that the manager followed up on Jack's progress and offered additional steps toward his goal.</p>	<p><i>TOS</i> Matches the VO</p>
<p><i>Choice 2—Video</i></p> <p>Manager: Anything else you'd like to put in your development plan?</p>	<p>Jack and his manager talking in a conference room or office.</p>

November 19, 2009

<p>Jack: Yes. I'd like to start working toward a management role. I think I'm ready to lead a team as a manager.</p> <p>Manager: Okay. Let's put that in your plan. Anything specific you'd like to do to reach that goal?</p> <p>Jack: I'm not sure. What do you suggest?</p> <p>Manager: Well, I could suggest some books on management and you might consider auditing a course outside of work.</p> <p>Jack: [Unsure about the advice,] Oh-kay. I'll start with those.</p> <p>Manager: Great! Let me know how it goes. I'll send you a list of books when I get back to my desk.</p>	
<p><i>Choice 2 Feedback—VO</i></p> <p>This is a fair response but does not show sincere commitment to employee's professional development. The manager should share specific development steps and solid ideas for growth toward a managerial role.</p>	<p><i>TOS</i> Matches VO</p>
<p><i>Choice 3—Video</i></p> <p>Jack: Before we finalize my development plan, I'd like to talk about my career opportunities.</p> <p>Manager: [Unenthusiastically] Okay.</p> <p>Jack: I think I'm ready to lead a team of people in a management role. I have a lot of years and experience in marketing and I think I have a lot to share with a team.</p> <p>Manager: Interesting. Well, Jack, I have to tell you. I don't see you interacting well with people...as a superior. I just don't think you have the expertise in the field yet. You need to work on your actual team performance - improve your game - and then maybe we'll talk about career advancement. It's a little too early in your career to be thinking about management.</p>	

November 19, 2009

<p><i>Choice 3 Feedback—VO</i></p> <p>This is an inappropriate response. It sounds like Jack's manager has some issues with Jack's performance that he has not brought to his attention, thus failing him as his manager. Part of a manager's responsibilities at Sprint is to coach and deliver feedback. Specifically for this situation; managers should give feedback along the way and managers should also show sincere interest and commitment to employee's career aspirations.</p>	<p><i>TOS</i></p> <p>Matches the VO</p>
	<p><i>TOS Learning Point Question and Answers</i></p> <p>In which scenario did Jack's manager best handle his desire to move toward a management role?</p> <ol style="list-style-type: none">1. Give him some reading material and promise to follow up with him.2. Point out the characteristics that will help him in management and give him tangible steps to work toward his goal.3. Point out the reasons that he should not consider a management role at this time.