

Guidelines for developing scenarios

Discussing thought-provoking scenarios helps your employees to consider and apply your Fundamentals in the “real world.” It helps them to see the Fundamentals as relevant and practical. While these scenarios primarily will be used during one of the rollout exercises, they can also be used for annual training exercises. Following are some guidelines on how to create effective scenarios as well as some examples to stimulate your thinking.

1. You'll want to create roughly 7-8 scenarios, though you'll likely only use 4 or 5 of them, depending on how lengthy the conversations go.
2. The scenarios should be ones that describe typical situations that go on at your company – customer situations, internal issues, vendor issues, etc.
3. It's best to have the management team develop most of the scenarios, as they're usually the ones closest to the action.
4. For each scenario, describe what role the listener is to play. For example, “Imagine you're the manager, and an employee comes to you . . .”
5. If possible, try to create scenarios where the best course of action isn't obvious; where one can make a case for multiple ways of responding.
6. You're going to be asking people to discuss how they'd handle these situations and which Fundamentals would most guide their behavior. Thus, it can be helpful to work backwards from the Fundamentals. In other words, you might think of a Fundamental and then come up with a scenario that might best illustrate why you included this Fundamental and how it's to be applied.
7. The scenarios should be written out for your own use, but you won't hand these out to people. Rather you'll simply describe the situation verbally for people, giving as much detail as is necessary for them to understand the situation and relate to it.
8. Though it's not required, some companies find it useful to write down the most applicable Fundamentals for each scenario – sort of like an answer key.

Here are some examples:

- You take a call from an angry client who's frustrated that one of your teammates has multiple times promised to call them about an important issue and yet the client has never received a call. The client is at their wit's end, and is ready to go to another supplier. How would you handle this situation and which Fundamental(s) would most guide your behavior?
- You work in a department in which your manager spends so much time socializing with you and your teammates that it's become a distraction and is cutting into your effectiveness and productivity. How would you handle this situation and which Fundamental(s) would most guide your behavior?

- You overhear a conversation between co-workers and learn that another person in a similar role to you is making 20% more than you. To make matters worse, you feel like you work harder and accomplish more, but this person is related to one of the owners of your company. How would you handle this situation and which Fundamental(s) would most guide your behavior?
- In a company meeting, you learn that a process that's been in place for many years is going to be changing. Later that day, you're at lunch with four co-workers and everyone spends the entire lunch time commiserating about how dumb this change is, and identifying all the reasons why it will never work. How would you handle this situation and which Fundamental(s) would most guide your behavior?
- While working in the shop, you're aware that a fellow employee is not following correct work procedures. You know that it's wrong, but you also know that if you say something your coworkers will be reprimanded, and perhaps even fired. How would you handle this situation and which Fundamental(s) would most guide your behavior?