

## **Scenario 1**

You work in local government in a small town 30 minutes from your country's capital city. Top officials in the local government are introducing a budget transparency/open budget policy that will provide citizens with access to government budget/expenditure and salary information via the government's website. The citizens and many government officials strongly support this initiative, which they believe will create a new system of accountability. However, some government officials oppose the initiative arguing that it will empower the citizens to criticize every single project and every single expenditure to the point where the government will be unable to function effectively.

Role: Senior Leader - You are a champion of the budget transparency initiative. You are under pressure from the state government to increase efficiency and root out corruption, and you feel like this reform is a step in the right direction. You must persuade the middle manager to help you implement the reform.

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Role: Middle Manager – You are resistant to the budget transparency initiative. You feel that it will give too much power to the citizens and will dramatically slow the work of the government. You are even more concerned about what will happen to the monthly side payments you're currently receiving that pay for your kids to attend a private school in the capital city.

## **Scenario 2**

You work for the national census bureau. The organization will soon begin transitioning from paper to a digital/computer system that is supposed to greatly increase efficiency in census data management. Champions of the reform believe that the increased efficiency will save the organization a great deal of money. However, some employees are concerned that their jobs will become obsolete after the transition, especially if they don't have the digital skills required to work with the new computer system.

Role: Senior Leader – You are a champion of the digitization effort which will make your organization far more efficient. You must persuade the middle manager to support the digitization effort for his/her division.

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Role: Apathetic Middle Manager – You feel indifferent about the digitization effort and show a lack of enthusiasm or concern for it. Your position as a supervisor isn't directly threatened by the digitization initiative, but the efficiencies it's supposed to create won't have as big of an impact on your particular division either.

### **Scenario 3**

Your organization will soon introduce an internal HR reform measure that will give employees a flexible work schedule. Employees will work 9 hours a day (instead of 8 hours) and then will get every other Friday off; they will also be able to telecommute (work from home) one day each month. Although some people in the organization are excited to have a 3-day weekend every other week, others are concerned that a 9-hour standard work day will make their family lives more difficult (dropping children at school and picking them up, etc.).

Role: Senior Leader - You strongly support the HR policy reform to introduce a flex work schedule in your organization. You feel like it will have a positive impact on employee morale and will ultimately increase productivity. You must persuade the middle manager to help you implement the reform in his/her division.

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Role: Compliant Middle Manager with No Initiative – You are happy to go along with this new HR initiative to introduce a flex work schedule for your whole organization. However, your personal special request for a flex work schedule was granted a year ago, so you don't have much motivation to actively assist with the implementation of the initiative across the whole organization.