MINI CASE STUDIES

A Collection of Quick Exercises in Leadership



ONE FOR ALL

How to Prevent Co-Workers from Letting You Down

Hilary Martin and Nayaab Bajwa, Ted Rogers Leadership Centre

You are enrolled in an undergraduate business course that requires that you participate in a group project. Not wanting to be scrambling at the last moment, you quickly sign up with a group and create a group chat for the whole team. This will help you to get organized so that things will not be left to the last minute.

A couple of weeks before the project is due, assignments are sorted among the group members. You decide that, because your mark in this course is very important to your overall GPA, you will do the final edit of the whole assignment and fine-tune it for any mistakes. To give yourself ample time to do this you explain to the group that you want everyone's part five days before the submission date.

Despite your request, no one sends you their part of the work on time. You message the chat to see what is going on. Some people don't reply; others say they have been busy but are finishing up; and some say they haven't started. You start to get worried but understand that 'life happens,' so you suggest they send it to you three days before the deadline.

T-minus three days and no one has completed their part of the project. You again message and receive the same response as before. You are now very worried, and by the next day you still have received only two submissions, which you edit.

The next day you finish work at 9 p.m., hoping that the rest of the group members have sent their parts, considering the submission deadline is tomorrow. Realizing you have not received any more submissions, you message the chat to see what is going on but get no response. Knowing that your marks are on the line you start doing the project yourself. You stay up all night to single-handedly finish what was supposed to be done by four people. The next morning you go to school and hand in the completed paper.

You are furious with your group. What do you do now? What are your options? How might you have managed this differently? Why?

Keywords: teamwork, group projects