

Guidelines for Writing a RHC-LHC Case Study

1. Think of a time when you felt unable to effectively address a business issue with others (e.g. implementing a plan, presenting a suggestion, or addressing a performance issue). Pick an episode that was important to you and that you want to handle more effectively.
2. Briefly describe the context that is relevant to your issue. Who was involved? What were you trying to accomplish? What kind of obstacles did you experience?
 - a. The situation was a meeting of fellow managers. The director wanted suggestions as to how to resolve problem X. Problem X continues to plague our organization. I had several ideas because I work in the area where problem X occurs most frequently. I also knew that Manager Joe would have difficulty buying into my suggestion.
3. Select a critical moment in the conversation and write it down. Use the following format.
 - On the right hand side of the page, write down your best recollection of what you and the other person or persons said.. Don't worry about being precise; your best recollection is fine. **Although it is very important that you write down the actual dialogue instead of a description of what happened.**
 - On the left hand side of the page, write down any thoughts and feelings you had at the time and did not say. (see example)

What I thought and felt, but did not say

This goal is unrealistic and potentially demoralizing if I can't achieve it month after month.

He still doesn't get it. He is so out of touch with the field.

What was actually said

Manager: You had a great year. This year your sales goal is 800,000 units.

Me: So my goal is 60% higher. Are we going to have enough product to sell for me to achieve this?

Manager: With sales people like you out there, you are going to keep manufacturing on their toes. Don't you worry. You make the sales, I'll make sure the units are in the pipeline.