

# CASE STUDIES

Activity Sheet by Scott Arizala



Consultant, Trainer, & Author

## Difficult Management Conversations

### Case Study #1

David, a 20 year old Senior Staff member is constantly in a bad mood. He is never really excited or enthusiastic about any activities. He is generally on time to things and responsible, just wears his negativity on his sleeve. When you approach him to talk about it, he doesn't have any idea what you are talking about.

- Think about his expectations. What would you want to prepare for this conversation?
- What are some goals you might have for this conversation?

### Case Study #2

Marcus approaches you and says that Alisha, one of the female unit leaders, is making people uncomfortable. At first it is a very general complaint, but after you probe a bit you find out that it is because she is an awkward hugger. She is a very touchy-feely kind of person and has a bubbly personality, but she often forces hugs on others. To top it off, she seems to be more physical with the boys in her Unit, which is sending a weird message. When you approach her about this she is shocked, a bit confrontational, and doesn't really believe that others feel that way.

- What are some questions you could ask to get Alisha's perspective?
- If she is defensive and doesn't believe you, what would be some strategies for creating a plan to change her behavior?

### Case Study #3

Courtney has developed a relationship with Will. She is letting get in the way of her job. She seeks him out at meals, she disappears from rest hour, she has even been late to several activities. Will, on the other hand, has NOT let it affect his job. According to his Unit Leader he is the best counselor in the Unit and he hasn't noticed any of this kind of behavior.

- How will you approach Courtney about her job performance without letting the conversation turn to Will's job performance?
- What are some other considerations you should make about this conversation?

### Case Study #4

Jason, a staff member in your Unit, is very well meaning, but is just not that good with kids. He isn't unsafe or mean, but he doesn't really understand how to talk to kids or how to play with them. Because he is so well meaning, he takes all of your suggestions to heart and tries them, but again just doesn't seem to get it when he does.

- What are some ways to initiate this conversation?
- What are a few specific behavioral changes you can explain to Jason?

### Case Study #5

Jess, a counselor in the oldest girls unit, is constantly talking over and contradicting other counselors in front of the campers. It's not usually in a mean spirited way, but it happens enough that the other counselors on the unit are starting to get really aggravated. She has made some obvious mistakes and others have had to pick up the slack because of them. She gets really defensive and blames others when she is given any critical feedback and seems oblivious to her domineering personality.

- What sort of planning and forethought should you have going into this conversation?
- If she constantly blames others how can you get her to take responsibility?

 facebook

Become a fan on Facebook:  
**TheCampCounselor**

Written by Scott Arizala  
[www.TheCampCounselor.com](http://www.TheCampCounselor.com)  
[scott@thecampcounselor.com](mailto:scott@thecampcounselor.com)



Follow me on Twitter:  
**TheCampCounselor**

© 2009 All Rights Reserved

