

Example Scenarios

Scenario 1

John, a manager of operations, says this in a meeting after some minor chitchat:

“Let me start. I have facts and figures here that I received from the computer. They show the production costs of our new and improved backyard golf green. I am reasonably sure I can bring in the manufactured cost of this product at \$40. I’ve had a preparatory meeting with my production team, and they, too, are convinced that these costs are accurate. That ought to make you marketing people happy.”

What type of power is John demonstrating? How did you arrive at this conclusion?

Scenario 2

In that same meeting, Dorcas, the director of finance, says gruffly, “I think that we can cut the costs even lower by doubling the initial run to 100,000 units.”

What type of power is Dorcas demonstrating? How did you arrive at this conclusion?

Scenario 3

Later in the same meeting, after three different cost-cutting proposals were presented and met with resistance, Jenny, the director of customer service, says: “We can always cut costs by using cheaper components, but that will only open the door for more service problems. Let’s discuss that angle while we’re on the subject.” What type of power is Jenny demonstrating? How did you arrive at this conclusion?

Scenario 4

After Jenny and the others continue to discuss costs, John says, “Look, if you install a cheaper motor in the putting green, it will overheat. Our Quality Group has reviewed this product, and it is solid. We can’t put a cheaper motor into this product. Changing the motor from the specs I have provided would be a bad decision.”

What type of power is John demonstrating? How did you arrive at this conclusion?

Scenario 5

Jenny says, "In light of what you are saying, John, I'd like to contact our distributors and assess their repair facilities." John replies, with some controlled anger apparent in her voice, "What do you have against my department servicing the golf green? It's about time we broke precedent and handled the repairs in the right manner. We can do all of the servicing in operations. It fits perfectly with downtime periods, and allows me to use my production workers better. Why should I turn over this 'gravy' work to incompetent distributors?"

What type of power is John demonstrating? How did you arrive at this conclusion?

Scenario 6

As the discussion continues, Dorcas asks John, "What kind of delivery are you anticipating for the new putting green? And when do you plan to make your first shipment?" John indicates that her best delivery would be six months from final drawing and prototype delivery to her department. She supports her decision as the conversation continues, by saying: "We've never introduced a new product in less than six months. I don't think you people understand all the things that are involved. It may take us a couple of months just to find a supplier for that cheaper motor . . ."

What type of power is John demonstrating? How did you arrive at this conclusion?

Scenario 7

Melanie, the marketing director, has been very quiet, which is most unusual for her. She finally says, "I am so pleased that we can move forward with this new product. I have a large number of unused boxes from the earlier model. If we are able to build and design in a way that lets us use the 30,000 boxes we have in the warehouse, I think we'll all be given kudos as a design team."

What type of power is Melanie demonstrating? How did you arrive at this conclusion?