

# Managing Involvement Example

## Background

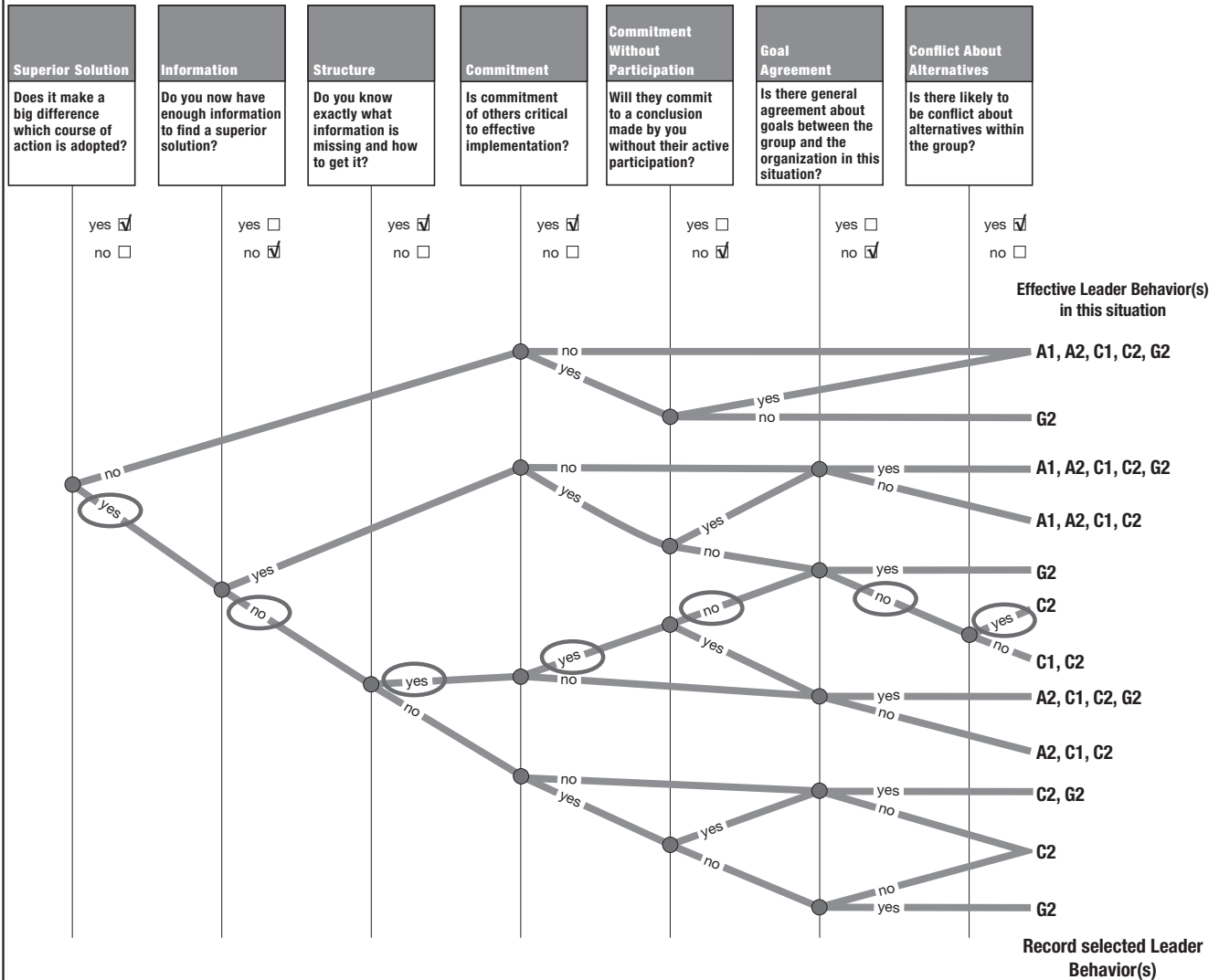
The EnviroPak project is currently behind schedule. The project can still be completed on time if more resources are assigned to solving the material issues with the new long-shelf-life containers.

In the meantime, other concerns have cropped up, one of which is the temporary suspension of production of one of the two large orders for which this project is being undertaken. The other concern is that of a new order which has a high price point but can only be produced on Line A.

The Project Manager is confronted with a decision: Continue the project as scheduled and incur a cost overrun, or postpone it until the new order that will generate more revenue but can only be produced on Line A is completed.

The Project Manager wants to ensure he involves the right people in the decision and adopts the right Leader Behavior. He is aware that the project team would like to complete the project and that the organization might not want to lose a revenue-generating opportunity.

Perhaps there is a third alternative that might include aspects of the first two alternatives that would satisfy the project team and meet the organization's revenue goals.



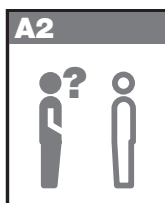
## Next Steps

- Project Manager gathers financial, scheduling, and resource data for all the issues (3 June)
- Project Manager identifies people to consult (3 June)
- Project Manager holds a meeting to consult with people identified and conducts a Decision Analysis with them to decide the best course of action (4 June)
- Project Manager presents the recommendation to stakeholders and gets approval for the course of action chosen (4 June)
- Project Manager implements the chosen course of action (5 June)

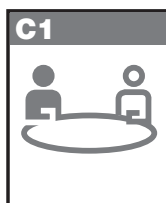
## Leader Behaviors



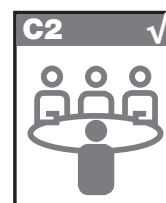
**A1**  
Resolve Alone



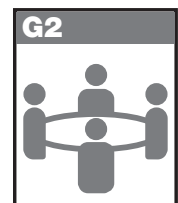
**A2**  
Question Individuals



**C1**  
Consult Individuals



**C2** ✓  
Consult Group



**G2**  
Resolve as Group