RemoteHeR · Module 5 · Decision game

MODULE 5 DECISION GAME

Something is wrong with Ana

Ana's handover notes have slipped since mid-September and she had a sharp exchange with Kadri in the team channel. She says everything is fine. You choose what to say, what to ask, when to wait, and when to stop and refer.



Before you start

It is Thursday 15 October, 10:00 in Lisbon. You work in the People team at Larkspur Learning. Marta, who manages Learner Support, has asked you to talk to Ana, a Learner Support Adviser who works from home in Portugal. Since mid-September, Ana's handover notes for the morning shift have often been missing, and on 6 October she and Kadri, a colleague in Estonia, had a sharp exchange in the team channel. Ana has told Marta that everything is fine. You have 30 minutes. Your choices are saved in your decision log.

Decision 1 · D1 · The invitation

Before the call. How do you invite Ana?

Choice	What happens	Verdict
A. "Hi Ana, could we have 30 minutes by video this week to talk about the handovers? Thursday at 10:00 or Friday at 11:00, Lisbon time, whichever suits you."	Ana replies the same morning: "Thursday at 10 is fine." The call is in both calendars, with the topic in the title.	good
B. A calendar invitation called "Quick chat", with no description, for Friday at 18:30 Lisbon time.	Ana writes back within minutes: "Is something wrong? Half past six on a Friday is when my day ends."	bad
C. An email listing every problem: the missing notes, the slower replies, the thread and Kadri's email.	Ana replies late in the evening: "I've read your email. I suppose I'd better hear the rest."	mixed

Decision 2 · D2 · The opening

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Ana joins with her camera on. She looks tired. How do you open?

Choice	What happens	Verdict
A. Purpose first, one fact, then an open question: "Before I say more, how have the last few weeks been for you?" “"Thank you for making time, Ana. I wanted to talk about the handovers. Some notes have been missing since mid-September, and the morning shift has felt it. Before I say more, how have the last few weeks been for you?"”	She is quiet for a moment, then: "Honestly, everything is fine. It's just a busy month."	good
B. Ten minutes about the weekend and the weather, then: "So, the handovers..."	"Right. I wondered when we'd get to that. Honestly, everything is fine. It's just a busy month."	mixed
C. "Kadri has complained about you, and Marta says you haven't been yourself. What's going on?"	"So this is about Kadri. I see. Everything is fine. It's just a busy month." She folds her arms.	bad

Decision 3 · D3 · "Everything is fine"

Ana: "Honestly, everything is fine. It's just a busy month." What do you say?

Choice	What happens	Verdict
A. "Good to hear. Let's look at the handover rota, then."	"Sure." She agrees to everything you suggest, quickly, and the call ends early.	bad
B. "I hear you. Five handover notes have been missing since mid-September. What has changed?"	She looks away and says nothing. The silence stretches on the screen.	good
C. "Marta thinks things may be hard at home. Is that it?"	"Who has been talking about my family? I'd rather not discuss that." She ends the call soon after.	bad

Decision 4 · D4 · The silence

Ana looks away and says nothing for several seconds. What do you do?

Choice	What happens	Verdict

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A. Wait. Say nothing for a little longer.	After a while, quietly: "It's not really the job."	good
B. "Take your time. There's no rush." Then wait.	After a while, quietly: "It's not really the job."	mixed
C. Fill the silence: "Maybe it's the new ticket system? Or the summer backlog? Or..."	"Yes. Maybe it's the system." She takes the way out you offered and says no more about it.	bad

Decision 5 · D5 · Kadri

Ana: "And Kadri. She posts my mistakes in front of the whole team. I felt humiliated." What do you say?

Choice	What happens	Verdict
A. "That sounds like it hurt. Tell me what happened, from your side."	She describes the thread and how it felt to read it before her day had started.	good
B. "Kadri was only pointing out a fact. The notes were missing."	"So I'm the only problem here." Her answers get shorter.	bad
C. "That was out of line. I'll make sure Marta tells her off."	"Good. Someone should." She looks relieved, for now.	mixed

Decision 6 · D6 · Where it stops being about the handovers

Ana goes quiet, then speaks. What do you say?

If trust >= 2

Ana: "My mother had a stroke in September. I do her mornings before I log on, and I'm barely sleeping. I didn't want anyone to know." What do you say?

If trust < 2

Ana: "I'm just tired. It's nothing I can't handle." What do you say?

Choice	What happens	Verdict
A. Thank her, put the handovers aside, and offer support within your role, without asking about her health.	If she told you: "I didn't know there was anything." You name the routes: occupational health where Larkspur has it, her own doctor, and a support line, with its hours. If she did not: "Yes. Let's do that."	good

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B. "I understand, but the notes still need to be done every day."	"Right." She goes quiet and gives short answers until the call ends.	bad
C. If she told you: "My aunt had a stroke too. Have you looked at physiotherapy at home? Which hospital is she in?" If she did not: "Are you sure? Marta mentioned your mother."	"I'd rather keep that to myself." She ends the call politely.	bad

Decision 7 · D7 · Confidentiality

Only on the path where Ana has told you. Ana: "Please don't tell Marta." What do you say?

Choice	What happens	Verdict
A. "I won't share anything about your mother without your agreement. What I'd like to tell Marta is only that we're agreeing a change to the handover for a few weeks. Is that all right?"	"Yes. That's fine." She sits back a little.	good
B. "Of course. Nothing you've said will leave this call."	"Thank you." She seems relieved, but nothing has been agreed about what Marta will hear.	mixed
C. "I'll have to tell Marta everything. She's your manager."	"Then I've said too much." She stops looking at the camera.	bad

Decision 8 · D8 · The work

What do you agree about the handovers?

Choice	What happens	Verdict
A. Propose a short, fixed handover template finished 30 minutes before her day ends, ask whether a temporary change to her hours would help, and set a review in two weeks.	"That would actually help. Can I think about the hours until tomorrow?"	good
B. "Let's see how it goes."	"OK." Nothing is written down, and no date is set.	mixed
C. "Maybe you should take some unpaid leave until things settle."	"I can't afford that." She looks at you as if the decision has already been made.	bad

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Decision 9 · D9 · Kadri, next

What do you suggest about Kadri?

Choice	What happens	Verdict
A. Talk to Kadri separately first; later, only if both agree, a conversation together with someone neutral. “"I'd like to talk to Kadri separately too. Later, if you both want, we could have a conversation together with someone neutral, to agree how handovers and feedback work. Nothing happens without your agreement."”	"If she's willing, I am." You agree to send her a short summary today.	good
B. "Let's get you both on a call tomorrow and sort it out."	"Tomorrow? I don't know..." She agrees to nothing.	mixed
C. "Post an apology in the team channel, and we'll move on."	"In front of everyone? No." The call ends without a next step.	bad

Ending · E1 · The conversation held

You stopped at the right point, pointed Ana to support, kept her private life private and agreed a temporary change with a date to review it. The next step with Kadri is voluntary and fair. Before you finish: write the summary you would send Ana today.

Ending · E2 · Closed too early

You accepted 'fine' and moved on. Three weeks later, the notes are still missing and Kadri sends Marta a formal grievance. The facts were there; they never came up.

Ending · E3 · Crossed into private life

You raised second-hand or private information, or gave advice outside your role. Ana ends the call and later asks Marta for a different contact in HR.

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Ending · E4 · Kept pushing

Ana told you, or showed you, that something serious had changed, and the conversation went on as before. She stops talking and does not reply to your summary.

Ending · E5 · Door left open

The handover is on a better footing, but something was missed. Read the debrief to see which choice made the difference, then play again.

Debrief

After the ending you see each decision you reached, the option you chose, Ana's reply, and the debrief note for all three options, including the ones you did not choose. The log is then shown for download or for copying into your artefact. On the second play the second column fills automatically; you write the last column: what you changed, and why.

My decision log

What I chose on my first play, and what happened

What I changed on a second play, and why

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