

# Case Study 2



NW HE Cross Institutional  
Action Learning

## Personal Profile

Manager, Liverpool John Moores University

I am a Manager leading a central team of 9.

## Problem / Challenge

*What was the problem, issue or concern?*

Dealing with a member of staff who is disillusioned with her job role and shows little creativity or independence in her work, but who wants a permanent post.

## Solution

*How did you/and the programme solve the problem?*

The questioning made me consider how the external issues were impacting on her work life and maybe the job was not really the issue. I had to explore those issues with her and make her aware how her behaviour was being perceived. The process made me realise I had to redirect my frustration into practical solutions and accept that motivation is different for everyone. I am used to dealing with self-starters who are enthusiastic whom I have recruited; I had gained this member of staff through an internal placement rather than recruitment.

## Results

*What was the outcome? Who benefited? What were the changes and benefits using qualitative and quantitative data?*

The outcome is the member of staff has settled into a permanent post. I give her much more guidance; she clearly did not like the work she was doing so I have moved her on to another role. I feel it is my response to her that has changed rather than her behaviour. I cannot change her feelings towards work but I can control her work and get the best from the team as a whole.