

Setting You Up to Fail?

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Haila
Nouf
Deema

Suppose you are a manager, what have you learned from this presentation in order to best dealing with Set-up-to-fail Syndrome?

in-groups VS out-groups

What is syndrome cost

The Outcome of intervention

Best	Highly effective
Good	Effective
Fair	Some effective

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What's going on?

Story of Steve
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- Steve is a middle manager
- High performance and high visibility
- Always positive and enthusiastic
- Clear about his priorities
- Excellent staff
- Excellent communication skills
- Always ready to help others
- Always ready to take on new challenges
- Always ready to take on new challenges
- Always ready to take on new challenges
- Always ready to take on new challenges

"Think of the information as an investment"

How to Strike the Syndrome

Why do managers tend to avoid face-to-face discussions?

During interventions, Managers can't separate emotion from reality.

Outline
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- Story of Steve
- What?
- How is it progressing?
- How it starts?
- Why managers set up set-up-to-fail?
- How managers set up?
- What should be done to prevent?

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What's going on?

in-groups VS out-groups

What is syndrome cost

The Outcome of intervention

Best	High performance
Good	High performance
Fair	High performance

Story of Steve

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- Steve is a brilliant executive
- High performance and high achievement
- Always focused on his performance only
- Steve is not a good leader
- Steve is not a good manager
- Steve is not a good person
- Steve is not a good friend
- Steve is not a good partner
- Steve is not a good colleague
- Steve is not a good neighbor
- Steve is not a good citizen
- Steve is not a good human being

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How to Strike the Syndrome

Why do managers tend to avoid face-to-face discussions?

Outline

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- Story of Steve
- What?
- How it can be prevented?
- How it starts?
- Why managers set up set-up-to-fail?
- How managers can't?
- What should be done to prevent?

During interventions, Managers can't separate emotion from reality.

Outline

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- Story of Steve
- What ?
- How it can be progressed?
- How it starts?
- why managers categorize subordinates?
- Are managers aware ?
- What shutting down phenomenon ?

Story of Steve

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- Steve is a manufacturing supervisor
- highly motivated, energetic, and innovative person
- His boss gave him an excellent performance rating
- chosen to lead a new production line
- Steve reported to Jeff
- Jeff asked Steve to write up short reports
- Steve invested little energy in the reports
- His below-average quality work annoyed Jeff
- Jeff asked for the reports again, he was more forceful
- Steve confirmed that Jeff did not trust him. He withdrew more and more from interaction with him
- Jeff started to supervise Steve's
- Steve was thinking of quitting

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What's
going on?



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what is
set-up to fail Syndrome?

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A dynamic in which employees
perceived to be weak performers
live down to the low expectations
their managers have for them,
until suddenly both of them realize
that the relationship has gone
sour.

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A dynamic in which employees perceived to be weak performers live down to the low expectations their managers have for them, until suddenly both of them realize that the relationship has gone sour.



employee starts with
a positive relationship

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1

2

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something happen: missed deadline

manager question the employee's
performance

manager begin micromanaging
employee