



Activity Instructions

This activity is designed to help your team understand and apply Rheem's value of **Acting with Responsibility** through real-world scenarios. Each scenario highlights an issue, identifies who should address it, and includes a discussion question.

Steps:

- 1. Review Scenarios:** Look through the provided scenarios on the second page and select one or more that are relevant to your team. Depending on your team size, decide whether to work as a single group or split into multiple groups. If using multiple groups, assign different scenarios to each group.
- 2. Introduce the Purpose:** To share the company value with your team in a way that generates thought and discussion around what the value looks like in their day-to-day roles.
- 3. Activity Instructions:**
 - a. Instruct each group** to read their chosen scenario and emphasize the goal of **Acting with Responsibility** as they identify key actions that will resolve the situation.
 - b. Ask each group** to select a scribe and spokesperson to take note of the group's solutions and share the main issue in the scenario, who was responsible for addressing the issue, and what actions were taken to resolve the issue.
 - c. You'll have 10 minutes** to review the activity and come up with actions to resolve the issue.
- 4. Group Discussion:** Have the team review the selected scenario(s) for 10 minutes.
- 5. Debrief:** After 10 minutes, bring everyone back together. Discuss each scenario and listen for the key actions identified. Use the suggested actions provided as a guide for potential answers or inspiration during the discussion.
 - a. Ask the team**
 - i. What actions** did your group decide to take that demonstrated acting with responsibility?
 - ii. What led** to your decision to take these specific actions?
 - iii. (after the groups have shared)** What themes were identified in the actions from the scenarios?
 - iv. (after the groups have shared)** Did you have any "aha!" moments?
 - v. Any other thoughts** about how you might apply this in your day-to-day?

Scenario Focus: Production Line 2 Team

Company: Aqua Shield Manufacturing
Role(s): Production Manager (Miguel), Quality Control Specialist (Yuki)

Aqua Shield Manufacturing produces high-quality steel water tanks used for various industrial and residential applications. Recently, the production line has experienced an issue where the coating applied to the bottom of the water tanks is too thick, causing bubbling and imperfections in the finish.

Yuki, the Quality Control Specialist, identifies the issue during a routine inspection and brings it to the attention of Miguel, the Production Manager. Miguel is concerned that the bubbling in the finish could compromise the integrity and durability of the tanks, potentially leading to customer complaints, returns, and damage to the company's reputation.

Question to Pose: What actions should Yuki and/or Miguel take to resolve the issue?

Recommended Actions to Take

- **Root Cause Analysis:** They conduct a thorough investigation to determine the root cause of the thick coating and bubbling issue. They discover that the coating application equipment is not calibrated correctly, leading to uneven distribution.
- **Immediate Action:** Yuki decides to temporarily halt the production line to recalibrate the coating equipment, ensuring that the coating is applied evenly and consistently.
- **Testing and Validation:** After recalibration, Miguel conducts additional tests to verify that the coating is now applied correctly and that the bubbling issue is resolved.
- **Communication:** Yuki communicates the temporary production halt and the reasons behind it to the higher management and production team, emphasizing the importance of maintaining product quality and customer satisfaction.
- **Continuous Improvement:** They implement a new quality control checkpoint in the production process to monitor the coating application and catch any future issues early.

Scenario Focus: Sales Team

Company: Eco Forge Industries
Role(s): Account Executive (Myra), Sales Manager (David)

Myra, an Account Executive at Eco Forge is facing an issue where a key client has expressed dissatisfaction with the pricing of a new product line. The client has been a loyal customer for 6 years and generates a healthy percentage of ARR for the business.

Pricing of this product line had been impacted by higher costs related to regulatory requirements. This product line now has enhanced efficiency metrics and meets external sustainability targets.

Myra senses the growing dissatisfaction and shares her concerns with David, her Sales Manager. She emphasizes that the client is frustrated and is considering taking their business elsewhere if they can't get a price break.

Question to Pose: What actions should David and/or Myra take to resolve the situation?

Recommended Actions to Take

- **Acknowledge the Issue:** Meet with the customer to directly address the situation. Acknowledge their frustration, and clearly explain the reasons behind the price increase. Transparency and accountability will help to build trust.
- **Educate the Client:** Focusing on the company's long-term objectives, educate the customer on the benefits of the new product line and share resources to help them educate their customers.
- **Offer a Discount:** Consider offering a discount on the current order or future orders to offset the price increase. This gesture can help maintain the relationship and show goodwill.
- **Prevent Future Issues:** At the next joint sales and marketing meeting, present this customer interaction to generate discussion around what others have done related to price increases.



Scenario Focus: Distribution Team

Company: Deliver Right Logistics

Role(s): Distribution Manager (Karen), Warehouse Supervisor (Tom)

Deliver Right Logistics is a company specializing in warehousing and distribution services. Proper procedure dictates the number of boxes that should be loaded per minute and the order in which they should be loaded based on size and weight. This ensures efficiency and prevents damage to the goods.

During a particularly busy period, Tom, the Warehouse Supervisor, notices that his team is struggling to keep up with the loading schedule. To meet deadlines, some team members start loading boxes more quickly but without following the proper order of size and weight. This leads to a few incidents where too much weight is placed on top of lighter boxes, causing damage to the goods. Karen, the Distribution Manager, becomes aware of the issue when she receives complaints from customers about damaged deliveries.

Question to pose: What actions should Tom and/or Karen take to resolve the issues?

Recommended Actions to Take

- **Immediate Intervention:** Karen holds a meeting with Tom and the warehouse team to discuss the recent issues and emphasize the importance of following proper loading procedures.
- **Training and Reinforcement:** They organize a refresher training session for the warehouse team on the correct loading procedures, including the importance of loading boxes in the right order based on size and weight.
- **Adjusting Schedules:** Karen and Tom review the loading schedules and make necessary adjustments to ensure that the team has adequate time to load trucks properly without feeling rushed.
- **Monitoring and Accountability:** They implement a monitoring system to track the loading process, with designated team members responsible for overseeing adherence to procedures. Regular checks are conducted to ensure compliance.
- **Feedback Mechanism:** Karen establishes a feedback mechanism where team members can report any challenges or suggestions for improvement, fostering a culture of open communication and continuous improvement.

Scenario Focus: Customer Experience Team

Company: Bespoke Innovations

Role(s): Customer Service Representative (Estelle)

Estelle is a Customer Service Representative at Bespoke Innovations, a company that specializes in delivering custom-made products to customers. Due to a recent increase in orders, the team has been overwhelmed, and delays have become more common.

A customer, Mr. Coleman, placed an order two weeks ago and was promised delivery within five business days. When the product didn't arrive on time, Mr. Coleman called to inquire about the delay. Estelle assured him that she would investigate the issue and get back to him with an update. Unfortunately, due to her busy schedule and multiple ongoing tasks, Estelle forgot to follow up on Mr. Coleman's request.

Now, Mr. Coleman is calling for the second time, frustrated and disappointed with the lack of communication and the late delivery. He expresses his dissatisfaction and demands an immediate resolution.

Question to Pose: What actions should Estelle take to resolve the issue?

Recommended Actions to Take

- **Acknowledge the Issue:** Estelle sincerely apologizes for the inconvenience caused by the delay, and takes full responsibility for the oversight.
- **Investigate the Problem:** Estelle immediately investigates the order details, checks the status of the delivery, and identifies the cause of the delay.
- **Provide a Solution:** Estelle contacts the warehouse team to expedite the order and ensures it is prioritized for immediate shipment. She then informs Mr. Coleman of the steps being taken to resolve the issue and provides a new, accurate delivery date.
- **Follow-Up:** Estelle sets a reminder to follow up with Mr. Coleman to ensure he received his product and is satisfied with the resolution.
- **Prevent Future Issues:** Estelle discusses the situation with her manager and suggests implementing a better tracking system for customer inquiries to ensure follow-ups are not forgotten. She then reflects on the situation and identifies areas for improvement.

Scenario Focus: Engineering Team

Company: Quest Labs

Role(s): Product Owner (Carlos), DevOps Engineer (Fatima)

Carlos, a Product Owner at Quest Labs, was in the middle of a meeting when he received an urgent message from Fatima, a DevOps Engineer. The message read: "Critical failure in the production management software. Immediate attention needed."

Carlos quickly excused himself from the meeting and rushed to the operations room, where he found Fatima. She shares that the failure is affecting production schedules, inventory levels, and quality control metrics. The production line teams are reporting major delays and general confusion.

The team has received numerous requests from the production line teams to quickly diagnose the problem and restore functionality. The disruption is significant, and they need to act fast.

Question to Pose: What actions should Carlos and/or Fatima take to resolve the issue?

Recommended Actions to Take

- **Investigate the Problem:** Meet with the team to quickly triage the situation and identify short-term solutions. Deploy team members to execute those solutions.
- **Acknowledge the Issue:** Communicate with the production areas and leadership about the issue, and share the short-term solution and intention to continue communicating regarding long-term resolution.
- **Perform a Root Cause Analysis:** Create a project team to perform a root cause analysis and identify potential long-term solutions.
- **Prevent Future Issues:** Include production within the project team to ensure any potential long-term solutions are feasible and would not have any unintended impacts.

