

Managing Processes and People in an Instructional Design Project

Case Study #29

Design Decisions

Catherine's front-end analysis was very beneficial in gauging the needs and concerns of the prospective learners (learner-oriented).

The front-end analysis provided a pre-assessment of the skills and knowledge that will be important in delivering the online instructional content.

Improving Team Dynamics

I would have been adamant in making sure that Carlos was involved at every step of the way, so that there was greater accountability on Dan's part.

I would have CC'd everyone (including Dan and the CEO) on correspondences that involved projected delivery dates and final deadlines.

Suggested Strategies

Lay out an overall goal for the team with clear expectations for each individual.

Retrain the Project Manager and hold this individual accountable for his actions.

Based on Dan's continued attitude and behavior, I would insist that the PM meet with HR to address Dan's personality and work ethic issues.

Project Management Challenges

Given the relationship between Dan and the CEO this by far is the biggest challenge for the PM.

Carlos would need to "man-up" and have a discussion with the CEO about his son.

Given the current economy, Carlos may elect to do nothing for fear of losing his job.