

# LEADERSHIP STYLE EXERCISE

## OVERVIEW

You (or your team) will play the role of leader for a newly-assembled team of high-potential people. They have been assigned as your staff to complete a twenty-week research project. Each week will involve a different leadership decision for you to make, challenging you to adopt that particular style which fits the situation best. Your staff, or team members, is as follows:

- **Sally Woods** - Sally is the most inexperienced on your team. She's been with the organization for one year, is 26 years old, and could be categorized as a "trainee." She's very bright and eager and this was the basis for her selection for the team.
- **Ted Davis** - He's the heavyweight on the team by virtue of his upward mobility over the last eight years. He's now 34, and has had an outstanding track record in every previous assignment. Ted is ambitious and talented, and makes no pretence at hiding these attributes.
- **Joan Eaton** - Joan is on the team for her consistency in producing quality work in a variety of assignments. She's 40 years of age, and has ten years of dedicated, steady, on-time productivity to her credit.
- **Jerry Golden** - He's the senior staffer on the team. Jerry has 25 years with the organization, and obviously brings solid credentials to the team. He's not an earth mover, but is known for his ability to do good work, function under pressure, and blend into new situations.

None of these people have worked together previously, nor have any of them worked with or for you. This is your first assignment involving supervisory responsibility.

In playing the LEADERSHIP game, you will be challenged to make twenty decisions involving leadership situations. The decisions are structured over a time span of twenty weeks and will relate directly to leadership strategy involving the team (or individuals) assigned to you.

For each situation, choose the decision you feel is most appropriate and circle that number.

**SCORECARD**

Week	Answer	Points	Group	Week	Answer	Points	Group
1				11			
2				12			
3				13			
4				14			
5				15			
6				16			
7				17			
8				18			
9				19			
10				20			
Subtotal				Subtotal			

<p><b><u>Week 1 – SITUATION</u></b></p> <p>This is your first day on the job with your new project team. A good strategy at this time would be:</p>	
<p>1. Have a meeting with the team to outline your objectives, performance standards, and working guidelines for the project.</p>	<p>2. Call a meeting to solicit the team's ideas on how the project should be handled. Plan to incorporate their thinking in your project plans.</p>
<p>3. Don't take any action. The team has been briefed on the job, and if the staff wasn't highly motivated, they wouldn't have been selected in the first place. Don't get involved until problems arise.</p>	<p>4. Motivate the team. Have a meeting to kick-off the project with a flying start. Forget the nuts and bolts and concentrate on personal benefits, the challenge, opportunity for growth, teamwork, etc.</p>

**Week 1 - EVALUATION**

<p>1. This option is a little too strong-handed. While it's good to be decisive, and task oriented, you'll be a more effective leader if you can build in some participation right from the start.</p> <p>(1 point)</p>	<p>2. Getting the team's inputs at the beginning will (1) build good relationships and (2) focus the total team's thinking on the task ahead. It's the best way to build commitment and achieve your project objectives.</p> <p>(3 points)</p>
<p>3. Sometimes "no action" is a good decision, but not in this case. It would be a good idea to establish your leadership credentials by taking some positive action at the outset.</p>	<p>4. Hopefully, the team is motivated, and some reinforcement won't hurt. However, you should help provide a structure for the project at hand.</p> <p>(2 points)</p>

**Week 2 - SITUATION**

Ted Davis appears to be establishing a dominant role. You've observed him directing other staffers (particularly Sally Woods), and he seems to be getting quite involved in other people's activities. You should:

<p>1. Take Ted aside immediately and let him know that his behaviour will have immediate and long-term effects on the project.</p>	<p>2. Ask the team members for recommendations on how they should be organized for optimum productivity.</p>
<p>3. Avoid reacting prematurely, and continue to observe the team's activities.</p>	<p>4. Call a staff meeting to generally discuss how things are going, to see if they're satisfied with their work. If there's any dissatisfaction, it's bound to surface at this time.</p>

**Week 2 - EVALUATION**

<p>1. It's too early to involve yourself in this situation; a hasty move might jeopardize your leadership function with the team. At this point you don't know whether Ted's activity is counter-productive, or if it contributes to the team effort.</p>	<p>2. This tactic would not solve the immediate problem (if it is one). Further it might weaken your leadership role by getting the team too involved in the decision-recommendation process.</p> <p>(1 point)</p>
<p>3. This is your best option. Defer your move until you fully determine what effect, if any, Ted's activity is having on productivity or team relationships.</p> <p>(3 points)</p>	<p>4. An oblique approach (calling a meeting to discuss general attitudes) may be supportive. It will demonstrate your concern for your staff but will do little to impact on the situation with Ted.</p> <p>(2 points)</p>

**Week 3 - SITUATION**

For the past day or so, the team members have apparently been bogged down with a problem. They've been huddling with each other, and may fall behind schedule or get off track. Your best move at this point is:

<p>1. Quickly step into the situation and either solve the problem yourself, or provide the team with direction.</p>	<p>2. Roll up your sleeves and work closely with the team. Supervise their efforts, but get them involved in ultimate solution.</p>
<p>3. Let the team struggle with its problem until a suitable solution evolves.</p>	<p>4. Be supportive of the situation. Counsel with the team as necessary, and encourage them, but let them solve the problem by themselves.</p>

**Week 3 – EVALUATION**

<p>1. This option is premature and somewhat autocratic. Action is required but it need not be direct nor should it imply that you are taking over.</p>	<p>2. This is better than the adjacent option (in upper left box) but too much involvement by you at this point may either cause the staff to depend on you in the future, or create resentment.</p> <p>(2 points)</p>
<p>3. If you let the team struggle you are leaving too much to chance. It's not worth the risk to the project, or the frustrations that may be incurred in the process.</p> <p>(1 point)</p>	<p>4. Here is your best prospect. The team needs support and time to find a solution. You will reinforce your relationship with the team; your actions will demonstrate your confidence in them, and help them mature.</p> <p>(3 points)</p>

**Week 4 - SITUATION**

You've just found out that the budget for the team project has been unexpectedly cut 25%. This cut will not affect the staffing or duration of the project, but it will reduce the scope, detract from the quality of the results, and limit the challenge. It would be a good idea to:

<p>1. Advise the team that there is a 25% budget cut, and give them instructions on how to accommodate the change.</p>	<p>2. Commiserate with the team members on what has happened to the budget and start working with them immediately to set up a contingency plan.</p>
<p>3. Postpone action for the time being. There's always hope that the budget may be reinstated; even if it isn't you'll have time to brief your staff and make adjustments before the halfway mark of the project is reached.</p>	<p>4. Minimize the impact of the budget cut on the project and those involved. Let the team members decide if any adjustments are necessary, when and how they should be made.</p>

**Week 4 - EVALUATION**

<p>1. This is a crisis situation where instant leadership is required. It's the right time to level with the team and provide some immediate direction. Your best option.</p> <p>(3 points)</p>	<p>2. An effective leader wouldn't encourage the team to feel sorry for themselves so this isn't a good option. The contingency plan makes sense, but it's questionable whether the staff should be involved. They would probably look to you for this leadership.</p> <p>(2 points)</p>
<p>3. This action (or no action) is wishful thinking. It can be harmful too, and will weaken your position with the team when they find out that you stalled.</p>	<p>4. This is not the time to be concerned about your relationship--at the expense of the project. In other words, it's weak strategy to turn over the reins to the team.</p> <p>(1 point)</p>

**Week 5 - SITUATION**

Ted Davis has confided in you that the team's morale is low because of (1) the budget cut and (2) too many frustrating problems. You should:

<p>1. At your earliest convenience, review the project in depth; if quality is off, or target dates are behind schedule, take action by redefining goals and standards of performance.</p>	<p>2. Meet with each staffer privately to reinforce what they're doing well, to review performance standards, and to gather suggestions for advancing the project.</p>
<p>3. Advise Ted, tactfully, to worry about his own problems; this might also be a good time to indicate that you're concerned about the leader's role he's assumed.</p>	<p>4. Call a special meeting of the team, let them know that you sense morale is low. Get them involved in discussing why the morale problem exists and try to work out a solution that everyone will be happy with.</p>

**Week 5 – EVALUATION**

<p>1. If you opted for this choice, you're too anxious about the project. While it's important to monitor it, you shouldn't react to a potential morale problem by focusing exclusively on the project.</p> <p>(2 points)</p>	<p>2. This is your number 1 option. By meeting with each staffer in private you'll be able to strengthen relationships, assess the morale problem (if there is one) and at the same time subtly move each staffer forward on the project.</p> <p>(3 points)</p>
<p>3. The main issue is whether there is a morale problem or not, and this option doesn't deal with it.</p> <p>(1 point)</p>	<p>4. This selection demonstrates your regard for good team relationships. It could backfire though. If there isn't a problem, you may be creating one. Unless there is a well-defined and serious morale problem, avoid a confrontation like this.</p>

**Week 6 – SITUATION**

Performance has slipped; the material submitted recently has been substandard (and late in arriving). In addition, you've observed some bickering and disagreement among the staff members. Now is the time to:

<p>1. Exert strong leadership by getting directly involved in the team's work problems. For example, you might review the current inputs with the team members, point out deviations and make recommendations for improvement.</p>	<p>2. Use a consultative approach. The best way to implement this technique would be to consult with each staffer and have him or her outline any changes, or make recommendations for improving the overall productivity of the team.</p>
<p>3. Sit tight and let the problems work themselves out. The team is reasonably mature--having worked together for 5 weeks--and should be able to get back on track, and resolve any personal differences without your help.</p>	<p>4. Call a meeting to discuss the problems the team members are having. The disagreements are probably being caused by frustration over the budget cut and if you let them ventilate these problems, and get their suggestions, morale will improve.</p>

**Week 6 - EVALUATION**

<p>1. There is an immediate need for short-term results and a reversal of the performance slippage. Direct intervention is a good move and therefore this option is your best one.</p> <p>(3 points)</p>	<p>2. If you opted for this one, you're probably trying too hard to balance your concerns for task performance and personal relationships. At this point you should make a trade-off: forget about getting the team involved and get the project on track.</p> <p>(2 points)</p>
<p>3. The team is maturing--slowly--but this situation is more than a "problem." it requires immediate direction and leadership. A deep-seated performance drop is likely to worsen, rather than work itself out.</p> <p>(1 point)</p>	<p>4. If you selected this option you're approaching the problem from the wrong side. Your good intentions for improving personal relationships may be assessed by the team as wishy-washy leadership.</p>

**Week 7 - SITUATION**

Your rescue efforts have borne fruit. The team is back on track with good performance and satisfactory morale. A prudent action at this time would be to:

<p>1. Continue to give your staff strong direction. They obviously responded to this type of leadership when they were having problems, and you should continue your role as an active leader and supervisor.</p>	<p>2. Provide the team with some specific feedback on good performance, and seek out their ideas for planning future phases of the project.</p>
<p>3. Do nothing. Performance is satisfactory, and the team members are interfacing well, so don't rock the boat.</p>	<p>4. Reward the team for their turnaround. You might take them out to lunch, or individually let them know you recognize and appreciate their renewed efforts.</p>



**Week 7 - EVALUATION**

<p>1. This is not your best choice. Now that the team is functioning effectively, you should relax the reins, rather than keep pushing. Look for opportunities to give the team increased responsibilities again.</p> <p>(1 point)</p>	<p>2. Your best move. This option provides a reward (feedback) for desired performance (positive reinforcement). It also opens the door, allowing the team a chance to again assume responsibility.</p> <p>(3 points)</p>
<p>3. There's a danger in this option. Without further positive reinforcement the team is likely to revert to the previous low performance level. Why chance it?</p>	<p>4. Your staff might think you're patronizing them, if you're not careful. However, you <b>are</b> on the right track; your reinforcement will be more effective if it's specific and buttressed with increased staff involvement.</p> <p>(2 points)</p>

**Week 8 - SITUATION**

It's become apparent that one of your major benchmarks for the project will not be reached on time unless your team puts in extensive overtime work this week. The best way to handle this situation is to:

<p>1. Take positive action by advising the team members to work overtime to catch up. You should plan to work also, to help out, and to supervise their efforts.</p>	<p>2. Define the problem for the team, stressing the need to accelerate productivity, and let them decide what must be done. Hopefully they'll rise to the challenge and volunteer to work overtime. If not, they may come up with a solution you hadn't thought of.</p>
<p>3. Relax and let events take their course. Now that the team is in high gear again, they'll probably accelerate on their own and eventually catch-up.</p>	<p>4. Talk with the team members and tactfully "take their temperature" about overtime; be careful not to impair your relations with them. If you meet the slightest resistance, modify the target dates, make plans the team will be happy with, or take the chance of being late.</p>

### Week 8 - EVALUATION

<p>1. A straight-forward approach is desirable. It's the right time to be decisive, and even though your involvement is ostensibly to supervise the team's efforts, it will demonstrate your desire to take the lead in getting the task done.</p> <p>(3 points)</p>	<p>2. This option may be tempting but in reality it's weak. You're pursuing a middle road between getting the job done and maintaining good relationships. This alternative leaves too much to chance--the odds are against "volunteering to work overtime.</p> <p>(2 points)</p>
<p>3. You can't afford to relax if your team should be playing "catch-up." There are certain situations where a delay can be tolerated, but this is not one of them.</p> <p>(1 point)</p>	<p>4. Not only is this choice destined to fail, but it could make you look like a "patsy" in the eyes of your staff. This is not the time to be a "nice guy" or to be too solicitous about the team's welfare.</p>

### Week 9 - SITUATION

You've observed that Joan Eaton's performance has tapered in recent weeks. For example, she's been error prone, and some of her reports had to be rewritten. This has not affected the overall project or the team's morale in spite of the fact that other team members have worked harder to compensate. Your best option is:

<p>1. Call Joan aside for some special counselling; review her performance, probe the reasons why it has fallen down.</p>	<p>2. Since the problem has not reached serious proportions, you should act subtly. Get the team together to generally discuss inequities in productivity and get their thoughts on how this type of situation should be handled. An added benefit: Joan may get the hint and change her behaviour.</p>
<p>3. Stay cool and don't over-react at this time. Since neither productivity nor morale has been compromised, you can afford to be patient. The situation may resolve itself; if it worsens, you can always get involved at the appropriate time.</p>	<p>4. Approach the team members individually or jointly (without Joan present) and level with them about Joan's performance drop and possible ramifications. Let them decide <b>if</b> it is a problem and what should be done about the situation.</p>

**Week 9 - EVALUATION**

<p>1. You'll gain respect and accomplish your objective by approaching Joan on a one-to-one basis. This situation necessitates immediate action.</p> <p>(3 points)</p>	<p>2. This is an oblique strategy that might work, but it could also turn into a heated and perhaps embarrassing confrontation. Better to deal with personal (individual) problems in private.</p> <p>(1 point)</p>
<p>3. This alternative is weak. You can't hide your head in the sand and hope the problem will go away. It won't.</p>	<p>4. Your choice here is risky. While it's generally advisable to get your staffers involved and assuming responsibility, there's danger in sharing personal problems; this holds true, even if the problem affects the team, as in this case.</p> <p>(2 Points)</p>

**Week 10 - SITUATION**

The project team is performing well and team spirits are good. It's now the halfway mark for the project and this may be a good time to have a performance review. Your next step is:

<p>1. Do a detailed, objective performance appraisal of each staffer and give each one a copy of his or her evaluation. Since the project is proceeding nicely and individual productivity is good, there's no need to have personal consultation with individuals at this time.</p>	<p>2. Evaluate each staffer by yourself and then conduct an appraisal interview with each one. During the interview, stick to performance (rather than personality or group morale) but try to get each individual involved in the discussion.</p>
<p>3. Skip the appraisal altogether. This is a valuable tool when there are performance or personal relations problems, but there is no need to do an evaluation at this time.</p>	<p>4. Hold a group discussion with the team to determine the broad criteria for their appraisals. This will provide a better perspective on employee performance and enhance your personal relationships with the team members.</p>

**Week 10 - EVALUATION**

<p>1. This is a highly-structured approach, oriented toward task accomplishment. It's not a good choice for this situation, however, because it may create personal problems with your staff and have a demotivating effect. Better get them involved in the appraisal process.</p> <p>(1 point)</p>	<p>2. This is a useful strategy and will enable you to reinforce both task and human relationships. However, considering the overall history of the group for the past 9 weeks, the option below is better.</p> <p>(2 points)</p>
<p>3. There is inherent danger in skipping the appraisal. If administered effectively, the appraisal becomes a valuable tool for reinforcing performance and building good personal relationships.</p>	<p>4. Many of your recent actions have been task oriented. Now that performance and relationships are in balance, it would be a good time to humanize the environment further. This option will help you build support, and foster warm, open communication.</p> <p>(3 points)</p>

**Week 11 - SITUATION**

Now that you've passed the halfway mark, and everything is moving along satisfactorily, some plans should be developed for the balance of the project. You should:

<p>1. Chart a tightly-structured plan and communicate your design to the team members.</p>	<p>2. Get team ideas and suggestions and then draft a plan that meets your specifications and objectives.</p>
<p>3. Don't provide for any kind of organized planning. The best way to complete the project is to let it evolve as you go along; this will permit flexibility in deciding who handles which assignment and enable you to shift gears quickly.</p>	<p>4. Discuss your objectives with the team members and let the team design a plan for accomplishing them. Try not to get involved.</p>

**Week 11 - EVALUATION**

<p>1. This is not a good strategy at this time. You should be concerned with relaxing the reins and finding ways to delegate responsibility to the team.</p>	<p>2. A step in the right direction, but the final plan will be essentially yours. You should be striving for more participation from the team.</p> <p>(2 points)</p>
<p>3. "Playing it by ear" is not good strategy for this situation, and will deprive you of the benefits that can be gained from other options.</p> <p>(1 Point)</p>	<p>4. The team has demonstrated its ability to handle responsibility. Allowing added participation will reinforce past performance, provide commitment, build rapport and trust.</p> <p>(3 points)</p>

**Week 12 - SITUATION**

The project is moving forward as planned and the staff appears to be happy and functioning harmoniously. Your relations with the staffers have been good. Now's the time to:

<p>1. Review objectives with the team to make sure that they maintain the momentum.</p>	<p>2. Have a staff meeting. You can use this conference to let the team members know you're pleased with their work; at the same time, discuss plans for the future and solicit the team's ideas.</p>
<p>3. Leave things alone and stay on the sidelines.</p>	<p>4. Do what you can to further build and strengthen personal relationships. Spend time with the staff, make them feel important, be supportive.</p>

**Week 12 - EVALUATION**

<p>1. Getting involved at this point--even in a small way--may indicate to your staff that you don't have complete confidence in their abilities. This is not your best move.</p>	<p>2. This option has some built-in dangers. The very fact that you are intervening at this point suggests a need to keep control of the reins. It's not necessary right now.</p> <p>(1 point)</p>
<p>3. A good decision is to leave things alone. Now that the team is in high gear, and apparently maturing, you can best reinforce their activity by giving them continued latitude.</p> <p>(3 points)</p>	<p>4. Being supportive at a time when relationships are good may be counterproductive. For example, the team may sense something is wrong, or you could create an over-relaxed atmosphere by your increased socialization.</p> <p>(2 points)</p>

**Week 13 - SITUATION**

You've observed that the team's direction is slightly off-course and they may be losing sight of objectives. Your best option at this time is to:

<p>1. Find some way to emphasize the importance of staying on course. They obviously need some direction at this point, and if you delay getting involved, they'll get in real trouble.</p>	<p>2. Communicate your observation to the team members and encourage them to assess their position and make changes, if necessary.</p>
<p>3. Leave the team alone; they've been functioning on their own in recent weeks and apparently can re-direct themselves.</p>	<p>4. Show your confidence in their work by being supportive and make yourself available for discussion. They'll know that they can have open communication with you and can ask for help if they need it.</p>

**Week 13 - EVALUATION**

<p>1. No matter how subtle your intervention might be, it will give away your concern. Your action is premature and would reflect a lack of confidence.</p>	<p>2. The key words here are "slightly" (off-course) and "may" (be losing sight of objectives). <b><u>If</u></b> there is a problem, you should give the staff a chance to correct it. Your involvement at this point will set back the team's initiative.</p> <p>(2 points)</p>
<p>3. This is your best choice. The team has reached good levels of maturity in recent weeks and should be left alone until you have a better fix on whether there is a problem or not.</p> <p>(3 points)</p>	<p>4. Increased communication, moral support, and making yourself available, will have little impact on this situation. In fact it can be harmful--if the team is off course--and they interpret your increased attention as reinforcement of what they're doing.</p> <p>(1 point)</p>

**Week 14 - SITUATION**

Due to external conditions, you and the team members have jointly concluded that the direction and focus of the project must change. In spite of the fact that this move was discussed and agreed upon, the team has been slow in responding. Here's what you should do:

<p>1. Write the necessary objectives to accomplish the turnabout and then supervise the staff as needed.</p>	<p>2. Get the team's input on how to change direction, and then personally follow up to whatever extent is necessary.</p>
<p>3. Avoid any direct action or intervention at this time. The team members have demonstrated their ability to handle responsibility and at the proper time will respond accordingly.</p>	<p>4. Don't be directive, but encourage the team to react to this switch in emphasis.</p>

**Week 14 - EVALUATION**

<p>1. You should be willing to allow the team to shoulder responsibility. To take charge now will upset this "contract" and have a negative impact on your relations with the team.</p>	<p>2. This alternative is a compromise of sorts, but not necessarily your best decision for handling this situation. While it's important for you to be concerned about the project, direct supervision (as implied) could be harmful in the long run.</p> <p>(2 points)</p>
<p>3. The team has demonstrated maturity and responsibility, but you can't totally ignore their sluggishness in responding to change. Therefore, avoiding action at this time would not be a good move.</p> <p>(1 point)</p>	<p>4. Your best option lies in minimum involvement. You can galvanize the team into action by being in directive and supportive; and of course, let the team handle implementation on its own.</p> <p>(3 points)</p>

**Week 15 - SITUATION**

Ted Davis has been offered another assignment--apparently an outstanding personal opportunity for him. If he's allowed to accept it, the other members of the team will have to carry his share of the workload for the remaining five weeks. The best decision is to:

<p>1. Turn him down since this will be most desirable in terms of getting the project completed.</p>	<p>2. Discuss the problem with the other team members to get their reactions. When you've assessed their attitude on the extra work involved, and probability of finishing the project on time, make your decision based on the facts.</p>
<p>3. Let Ted Davis take the position since it would be wrong for you to stand in the way of his career advancement.</p>	<p>4. Call a special meeting of the team to make the decision together. If they decide to let him go, they'll be committed to the task; if Ted gets a turndown, he'll accept the decision gracefully because it was made by his peers.</p>



**Week 15 - EVALUATION**

<p>1. From a "project completion" viewpoint, turning down Ted's opportunity--on the surface--may be the simplest decision. However, there might be ramifications (caused by Ted's and other staffers' reactions) that could impair the project.</p>	<p>2. The fact that you've consulted with the team on this problem will gain support for your ultimate decision. You must make the decision, however, based on both the team's reactions and the effect it will have on the project.</p> <p>(3 points)</p>
<p>3. This option may seem like the right step to take. However, it could impact on both the project and your relations with the staff team; they may react negatively to your decision to let Ted go and could find themselves frustrated with the extra workload.</p> <p>(2 points)</p>	<p>4. The main problem with this alternative is that it puts the decision into the hands of your team members. While it's desirable to get the team involved (as above) you can't abdicate your role as leader.</p> <p>(1 point)</p>

**Week 16 - SITUATION**

The team members (as the result of a unanimous agreement) have requested permission to go on a four-day work week for the balance of the project. If they get your go-ahead, they would work four nine-hour days each instead of five seven-hour days. Your decision in this situation is:

<p>1. Advise the team members that you'll make your decision after studying how much effect the four extra hours per week will have on the success of the project.</p>	<p>2. Promise to give their proposition serious consideration if they can come up with a suitable plan for effectively using the extra four hours per week.</p>
<p>3. Turn down the request with the explanation that it's too near the end of the project to benefit from this, and it will probably be a headache to administer.</p>	<p>4. Bounce the ball back to the team. Let them make the decision but ask them to re-think the situation first: Will the proposed schedule provide variety, keep them happy, and motivate them to the end of the assignment.</p>

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**Week 16 - EVALUATION**

1.  
Your task-oriented option in this box seems logical, but when you consider that only 16 hours extra productivity are involved it's impractical to even consider it. Your team may even interpret this action as a stall, and it could weaken your leadership.

(1 point)

2.  
This alternative might be a useful one if the circumstances were different. However, developing a structure for this activity and getting the team involved--in this situation--is an exercise in trivia.

3.  
This is your best option and your team members should recognize the practicality. While they may feel disappointed with your response, they can find consolation in a straight-forward and prompt decision.

(3 points)

4.  
This decision would certainly give you a "nice guy" image and keep your staff motivated. But it probably will create problems in terms of productivity, hassles over who gets what day off, administration, and so forth.

(2 points)

**Week 17 - SITUATION**

The project is proceeding as planned, but you sense a mild hostility from the team members. This may have been brought on by your handling of their request for a four-day work week. Your best move now is to:

1.  
Press harder to get the project completed and don't worry too much about the team's attitude. They'll admire your leadership qualities when they realize you plan to stick with your initial decision. Supervise closely and provide as much structure as required.

2.  
Pitch in and work with the staff now that the project is in the "home stretch." Your supportive efforts will keep the project momentum going and at the same time reinforce relationships with the team members.

3.  
Avoid confrontation by not taking any action.

4.  
Re-open the problem for discussion. Get the team together and let the team members know that if the four-day work week is that important to them you're willing to reconsider your decision.

**Week 17 - EVALUATION**

<p>1. Your action--increased supervision--might be warranted if the group is clearly not performing. There is no performance problem and the team has demonstrated an ability to operate on its own.</p> <p>(2 points)</p>	<p>2. An effort to join the team and support their efforts at this point might be interpreted as patronizing. They don't need performance support, and your involvement may cause friction, or be harmful in other ways.</p> <p>(1 point)</p>
<p>3. Your best move is "no action" since this situation is speculative. You shouldn't react to a "problem" of such slight magnitude; there's a good possibility that even if it does exist, it will subside by itself.</p> <p>(3 points)</p>	<p>4. This is a weak approach. While this option may "win friends," it's more likely to weaken your role and project the image of indecisive leadership.</p>

**Week 18 - SITUATION**

The team has submitted data and materials for a small phase of the project which you feel are poorly done. The work is careless and not well thought out; it's not the quality of work previously submitted. You should:

<p>1. Make the changes yourself and show the team what you've done. This will serve as a model and help you illustrate the right way to handle this kind of assignment.</p>	<p>2. Make specific suggestions and get the team involved in re-doing the segment in question; monitor their efforts in producing a better version.</p>
<p>3. Accept the work. It's only a small phase that's involved and you're too far along with the project to rock the boat.</p>	<p>4. Suggest that the inferior section needs improvement, but leave the problem in the team's hands: what changes should be made, and who should do them, etc.</p>

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**Week 18 - EVALUATION**

1.  
If you chose this option you're prone to take charge. A non-directive approach would be more conducive to achieving results, however.

(1 point)

2.  
From a leadership standpoint, this option is a little weak. It illustrates your concern for the project, but is too overbearing in terms of supervision. There's too much involvement on your part.

(2 points)

3.  
This is not a good alternative if you expect to upgrade performance. It may also be harmful from a leadership angle--if the team members recognize that you're willing to accept substandard work.

4.  
This is your best choice. It enables you to direct attention to the substandard work, but leaves responsibility for change with the team. They have shown maturity in the past and should be encouraged to operate independently.

(3 points)

**Week 19 - SITUATION**

You've observed that there has been recent friction between your team members and various people in an adjacent department. Evidently this has been created by increased pressures for information (being supplied by other departments) as the project enters terminal stages.

1.  
Get together with the manager of the other department immediately and let him know that his people are delaying and jeopardizing your project.

2.  
Discuss the problem with the team to assess how serious it is, to gather and to solicit their suggestions on how it should be handled. If it is affecting the project seriously, take whatever action you feel is required to safeguard the project.

3.  
Don't interfere. The team is capable of handling its own problems. Besides, if you get involved, it may blow the situation out of proportion.

4.  
Do what you can to be supportive and mollify the feelings of your staff. Let them know you're aware of the problem; encourage them to "live" with the situation or come up with a suitable solution.

**Week 19 - EVALUATION**

<p>1. Too forceful, and hasty. Your concern may be justified, but at this point you don't know who's creating the problem or how serious it is. Acting in haste may also cause some embarrassment to your own staff.</p>	<p>2. This option provides a good balance between people and task relationships. It gets the staff involved in the problem but gives you control of the decision if the project is affected. The balance is vital in this situation.</p> <p>(3 points)</p>
<p>3. This is a weak choice and indicates low interest for either the project or your staff. In this situation, it's a poor move.</p>	<p>4. Your interest in the team's feelings is too heavy. You may also be abdicating your leadership role by permitting them to develop a solution to this kind of external problem.</p> <p>(1 point)</p>

**Week 20 - SITUATION**

Your boss has informed you that he's very pleased with the overall project and the results it has produced. He further indicated that it might be worthwhile extending the assignment for an additional four weeks, but emphasized that the decision was yours, not his. You should:

<p>1. Make your decision based on the facts. If four weeks can substantially enhance the project, then plan to extend it; if not, terminate it as planned.</p>	<p>2. Discuss the situation with the team members, "sell" them on the opportunity and have them set objectives for the next four weeks.</p>
<p>3. Consider your personal needs, plans, and desires foremost, and make your decision on that basis.</p>	<p>4. Let the team decide if they want to extend the project for the additional period. Their personal expectations, feelings, and plans must be considered the most important element in this decision.</p>

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**Week 20 - EVALUATION**

1.  
This is the strongest option. Your major consideration in this situation should be the project. Ask yourself the question: "Will it produce results?" and let that guide you.  
(3 points)

2.  
This option is characterized by a "middle of the road" approach; you are trying to satisfy the needs of both the team and the project. Unfortunately, this decision doesn't do much for either.

3.  
Not a good choice. Your needs are certainly a consideration, but there are other priorities involved here. An effective leader may be required to subordinate his personal needs.

4.  
Ultimately you'd have to deal with the team's personal expectations and plans, but this option implies that this is the most important priority. It isn't.

## HOW TO ASSESS YOUR LEADERSHIP STYLE

Go back over the 20 decisions you've made and count the number of 1's, 2's, 3's, and 4's. Enter these totals inside the appropriate box in the model below. If your frequency of decisions is evenly distributed, you demonstrate a flexible leadership style. If one quadrant has a heavy frequency--10, for example, this would indicate a dominant style. A very low number (0, 1, and 2) in one or more boxes would suggest a reluctance to use that style.

To assess how appropriate your style was in the various situations, circle the number of correct (3 point) decisions you made for the weeks shown.

1. <b>Telling</b> (High Task/Low Relationship) <input type="text"/> Correct Decisions for Weeks: 4, 6, 8, 9, 20	2. <b>Selling</b> (High Task/High Relationship) <input type="text"/> Correct Decisions for Weeks: 1, 5, 7, 15, 19
3. <b>Delegation</b> (Low Relationship/Low Task) <input type="text"/> Correct Decisions for Weeks: 2, 12, 13, 16, 17	4. <b>Participation</b> (High Relationship/Low Task) <input type="text"/> Correct Decisions for weeks: 3, 10, 11, 14, 18