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## Awareness of my Leadership Style

<p><b>Situation 1</b></p> <p>You have taken over a new team eight people just in time to integrate some systems after a recent acquisition. The team is experienced in solving problems and their jobs are secure, They are pleasant and cooperative but listless and lack any sense of urgency.</p>	<p><b>Course of Action. You would:</b></p> <p><b>A.</b> Ask how they feel after the merger, give them regular reassurance and give them time to work up to moving at a faster pace.</p> <p><b>B.</b> Define exactly what they need to do, how they need to do it and when they need to do it by.</p> <p><b>C.</b> Reveal your feelings and your confidence in them, paint a picture of a 'brighter' future and encourage them to work smarter and faster.</p> <p><b>D.</b> Explain the bigger picture and reasons for the task. Define clear objectives and expectations. Orchestrate some quick wins.</p>
<p><b>Situation 2</b></p> <p>Your company is going through a culture change from a low customer service/innovation/initiative state to a more pro-active state. Currently there is little demonstrable customer service in your team. When questioned, people are aware of what is required.</p>	<p><b>Course of Action. You would:</b></p> <p><b>A.</b> Assertively reinforce the need for good service and state what is required in clear behavioural terms.</p> <p><b>B.</b> You design processes and systems that will help people demonstrate good service.</p> <p><b>C.</b> You canvas the team for ideas and agree on some, delegate more tasks and trust people to change.</p> <p><b>D.</b> You put yourself in place where you can demonstrate a good customer service ethic and credit those people who behave in the desired way.</p>





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<p><b>Situation 3</b></p> <p>Your team understands their aim and objectives, generally adhere to company values, and are all willing and experienced in their work. Some minor conflicts are occurring because of 'things falling in between the cracks', duplication, or different methods.</p>	<p><b>Course of Action. You would:</b></p> <ul style="list-style-type: none"> <li><b>A.</b> Speak to the individuals and the team collectively, then finish with a team briefing to clarify roles and methods.</li> <li><b>B.</b> Remind everyone of the aim and vision and ask them to relate their methods to outcomes and progress from there.</li> <li><b>C.</b> Discuss the aim and describe with passion how values driven behaviour will enable its achievement. Ask for ideas and then resolve matters..</li> <li><b>D.</b> Speak to every individual asking for their input, attempt to satisfy their individual needs and hold a team discussion.</li> </ul>
<p><b>Situation 4</b></p> <p>Your team has been working overtime in the last three months easing a backlog of work and rationalising some processes. There is a drive from above to fine tune the integration and keep up the same level of productivity.</p>	<p><b>Course of Action. You would:</b></p> <ul style="list-style-type: none"> <li><b>A.</b> Recognise their efforts, talk to the team and attempt to address the needs of each individual team member as best as you can.</li> <li><b>B.</b> Enthusiastically articulate the 'new vision', aim and objectives and the need to maintain the same level of work for a while longer.</li> <li><b>C.</b> Enthusiastically paint a picture of the future, remind the team that by adhering to values the aim will be achieved with minimum pain and show pride in their efforts</li> <li><b>D.</b> Examine processes and roles and try to work smarter by streamlining and prioritising work.</li> </ul>





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<p><b>Situation 5</b></p> <p>A new person has joined your team from another department in the organisation. She knows what she needs to achieve and why, and tries hard to fulfil her role; but she is lacking in relevant experience and is a little confused about the team's direction. She has sought your advice.</p>	<p><b>Course of Action. You would:</b></p> <ul style="list-style-type: none"><li><b>A.</b> Ask her how she feels, ask open questions about how she might do it differently.</li><li><b>B.</b> Reinforce the company's vision, restate both the team objectives and her objectives and give her more clearly defined guidelines to work within.</li><li><b>C.</b> Express confidence in her and tell her how important her role is in enabling the team to meet it's objectives and encourage her to be persistent and to keep trying.</li><li><b>D.</b> Explain her purpose and the methods she should use step by step and demonstrate them.</li></ul>
<p><b>Situation 6</b></p> <p>One of your team is highly competent in their work and is due to give a presentation about a new service to a senior group of manages. He wants to do it but is worried about messing things up and the consequences that will follow.</p>	<p><b>Course of Action. You would:</b></p> <ul style="list-style-type: none"><li><b>A.</b> You discuss why it is in his interests to do well, keep him focused on his aim and purpose, and 'enthuse' him into doing it.</li><li><b>B.</b> You tell him that if it goes well he gets the credit and if not you will take the 'flak' and tell him how you value his efforts so far.</li><li><b>C.</b> You help him plan his presentation, sit through several rehearsals and apply 'continuous improvement' to each one.</li><li><b>D.</b> You ask him how he feels, what he needs and what will change his feelings, express your trust in his ability and help prepare.</li></ul>





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<p><b>Situation 7</b></p> <p>You lead a virtual team that is spread over the region. They are all systematic in what they do, work hard and relate well to each other. However collective output and team results are not what you expect.</p>	<p><b>Course of Action. You would:</b></p> <ul style="list-style-type: none"> <li><b>A.</b> Exhibit trust in the team, be reliable and consistent and increase networking within the team and with other areas.</li> <li><b>B.</b> Describe the company's long term aim and strategy, your key objectives and prioritise for the team and the way in which this will be achieved.</li> <li><b>C.</b> Review the roles, systems and processes and improve efficiency.</li> <li><b>D.</b> Build relationships in the team and ask about the team's concerns.</li> </ul>
<p><b>Situation 8</b></p> <p>Your team of high performers has been engaged in repeating the same task ever since you took on the job. They are feeling undervalued, used and are losing focus on their processes.</p>	<p><b>Course of Action. You would:</b></p> <ul style="list-style-type: none"> <li><b>A.</b> You remind them of how they are helping to achieve the company's vision, describe what the future will be like and call for more innovative ideas.</li> <li><b>B.</b> Credit everyone for their performance, tell them how much they are appreciated and needed and how proud you are of them; and look for ways of creating variety.</li> <li><b>C.</b> Ask the individuals for their thoughts, reward them as best as you can and show greater interest in them.</li> <li><b>D.</b> Initiate a campaign of process review, role redefinition and improvement.</li> </ul>
<p><b>Situation 9</b></p> <p>You lead a new virtual team that is spread over the region. Despite a clear purpose, there are frequent problems caused by misunderstandings.</p>	<p><b>Course of Action. You would:</b></p> <ul style="list-style-type: none"> <li><b>A.</b> Ask everyone to relate thought and actions to key objectives.</li> <li><b>B.</b> Communicate your commitment to the team, enthusiasm for the challenge and emphasise the need to communicate clearly.</li> <li><b>C.</b> Seek feedback and have more video conferencing.</li> <li><b>D.</b> Concentrate on defining key terms and establish efficient processes.</li> </ul>



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<p><b>Situation 10</b></p> <p>Your new team has significantly improved over the last few months, partly due to your emphasis on clarifying tasks, priorities and roles and partly due to the adoption of some of their ideas. There are now undercurrents of discontent.</p>	<p><b>Course of Action. You would:</b></p> <ul style="list-style-type: none"> <li><b>A.</b> Credit your team to the wider organisation and take more pride in their outputs.</li> <li><b>B.</b> Show more concern for the team.</li> <li><b>C.</b> Seek more incremental improvements to exceed targets.</li> <li><b>D.</b> In a team meeting, look to the future and dismiss the undercurrents as baseless.</li> </ul>
<p><b>Situation 11</b></p> <p>Your team is exceeding all its targets in numerical and behavioural terms except in innovation and they are quite comfortable with this. Communication flows well within the team.</p>	<p><b>Course of Action. You would:</b></p> <ul style="list-style-type: none"> <li><b>A.</b> Make a decision to adopt a radical but highly risky idea that has the potential to really pay off.</li> <li><b>B.</b> Make a case for more resources to increase your capacity for innovation.</li> <li><b>C.</b> Seek more views from the team and make yourself more accessible and open to ideas.</li> <li><b>D.</b> Increase your networking and promote the team in the hope that external people may provide an idea.</li> </ul>
<p><b>Situation 12</b></p> <p>You have taken over a team that was run very efficiently, performs well and which remains very focused and content. There are no apparent issues to deal with</p>	<p><b>Course of Action. You would:</b></p> <ul style="list-style-type: none"> <li><b>A.</b> Restate the team's strategic intent, goals and key measures.</li> <li><b>B.</b> Tell them how much you value their efforts and trust them to keep up the good work.</li> <li><b>C.</b> Speak to people individually to discuss needs, aspirations and concerns.</li> <li><b>D.</b> Push for more economic use of resources.</li> </ul>