

Application to a Current Situation

Purpose

To use the concepts of Managing Involvement in resolving a current job situation.

Instructions

1. Think of an important issue you are currently facing or will be facing in the near future. This situation should be one in which you will be responsible for the conclusion and its successful implementation (you are the leader). If you have defined a broad issue (e.g., a quality problem), select one specific part of that issue for this assignment (e.g., implementing a quality training program). Briefly describe the situation:

2. Now, assess the Situation Variables:

a. Does it make a big difference which course of action is adopted? ☐ Yes ☐ No

b. Do you now have enough information to find a superior solution? If not, who has the relevant information? ☐ Yes ☐ No

c. Do you know exactly what information is missing and how to get it? ☐ Yes ☐ No

d. Is the commitment of others critical to effective implementation? If so, whose commitment is critical? ☐ Yes ☐ No

e. Will they commit to a conclusion made by you without their active participation? ☐ Yes ☐ No

f. Is there general agreement about goals between the group and the organization in this situation? ☐ Yes ☐ No

g. Is there likely to be conflict about alternatives within the group? ☐ Yes ☐ No

3. Apply the Leadership Tree to determine acceptable behaviors in this situation.
Which behaviors are acceptable in this situation?

4. Plan for the situation:

- a. Which behavior will you use? Why?

- b. Who will you involve? Why?
