**Should Managers Use Only One Style?**

Imagine that you are a manager. Below are some situations that you might face as a manger, and some options you might consider. Circle the options that you feel will best handle the situation. Explain your selections.

**Scenario A**

The workers in your department are having problems completing their tasks on time. Performance levels have been going steadily downhill for some time. You have tried to be friendly and supportive but with little response from your staff.

**What would you do?**

1. Discuss the issues with your staff and then set revised performance goals.
2. Emphasize the need for following regular procedures and meeting task expectations and deadlines.
3. Remind staff members that you are available to discuss any problems, but don’t pressure them.
4. Wait and see what happens.

**Explanation:**

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**Scenario B**

During the past few weeks, the quality of work completed by staff members has been improving. You have been careful to make sure that they are aware of your performance expectations, but are considering raising their performance goals.

**What would you do?**

1. Stay out of the way.
2. Increase staff members’ performance goals without consulting them.
3. Be supportive and provide clear feedback.
4. Discuss increasing performance goals with staff members to make them feel important and involved in the decision-making process.

**Explanation:**

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**Scenario C**

Both performance levels and interpersonal relations in your department have been good. Your usual practice has been to leave your staff alone to do their jobs. Now an issue has come up, and staff members are unable to solve the problem

**What would you do?**

1. Arrange to get the group together and work as a team to solve the problem.
2. Continue to leave them alone.
3. Act decisively to identify the problem and provide a solution to correct it.
4. Support your workers while they work on the problem. Let them know you are available as a resource if they need you.

**Explanation:**

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**Scenario D**

A major change is about to occur in your organization. Staff in your department has a record of accomplishment and commitment to excellence and are supportive of the need for change.

**What would you do?**

1. Involve the staff in planning for department-specific changes and transitions.
2. Announce the changes and then closely supervise staff as they make the transition to the change.
3. Don’t push the process - assist workers as the change takes effect.
4. Let the staff manage the change process themselves.

**Explanation:**

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**Based on your answers and the definitions in the textbook, what style of leadership do you think you exhibit most often? Describe a personal situation where you have demonstrated this style.**

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Source: http://www.nelson.com/business/0176201408/studactivities.html