

SCENARIO 1

Because of budget restrictions imposed on your department, it is necessary to consolidate. You are thinking of asking a highly capable and experienced member of your department to take charge of the consolidation. This person has worked in all areas of your department and has the trust and respect of most of the staff. She is very willing to help with the consolidation.

- A. Assign the project to her and let her determine how to accomplish it.
- B. Assign the task to her, indicate to her precisely what must be done, and supervise her work closely.
- C. Assign the task to her and provide support and encouragement as needed.
- D. Assign the task to her and indicate to her precisely what needs to be done but make sure you incorporate her suggestions.

Development level _____ Action _____

SCENARIO 2

You have recently been made a department head of the new regional office. In getting to know your departmental staff, you have noticed that one of your inexperienced employees is not following through on assigned tasks. She is enthusiastic about her new job and wants to get ahead in the organization.

- A. Discuss the lack of follow-through with her and explore the alternative ways this problem can be solved.
- B. Specify what she must do to complete the tasks but incorporate any suggestions she may have.
- C. Define the steps necessary for her to complete the assigned tasks and monitor her performance frequently.
- D. Let her know about the lack of follow-through and give her more time to improve her performance.

Development level _____ Action _____

SCENARIO 3

Because of a new and very important unit project, for the past 3 months you have made sure that your staff members understood their responsibilities and expected level of performance, and you have supervised them closely. Due to some recent project setbacks, your staff members have become somewhat discouraged. Their morale has dropped, and so has their performance.

- A. Continue to direct and closely supervise their performance.
- B. Give the group members more time to overcome the setbacks but occasionally check their progress.
- C. Continue to define group activities but involve the group members more in decision making and incorporate their ideas.
- D. Participate in the group members' problem-solving activities and encourage and support their efforts to overcome the project setbacks.

Development level _____ Action _____

SCENARIO 4

As a director of the sales department, you have asked a member of your staff to take charge of a new sales campaign. You have worked with this person on other sales campaigns, and you know he has the job knowledge and experience to be successful at new assignments. However, he seems a little unsure about his ability to do the job.

- A. Assign the new sales campaign to him and let him function on his own.
- B. Set goals and objectives for this new assignment but consider his suggestions and involve him in decision making.
- C. Listen to his concerns but assure him he can do the job and support his efforts.
- D. Tell him exactly what the new campaign involves and what you expect of him, and supervise his performance closely.

Development level _____ Action _____

SCENARIO 5

You were recently appointed head coach of the women's varsity volleyball team. Since taking over, you have noticed a drop in performance. There have been changes in stroke techniques and your players have not mastered the new skills and techniques. Worst of all, they do not seem to be motivated to learn these skills. In a team meeting, you would

- a) Discuss the team's drop in performance. Listen to their concerns. Ask for their solutions for improving performance. Express your faith in their strategies. Emphasize their past efforts but periodically check on performance as they carry out their strategies.
- b) Outline the necessary corrective actions you want them to take. Explore alternatives and incorporate their ideas. Modify the plan if appropriate but see that they implement it.
- c) Tell them about the drop in performance. Ask them to analyze the problem and draft a set of action steps for your approval. Set a deadline for the plan. Track their performance.
- d) Outline and direct the necessary corrective actions you want them to take. Define roles, responsibilities, and standards. Closely monitor their performance for improvement.

Development level _____ Action _____

SCENARIO 6

For the last few months, you have been working with some members of a team designing training and writing manuals to familiarize members of the local emergency management community with the Incident Command System. During that time, you have found that one member has taken the lead when problems arise. She gets along well with the others on the team and is recognized as having the capability to oversee the completion of the project. Because of time constraints, you must move on to other duties. You have asked her to take charge of the project. Others on the team are pleased with your decision. You would...

- a. Involve her in thinking out the problems she may encounter and support her efforts to take charge of the project.
- b. Let the group work on its own under her leadership.
- c. Talk with her and set goals for the project, but listen to and consider her suggestions.
- d. Stay in close contact with her so you can direct and closely supervise her efforts to complete the project.

Development Level: _____ Action : _____

SCENARIO 7

Since your group has been given an increased workload, you have asked one of your people to take charge of a new responsibility. You have worked with him before and know that he has the knowledge and experience to be successful in the assignment. However, he seems insecure about his ability to do the job. You would...

- a) Assign the new responsibility to him and let him do it on his own.
- b) Tell him what you expect him to do but consider his suggestions.
- c) Listen to his concerns about his abilities but assure him he can handle the new responsibility.
- d) Tell him exactly what the new responsibility involves, and then work with him closely.

Development Level: _____ Action: _____

SCENARIO 8

You have recently been appointed emergency program manager in a jurisdiction that is new to you. In getting to know your people, you have found that one of your workers is particularly capable and innovative. She has made a number of suggestions that have facilitated communication among local agencies responsible for emergency response. At first you give her a great deal of encouragement and support for her work, but little direction. You would...

- a) Begin to be more specific about what you want her to do, but make sure you consider any creative suggestions she may have.
- b) Continue to work with her in a supportive way and encourage her innovative ideas.
- c) Look for new ways for her to make a contribution and begin to let her work more on her own.
- d) Begin to channel her creative abilities into some very specific responsibilities and make sure she spends time on those activities.

Development Level: _____ Action: _____

SCENARIO 9

You supervise Mark who is a new employee. You had Mark working alongside of an experienced member of your staff for the last couple of weeks to help orient Mark to the job. You now want to give Mark a task assignment on his own, how would you approach Marks situation ?

- A. Tell him what to do on the task and leave him to do on his own
- B. Work together with him on the task step by step.
- C. Support him on the task
- D. Give him another experienced member of staff to show him the task.

Development Level: _____ Action: _____

SCENARIO 10

Your department has been successful in achieving its goals. Department members have worked well together with little need for your intervention. However, conflict is escalating among department members. What would you do ?

- A. Quickly and firmly correct the situation.
- B. Listen to your employees and then implement your own plan.
- C. Discuss the conflict openly with your department members and encourage them to resolve the situation.
- D. Observe, but do not intervene.

Development Level: _____ Action: _____