



Activity: How Tight to Hold the Reins?

Management wants all teams to prepare budgets for the coming year and submit these within three weeks. Last year, you asked for the team's input and then compiled the budget yourself and reviewed it with them. The team generally has little interest in preparing budgets. Several members have suggested that you simply add 5 per cent to last year's budget. They understand the basic requirements, but you are the only one with a full understanding of what is required. You want the team to take more responsibility for their budgeting and spending, but the budget must be done right.

- _____ 1. Prepare the budget the same way you did last year.
- _____ 2. Guide the team through the process, but keep them involved.
- _____ 3. Offer your ideas, but only as one member of the team. Ask that the budget be prepared by team consensus, with everyone taking an equal part in the preparation.
- _____ 4. Ask the team what they think should be submitted as a budget. Probe their thinking, but don't participate directly in their decisions.
- _____ 5. Provide the team with all relevant information and turn the task over to them.

Your thoughts...



Facilitator Notes:

Suggested Analysis this Activity

Situation Factors

Urgency	-	Moderate
Critical Decision Quality	-	Moderate
Team Support Necessary	-	Moderate

Team Factors

Competence	-	Low/Moderate
Commitment	-	Low
Accept Responsibility	-	Low
Resourceful	-	Uncertain