



Activity: On Vacation

A team member on vacation has phoned from Florida to request a one week extension. The team has had the responsibility for vacation schedules for over a year. The team is angry about this request because the member's original request was last minute and the rest of the team had to make several schedule changes in order to accommodate it. The team has been very successful in dealing with internal conflicts, but wants you (the team leader) to make this decision and deal with the vacationing member.

- _____ 1. Tell the team how they should handle this situation.
- _____ 2. Point out the relevant policies, how similar cases have been handled previously and offer your suggestions, but let the team make the decision.
- _____ 3. Discuss the problem with the team and reach a decision together.
- _____ 4. Ask the team how they would like to handle the problem, then help them to explore the consequences. Do not steer them toward a particular decision.
- _____ 5. Insist the team decide. Offer your assistance in obtaining information, policies, etc., and your support for their decision.

Your thoughts...



Facilitator Notes:

Suggested Analysis of Activity

Situation Factors

- Urgency - High
- Critical Decision Quality - Low/Moderate
- Team Support Necessary - High

Team Factors

- Competence - High
- Commitment - Low (for this task)
- Accept Responsibility - Low (for this task)
- Resourceful - High