



Activity: What to Do Next?

Your team has just capped a year of steady growth with a major success. Working with the production engineers, the team helped to automate a problematic operation so that it is now safer, faster, and provides more consistent results. Full of enthusiasm, they have picked another target for automation. You think that there are at least three more promising improvement projects than the one the team has chosen.

- _____ 1. Show them a cost-benefit analysis of all four projects (your top three plus their choice) and persuade them to pursue a different one.
- _____ 2. Suggest they do a cost-benefit analysis of several potential projects. Make them aware that management is more likely to support a project which ranks highest in terms of cost/benefits.
- _____ 3. Ask the team to hold back from a final choice of projects until all options have been carefully examined. Participate actively in this examination and be an equal partner in the team's decision-making.
- _____ 4. Facilitate a team review of alternative projects. Pose questions and manage the discussion, but do not offer your views or assessment of the options.
- _____ 5. Encourage the team to pursue its idea. Offer your help if they want it in preparing a cost-benefit analysis, a proposal to management, etc.



Facilitator's Notes:

Suggested Analysis of Activity

Situation Factors

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

Team Factors

Competence	-	High/Moderate
Commitment	-	High
Accept Responsibility	-	High
Resourceful	-	High