

## **Appendix 10.7**

for 10.7 *Lead your organization with style* scenario

## Scenario A

You are a manager in a 250 employees company. The top management asked you to make suggestions for organizing the yearly party. This party is meant to celebrate the good results of the company where all the employees contributed. You and your team are involved in planning and organizing the party, so you must offer a large variety of activities in your proposal.

You have planned a brief meeting with your team. In the following 15 minutes you must collect as many ideas as possible and suggest a plan. All the information will be handed to HR that will make all the arrangements according to your suggestions.

At the end of the meeting a person will be nominated for presenting the result and answer questions.

Summary:

- Meeting's objective: Create a plan with activities for a „thank you“ party
- Timing: 15 minutes
- Logistic: Plan will be written on a flip-chart paper
- One person will be nominated to present the results

**Try to play well the following behaviours:**

- You prepare carefully and take notes about the basic ideas you want to contribute in the meeting.
- You are the only one that knows what's good for the team.
- You lead the discussion; give orders about what must be done.
- Immediately allocate duties for each person.
- Influence and dominate discussion up to the last detail.
- You talk the most.
- You don't really ask questions or listen; immediately interrupt if you feel the discussion is useless.
- Interrupt the others often.
- Criticize and praise directly, openly.
- Do not ask team members to present their ideas or suggestions.
- You expect excellent results and you judge your subordinates considering yourself as the best.
- In fact, the plan for the party is finished and you only have to explain it to your subordinates.
- You must present the results.

## Scenario B

You are a manager in a 250 employees company. The top management asked you to make suggestions for organizing the yearly party. This party is meant to celebrate the good results of the company where all the employees contributed. You and your team are involved in planning and organizing the party, so you must offer a large variety of activities in your proposal.

You have planned a brief meeting with your team. In the following 15 minutes you must collect as many ideas as possible and suggest a plan. All the information will be handed to HR that will make all the arrangements according to your suggestions.

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**Try to play well the following behaviours:**

- From the beginning, you inform your team about the objectives of the meeting, what it is expected to obtain in the end and how to discuss.
- You reach an agreement about organizing the meeting and the individual duties.
- Ask team members to make specific suggestions and encourage all to be active.
- Ask questions for supporting and encouraging; listen well.
- You involve colleagues in all the decisions.
- Explain your own opinions.
- You involve the quiet ones and encourage all to contribute.
- Don't push nothing but support the activities for all employees.
- Control the discussion only when necessary and support individual initiatives or leading the meeting by team-members.

## Scenario C

You are a manager in a 250 employees company. The top management asked you to make suggestions for organizing the yearly party. This party is meant to celebrate the good results of the company where all the employees contributed. You and your team are involved in planning and organizing the party, so you must offer a large variety of activities in your proposal.

You have planned a brief meeting with your team. In the following 15 minutes you must collect as many ideas as possible and suggest a plan. All the information will be handed to HR that will make all the arrangements according to your suggestions.

At the end of the meeting a person will be nominated for presenting the result and answer questions.

Summary:

- Meeting's objective: Create a plan with activities for a „thank you“ party
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**Try to play well the following behaviours:**

- Start by briefly informing the subordinates about the objective, without giving too many details; ask them to start working!
- Be more like an observer.
- Let them discuss among them and do not intervene.
- You are sure they are capable to perform, even without your involvement.
- Do not express your opinion.
- Do not attend discussion and avoid eye contact.
- Wait for the questions to be addressed to you directly.
- Reflect back the questions to the team.
- Do not criticize, do not praise.
- You have a neutral role; you are not a leader of the team.
- Another person should present the results.