

## **Exercise #4**

### **What's Next?: Describe a Problem**

In this exercise you will work with your table group to identify a supervisory problem the group would consider difficult. It's fine to use a real problem that someone in the group is facing and would like help with.

Your task is to spend about five minutes describing the problem. Write your description on this page. Be brief—but provide enough detail so that someone else could read and understand the issue and what makes it challenging. Bullet points are fine.

Do not try to solve the problem. When your group has finished writing a problem description, please wait for instructions.

## What's Next?: Solve the Problem

As a group, your challenge is to develop a way to handle the supervisory problem you have just been given. You must diagnose the problem, and you may use any of the approaches and techniques we talked about today. Feel free to draw on the experience of others in your group, or any other inspirations you may have, as well.

When time is called, you'll need to report to the large group. Be sure your report includes these elements:

- A description of the problem.
- Your basic approach, why you chose it, and what you would want to accomplish.  
Include:
  - Your best estimate of where on the Stages of Employee Development (D1—D4) this person falls, and what kind of Situational Leadership response is called for.
  - Your assessment of whether a coaching session would be appropriate. If so, give some examples of coaching questions that you might ask.
  - Your assessment of whether some kind of disciplinary interview, such as a counseling session, would be appropriate. If so, give a description of the behaviors you would document and a few specific things you would say in the session.
- Please be as specific as possible in describing behaviors that the employee needs to stop or start doing.