

Let's Make Snowflakes

Role of a Directive Leader

Take charge from the beginning! Let the group members know that you are the boss and that you will tell them what to do. Proceed to outline exactly how the group will design and later produce the snowflakes. Decide on the steps that will be followed, who is to do what, what equipment will be used, and where the activity will be done. If participants have suggestions be polite, but do it your way. Supervise their work very closely.

Role of a Coaching Leader

You will give both direction and support to the group members. Start by explaining your own ideas on how to plan and (later) produce the snowflakes. Listen to everyone's feelings and ideas and keep two-way communication open. However, the final decision will be yours. This is not consensus!

Role of a Supporting Leader

Assume that the members of your group are committed to this task and bring to it useful experience. Therefore, remind them of your confidence in them based on their past performance and tell them that they will jointly decide how to manage this task of planning and producing snowflakes. Emphasize that your role is one of facilitation: You will make sure that they understand the task and know their choices for solving the problem. Although you are their leader, your part and contribution is equal to theirs. Everyone needs to be in agreement or reach consensus on all decisions.

Role of Delegating Leader

Your group has extensive on-the-job experience and is also motivated to get their work done. They have been working as a team for some time now, with the intention of moving toward a self-managed team. Therefore, your role is to explain the task of planning and producing snowflakes. Once they understand their task, delegate the work to them and leave them alone to decide how it will be accomplished. They run their own show and will report in to you when they have questions or are ready to submit their design. Be available; don't leave the room.