



Exercise 1: The Artificial Snow Worksheet

A Telling Leader

Take charge! Let team 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 produce the snowflakes. Decide on the steps to follow, choose the equipment to use and assign roles to each team member. If participants have suggestions, be polite, but ignore their suggestions and do it your way. Supervise their work very closely.

A Selling Leader

Direct and support your team members. Start by explaining your own ideas on how to plan and 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 a consensus!

A Participating Leader

Assume that your team members are committed to this task. 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 are equal to theirs. Everyone needs to reach consensus on all decisions.

A Delegating Leader

Your team has extensive on-the-job experience and is motivated to get its work done. Your team members have been working together for some time, 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 to accomplish it. They run their own show and will report in to you when they have questions or are ready to submit their design. Be available for questions and support; don't leave the room.

Exercise 2: The Management vs Leadership Worksheet

Manager	Leader
Has a short-term perspective	Has a long-range perspective
Plans how and when	Asks what and why
Eyes the bottom line	Eyes the horizon
Imitates others	Originates
Accepts the status quo	Challenges the status quo
Does things correctly	Does the correct thing
Seeks continuity	Seeks change
Focuses on goals for improvement	Focuses on goals of innovation
Power is based on position or authority	Power is based on personal influence
Demonstrates skill in technical competence	Demonstrates skill in selling the vision
Demonstrates skill in administration	Demonstrates skill in dealing with ambiguity
Demonstrates skill in supervision	Demonstrates skill in persuasion
Works toward employee compliance	Works toward employee commitment
Plans tactics	Plans strategy
Sets standard operating procedures	Sets policies
Relies on an analytical decision-making style	Relies on an intuitive decision-making style
Is risk conscious	Takes the necessary risks
Uses a “transactional” communication style	Uses a “transformational” communication style
Mostly uses an informational base of data and facts	Uses an informational base, including “gut” feelings
Builds success through maintenance of quality	Builds success through employee commitment
Does not want to experience anarchy	Does not want to experience inertia
Plans, budgets, and designs detailed steps	Develops the vision and the strategies to achieve it
Sets standards of performance	Sets standards of excellence
Develops a detailed plan to achieve results	Develops the future direction by gathering future trends

Exercise 3: The Plane Crash Survival Exercise Worksheet

List of Survivors

Pete “Maverick” Mitchell. Pete was the airplane’s pilot. Thanks to his flying expertise, he avoided an even worse result and landed the plane in one piece on top of the water. Pete was trained as a pilot in the Navy and is the son of a decorated war veteran. Pete also likes to play volleyball and work on motorcycles. Recently, however, his colleagues have become concerned that he might have a drinking problem. He also volunteers to fly mercy missions that drop food and medical aid in places of crises.

Alan Casey. Alan is a plastic surgeon who was returning from a medical conference, where he delivered a presentation on “Rebuilding Facial Features Following Accidents.” He owns a clinic in California and has made a considerable fortune from his medical practice. He has also established a charity that aids children with facial injuries. Alan is a recent divorcée with four adult children. He enjoys collecting vintage cars, gardening and deep-sea fishing.

Chris Taylor is a 45-year-old church minister. He has served as a missionary in Haiti for the past 15 years. He would like to take up a new post in Dubai, but he has not yet discussed this with his wife, Heather, who would prefer to return to the United States and start a career. He is also conflicted because he wants to spend more time with his three children. Chris’s hobbies include playing bridge and fishing.

Heather Taylor is a 35-year-old volunteer who worked closely with her husband, Chris, in Haiti. There, she established a club for troubled youngsters that focused on teaching them skills, such as reading as well as orienteering. For many years, Heather has longed to start a career; she has already written her first manuscript, which she would like to send to a publisher. Her book explores issues relating to helping indigenous peoples and their way of life. She has three children.

Kathy Taylor is a 10-year-old schoolgirl who was flying with her parents at the time of the accident. She is a very smart girl and shows great talent in languages and music. She has a 16-year-old sister and 12-year-old brother who attend boarding school back home. Kathy was reluctant to go on this trip and spend time away from school, but her father, Chris, insisted that she visit her siblings.

Ben Manson. Ben is a 47-year-old married man with two children. Ben has had quite the career. After college, he joined the U.S. Olympic team, where he earned a gold medal in swimming. He then used his reputation as an athlete to found a sports clothing business, where he has earned a fortune. Currently, he sits on the local school board; before that, he was a member of his state’s legislature but resigned after a scandal linking him to insider trading. Ben likes to sail, play squash and grow orchids.

Gary Jones. Gary is a 30-year-old nurse and a member of Greenpeace. He broke his engagement to marry three years ago and instead chose to take up a post as a nursing officer at an Antarctic research station, where he carried out research on conditions such as hypothermia. After his trip home, Gary hoped to renew his contract with the research station and return to Antarctica. Gary enjoys scuba diving, badminton, and dancing.

Professor Jennifer Rice. Professor Rice has served as a professor of microbiology at a prominent U.S. university for the past 10 years. She has developed an antibody to the HIV virus that has proved successful in experiments on laboratory animals. She is 60 years old and unmarried. She has been physically disabled ever since she broke her back in a horseback riding accident at age 30. She is confined to a wheelchair. In addition to her love for teaching students, Professor Rice enjoys oil painting and reading crime fiction.

Tara Dow. Tara Dow is a 50-year-old executive with a Fortune 200 energy company. She is married but has no children. After spending 10 years in the U.S. Marines, she retired from service at age 30 as a captain. She has used her love of art and travel on behalf of a major U.S. art museum and has brokered negotiations where the museum acquired several pieces of valuable art from overseas. She currently sits as chair of a working group that seeks to improve inner cities through art. Sadly, Tara has recently been diagnosed as HIV positive.

Exercise 3: The Plane Crash Survival Exercise Worksheet

Survivor	Step 1	Step 2	Step 3
	Your Individual Ranking	Your Group Ranking	Difference Between Step 1 & 2
Pete “Mavericka” Mitchell			
Allen Casey			
Chris Taylor			
Heather Taylor			
Kathy Taylor			
Ben Manson			
Gary Jones			
Professor Jennifer Rice			
Tara Dow			
Totals	Your Score	Group Score	Difference