Match-Mismatch

S1 **Scenario**

This is a conversation between you (a manager) and a supervisor who reports to you. You are meeting with him or her for the first time since you introduced a training initiative to all supervisors at a recent meeting.

Each supervisor is supposed to conduct the training within two weeks.

The Supervisor's Goal

To train three team members on a new technical skills software application and ensure that they are using the skills on the job four weeks from now

- The training needs to be accomplished within two weeks.

- The training is very important to the organization's competitive strategy.

Directions

- Play the manager's role four times with four different supervisors.

- Stay in your S1 role no matter what. In other words, practice being rigid, not flexible.

Leadership Style 1

- Start the meeting by acknowledging the supervisor's commitment to the training initiative.

- Let the supervisor know that you know exactly what needs to be done to set up and roll out the training.

- Share your step-by-step plan for how to schedule and deliver the training.

- Since the training initiative is going to take a lot of extra work, make sure to say that this is a top priority.

- Share your concerns about how hard this project might be. You are fairly sure he or she hasn't even started the training. You believe that this supervisor thinks it's going to be easy.

- Let the supervisor know that you are eager to roll up your sleeves and help as much as you can.

- Assume that the supervisor needs your help and go over the training guide page by page. Before your meeting is over make sure he or she knows how to get started on the training and give an effective presentation.

- Request that the initial presentation is scheduled this week, and remind the supervisor that you want his or her team members to complete the training in two weeks.

- Share some tips about how to get through the material in two hours.

- Frequently check for understanding as you conduct the meeting.

- Take the lead in the conversation. Although there is some give-and-take in Style 1, you need to be sure you cover the specifics of what, how, and when all this work is going to get done within the next two weeks.

- Remember that your supervisor's success depends on clear direction, but you have to be nice for it to be heard.

Remember to stay in your S1 role no matter what!

Match-Mismatch

Your Goal

To train three team members on a new technical skills software application and ensure that they are using the skills on the job four weeks from now

- The training needs to be accomplished within two weeks.
- The training is very important to the organization's competitive strategy.

Directions

- Play the supervisor's role four times with four different managers.
- Stay in your D3 role no matter what. In other words, practice being rigid, not flexible.

Development Level 3

- You have already begun to implement the new training.

- You believe productivity, morale, and teamwork in your department will increase after the training if you can get your people to use the software application.

- You believe in the training initiative, and the results in other teams have been positive.

- You are a little apprehensive about how successful the training will be, given all of the other initiatives going on.

- You have some ideas about how to make the training interesting. You like the training guide that was developed by the corporate training department.

- You are unsure about whether you will have your manager's support and time if problems come up.

- You tend to procrastinate when something is easy for you, which gets you into trouble.

- You are already a little discouraged because you believe the time frame for implementing the training may not be realistic. You feel or think that corporate is expecting too much, too soon.

- You are looking forward to the meeting today so that you can get some concerns out on the table, although you feel that none of these concerns will get in your way of implementing the software application in the long run.

- Your presentation skills are good, and you are comfortable being in front of a group.

- You hope your leader listens to your voice and helps you to decide on next steps.

Remember to stay in your D3 role no matter what!