

## 2. Leadership Issues

Bill is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Modeling and entrepreneurial spirit	Overextending himself in an effort to know or do everything	Expect him to engage in repetitive tasks	Accepting his own and others' limitations
Challenging himself and others to go beyond what is required	Taking too many risks for the sake of a challenge	Force him to work within strict guidelines	Recognising that others may be more willing to take risks when there is a safety net

Brian is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Keeping the team on course by being clear about goals and outcomes	Not providing enough praise and appreciation	Expect him to spend a lot of time bringing others up to speed	Recognising that others need to hear that they've done well to stay on the right track
Getting tough when necessary	Refusing to share responsibilities	Take a casual or leisurely approach to tasks or objectives	Practicing delegation and detachment, and asking for help when necessary

Fred is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
Presenting a vision and energizing others to participate actively	Overpowering and over controlling others	Lack of commitment to team goals	Realising that giving others freedom to develop their talents improves overall team performance
Rewarding decisiveness, achievement, and ambition	Overlooking people's needs in order to focus on task requirements	Are too kind-hearted and have difficulty making tough decisions	Recognising that <i>people</i> accomplish tasks and that unhappy people accomplish less

Julie is likely to contribute by:	She may irritate team members by:	She may be irritated by team members who:	She can maximise effectiveness by:
Quietly organising and maintaining order by providing logic and common sense	Being too task focused and rule bound	Are unreliable or fail to take commitments seriously	Being more open to possibilities and alternative methods and procedures
Modeling efficiency and dependability	Neglecting to solicit or acknowledge contributions of others	Propose untried, impractical, or imprecise plans of action	Being more outwardly inclusive and appreciative of others

2. Leadership Issues *cont'd*

Lucy is likely to contribute by:	She may irritate team members by:	She may be irritated by team members who:	She can maximise effectiveness by:
<p>Democratically soliciting everyone's opinions and negotiating differences</p> <p>Acting as a spokesperson for new ideas that relate to people</p>	<p>Promising that more is reasonable or possible</p> <p>Neglecting to give specific directions</p>	<p>Do not allow everyone to participate or have a role</p> <p>Place too many constraints on how and when a project should be completed</p>	<p>Prioritising projects and saying no</p> <p>Offering others a detailed blueprint of what is desired so that the job is done right</p>

Tim is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
<p>Quietly organising and maintaining order by providing logic and common sense</p> <p>Modeling efficiency and dependability</p>	<p>Being too task focused and rule bound</p> <p>Neglecting to solicit or acknowledge contributions of others</p>	<p>Are unreliable or fail to take commitments seriously</p> <p>Propose untried, impractical, or imprecise plans of action</p>	<p>Being more open to possibilities and alternative methods and procedures</p> <p>Being more outwardly inclusive and appreciative of others</p>

Victor is likely to contribute by:	He may irritate team members by:	He may be irritated by team members who:	He can maximise effectiveness by:
<p>Modeling and entrepreneurial spirit</p> <p>Challenging himself and others to go beyond what is required</p>	<p>Overextending himself in an effort to know or do everything</p> <p>Taking too many risks for the sake of a challenge</p>	<p>Expect him to engage in repetitive tasks</p> <p>Force him to work within strict guidelines</p>	<p>Accepting his own and others' limitations</p> <p>Recognising that others may be more willing to take risks when there is a safety net</p>