

FACILITATIVE/COACHING LEADERSHIP

Characteristic	What would someone say or do to demonstrate this trait?
Quality-oriented	<i>Example: "Who would like to update us on our service quality with the statistics from our customer survey?"</i>
Encourages empowerment of workers to solve problems and make decisions	
Emphasizes trust, innovation, and risk-taking	
Defines jobs broadly and uses cross training	
Works for consensus from teams	
Skilled at getting teams involved in improvement actions	
Uses intrinsic motivation (e.g., praise, achievement, etc.)	
Works to initiate change through groups	
Works across team boundaries to get team resources	
Employees serve group's needs	

CHALLENGING RULES FOR ASKING QUESTIONS

Get into pairs to discuss the rules for asking nonthreatening questions on pages 20 and 21 in your workbooks. Discuss each rule and determine the two rules that are the most challenging for each of you. List them below and explain why they are challenging. You do not need to come to consensus for this activity. Each of you should pick the one rule that is the most challenging to you, discuss it with your partner, and write down your comments to share in the group discussion.

Rule # _____

Why is this one of the most challenging rules for you?

Rule # _____

Why is this one of the most challenging rules for you?

What rule is least challenging for you? Why?

SIX-STEP PROBLEM-SOLVING PROCESS

1. What are some of the important elements of a team charter in step one?

2. What is the difference between the traditional, question, and situational objective statements?

3. What are some tools that are used in step three?

4. What are some tools that are used in identifying potential solutions?

5. What are some of the biggest challenges that you have faced in steps five and six?

TEAM ROLE CARDS

Facilitator	Facilitator
Windbag	Windbag
Homesteader	Homesteader
Mummy	Mummy
Rambler	Rambler