Situation
1. Your group is not responding lately to your friendly conversation and obvious concern for their welfare. Their performance is declining rapidly.
2. The observable performance of your group is increasing. You have been making sure that all members were aware of their responsibilities and expected standards of performance.
3. Members of your group are unable to solve a problem themselves. You have normally left them alone. Group performance and interpersonal relations have been good.
4. You are considering a change. Your group has a fine record of accomplishment. They respect the need for change.
5. The performance of your group has been dropping during the last few months. Members have been unconcerned with meeting objectives. Redefining roles and responsibilities has helped it the past. They have continually needed reminding to have their tasks done on time.
6. You stepped into an efficiently run group. The previous leader tightly controlled the situation. You want to maintain a productive situation but would like to begin having more time building interpersonal relationships among members.
7. You are considering changing to a structure that will be new to your group. Members of the group have made suggestions about needed change. The group has been productive and demonstrated flexibility.
8. Group performance and interpersonal relations are good. You feel somewhat unsure about your lack of direction in the group.
9. You have been appointed to give leadership to a study group that is far overdue in making requested recommendations for change. The group is not clear on its goals. Attendance at sessions has been poor. Their meetings have turned into social gatherings. Potentially they have the talent necessary to help.
10. Your group, usually able to take responsibility, is not responding to your recent redefining of job responsibilities as a result of one member

leaving the city.

11. You have been promoted to a leadership position. The previous leader was involved in the affairs of the group. The group has adequately handled its tasks and direction. Interpersonal relationships in the group are good.

12. Recent information indicates some internal difficulties among group members. The group has a remarkable record of accomplishment. Members have effectively maintained long- range goals. The have worked in harmony for the past year. All are well qualified for the tasks.

Alternative Action
A. Emphasize the use of uniform procedures and the necessity for task accomplishment. B. Make yourself available for discussion but do not push your involvement. C. Talk with them and then set goals. D. Intentionally do not intervene.
A. Engage in friendly interaction but continue to make sure that all members are aware of their responsibilities and expected standards of performance. B. Take no definite action. C. Do what you can to make the group feel important and involved. D. Emphasize the importance of deadlines and tasks.
A. Work with the group and together engage in programme solving. B. Let the group work it out. C. Act quickly and firmly to correct and redirect. D. Encourage the group to work on the problem and be supportive of their efforts.
A. Allow group involvement in developing the change, but do not be too directive. B. Announce changes and then implement with close supervision. C. Allow the group to formulate its own directive. D. Incorporate group recommendations, but you direct the change.
A. Allow the group to formulate its own direction. B. Incorporate group recommendations, but see that objectives are met. C. Redefine roles and responsibilities and supervise carefully. D. Allow group involvement in determining roles and responsibilities but do not be too directive.
A. Do what you can do to make the group feel important and involved. B. Emphasize the importance of deadlines and tasks. C. Intentionally do not intervene. D. Get the group involved in decision-making, but see that objectives are met.
A. Define the change and supervise carefully. B. Participate with the group in developing the change but allow members to organize the implementation. C. Be willing to make changes as recommended but maintain control of the implementation. D. Be supportive in discussing the situation with the group but not too directive.
A. Leave the group alone. B. Discuss the situation with the group and then you initiate necessary changes. C. Redefine goals and supervise carefully. D. Allow group involvement in setting goal, but don’t push.
A. Let the group work out its problems. B. Incorporate group recommendations, but see that objectives are met. C. Redefine goals and supervise carefully. D. Allow group involvement in setting goals, but do not push.
A. Allow group involvement in redefining standards but don’t take control. B. Redefine standards and supervise carefully. C. Avoid confrontation by not applying pressure, leave situation alone.

D. Incorporate group recommendations but see that new job responsibilities are met.

A. Take steps to direct the group towards working in a well-defined manner.

B. Involve the group in decision-making and reinforce good contributions.

C. Discuss past performance with the group and then you examine the need for new practice.

D. Continue to leave the group alone.

A. Try out your solution with the group and examine the need for new procedures.

B. Allow group members to work it out themselves.

C. Act quickly and firmly to correct and redirect.

D. Participate in problem discussion while providing support for group members.

ALTERNATIVE ACTIONS				
1	A	***C***	B	D
2	D	A	***C***	B
3	C	***A***	D	B
4	B	D	***A***	C
5	C	***B***	D	A
6	B	D	***A***	C
7	A	C	***B***	D
8	C	B	***D***	A
9	***C***	B	D	A
10	B	***D***	A	C
11	A	***C***	B	D
12	C	A	***D***	B