

Learning Team Assignment Session 4

Take a moment to review the Flexible Leadership Approach Job Aid and the Managing Performance at Different Levels job aids.

Short Case Study

For the benefit of anonymity, let's create a follower and call her Mandy. Mandy has been at IG for three years. She is a good enough contributor, and sometimes amazes with a burst of creative output. Mandy says that she often feels like she needs more motivation and has become less sure of herself recently. You have been leading her by assuming that she is a Level 3, Supporting.

1. Discuss where Mandy fits as a contributor at Innovatis Group on the first job aid. Why did you choose this leadership approach?
2. Discuss where you would place Mandy in terms of her performance level on the second job aid. Why did you choose this level?
3. Discuss whether you think you are over-or-under-managing Mandy in the case study above.
4. Reflect (without naming anyone) on your opportunity as a leader to accurately assess where your followers are and how you can manage them as effectively as possible.

