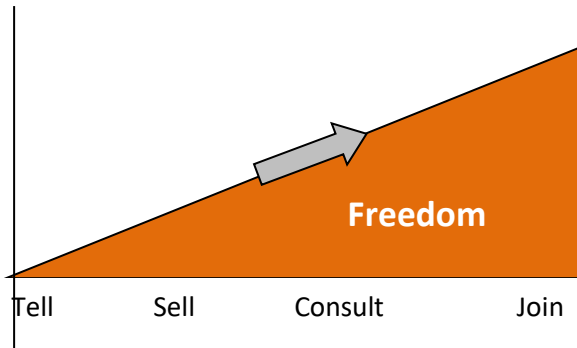




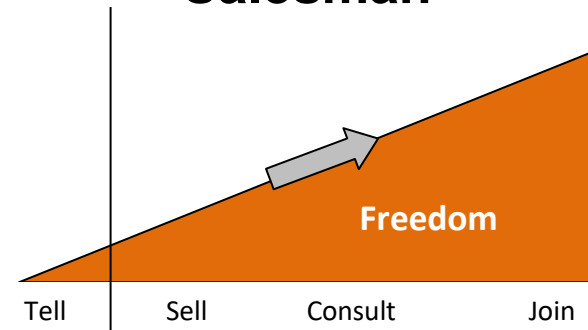
## “General”



*“This is what you’re going to do”*



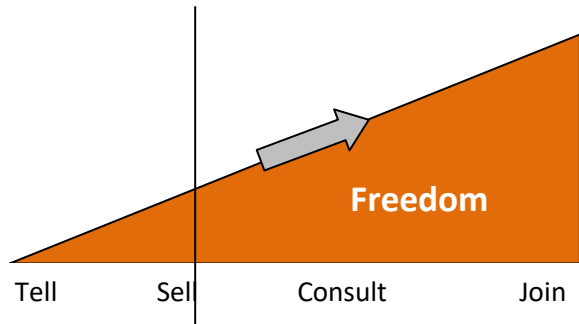
## “Salesman”



*“This is what you’re doing because...”*



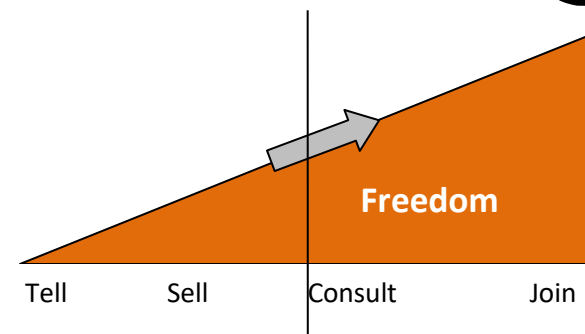
## “Teacher”



*“This is what you’re doing, any questions?”*



## “Consultant”



*“The provisional plan is this....Does anyone have any improvements?”*

### Character – “Salesman”

Team are given a limited view of how the current task fits into the big picture  
Useful where time and efficiency are important  
More satisfactory than “General” as team don’t feel they’re being kept in the dark

#### Bridge Example

“Put that girder over here, because we’re going to use it to make a frame when we get some more of them”

#### Hillwalking example

If someone is injured, but not badly, the leader may explain why things are being done in order that other team members learn a little. It may be used to give an experience, such as “we’re climbing this hill (that you may not want to) because there is a stunning view from the top.”

### Character – “General”

Team require no idea of how the task fits into the ‘Big Picture’  
Useful where time is of the essence, works best when the team can appreciate this too.  
Often mis-used by uncomfortable leaders perhaps in the lower levels of Maslow’s Hierarchy of needs

#### Bridge Example

“Put that girder there”

#### Hillwalking example

In emergency tasks may need to be done immediately without time consuming explanation. An incident may be followed by the leader taking complete charge and telling people what to do: “Phone 999”, “get the first aid kit”, “we’re stopping here”

### Character – “Consultant”

A greater level of understanding of the whole picture is generated.  
Team member’s Learning is had through discussion of the plan  
Leader, as the most experienced has control, but seeks involvement by the team  
Consultation leads to feeling of ownership and greater satisfaction in the project  
Requires a greater level of understanding of the task by the team members

#### Bridge Example

“This is my design for the bridge, can anyone see anything I’ve missed before we start?”

#### Hillwalking Example

The leader may have decided upon the destination, but there are several routes to it: “we are going up this hill to see the view, here’s my proposed route on the map, can anyone see a problem with my route?”

### Character – “Teacher”

The team have a clear picture of their immediate part of the overall picture  
Begins to develop the team’s abilities: next time they may be able to do this part of the task on their own  
Team begins to learn, leading to higher levels of satisfaction in the team

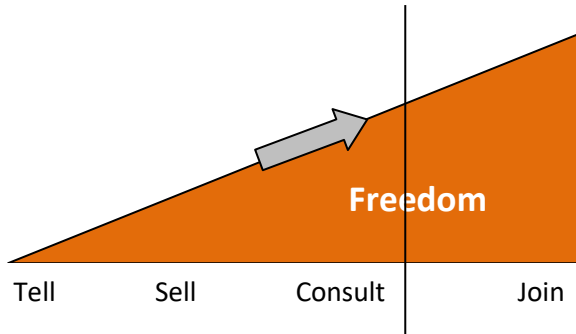
#### Bridge Example

“You’re going to bring these girders over here, to make this part of a bridge, by doing this with them, does everyone understand what’s going on?”

#### Hillwalking Example

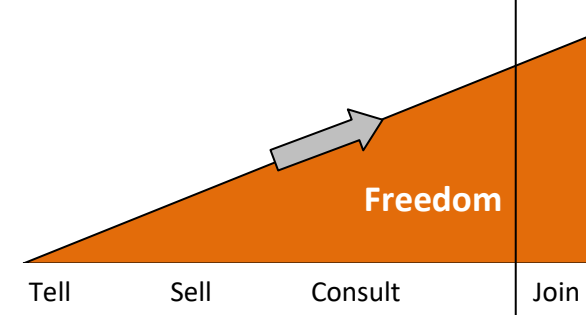
The route and destination may have been chosen, but the leader will now explain why it has been chosen: “there’s a fantastic view over this hill, so we’re going up it, but if you look on the map, the best way is this way here, does everyone understand?”

## “Fact-Finder”



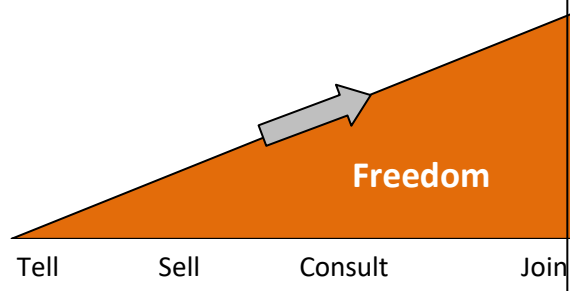
*“This is the situation. Any ideas before I decide?”*

## “Controller”



*“Here’s the situation, these are your limits, please find a solution”*

## “Delegator”



*“Here’s the problem, please solve it”*

### Character – “Controller”

Leader sets parameters in the beginning, then team continues alone  
Leads to real learning about how to use principles taught  
Implicitly relies upon a great deal of understanding of team’s abilities. And trust.  
Careful consideration of parameters can result in adequate control and high learning

#### Bridge Example

“Can you build a bridge across the river allowing access from A to B”  
The parameters are set: It *will* be a bridge, but what sort?.....

#### Hillwalking Example

“Lets go hillwalking !”. The team decide the location, route, difficulty, but they will be hillwalking. They will then navigate the route they have chosen using techniques passed on by the leader, picking the appropriate techniques themselves.

### Character – “Fact Finder”

Leader makes decisions based upon information gathered by the team  
Team’s opinions, assumptions, prejudices and preferences can be included in the decisions  
Team make all the decisions but with leader as safety net, a great learning opportunity

#### Bridge Example

“Can you design me a bridge, I’ll review your design and then you can build it”

#### Hillwalking Example

We’re going hillwalking in this area, which of these mountains do you want to go up?”  
The team will then navigate using techniques taught by the leader as they are needed

### Character – “Delegator”

All of the task at hand is delegated to the team  
Relies upon team understanding the problem completely  
Relies upon the team understanding less tangible factors such as ‘ethos’  
There is a high level of trust as leader is responsible for something without any control  
There is an opportunity for the leader to join in as an equal

#### Bridge Example

“We need to be able to cross this river”  
(This may still limit the full creativity of possibly stating “we need to be able to get from A to B” whilst acknowledging that there is a river between them. *Must we cross?*)

#### Hillwalking Example

We may be in a lovely mountainous area, but full freedom can be given to the team, perhaps trusting that they will do more than just stay in bed: “what does everyone want to do today?” or “take me hillwalking today”