

Team Leader’s Troubleshooting Guide for *Essential Skills of Leadership*

The “Team Leader’s Troubleshooting Guide” has been developed to help you use a systematic approach in applying the Essential Skills of Leadership to workplace situations. These are examples that show how a team leader would use the Essential Skills of Leadership in specific workplace situations.

For each situation presented, a brief description of observed behaviors and strategies is provided, which team leaders in similar circumstances have found helpful. The strategies are intended to offer additional means of applying the Essential Skills of Leadership that you learned in this course. All of the situations require the use of the essential skills, often in combination with specific skills. In some situations, you may want to use several of the strategies.

Even though the situations may be similar to those you find at work, take special care to make allowances for the behavioral differences among people. In any given situation, you will receive different results, depending on the human dynamics operating among those involved.

Talk to the team member to learn his/her views. How well a strategy works is related to how accurately you assess both the human and nonhuman components of the problem and how skillfully you apply the strategy. In your analysis, remember that both the team leader and the team member contribute to the problem and to the solution.

Index

Applying the Essential Skills When:	page
A Team Member’s Self-Esteem Has Dropped	56
Low Self-Esteem Limits a Team Member’s Goals	57
A Team Member Responds Defensively to Feedback	58
A Team Member Reaches a Poor Solution	59
A Team Member Makes Suggestions.....	60
A Team Member Is Troubled or Disturbed.....	61

NOTES

A Team Member's Self-Esteem Has Dropped

A team member has recently experienced some personal problems that seem to have affected his/her job performance. Because the team member feels he/she has done poorly on two recent assignments, the individual is reluctant to take on any new challenges.

Observed Behavior:

- Typical statements:
 - “I didn’t do well on the last two assignments.”
 - “It’s not fair to the organization for me to tackle this new project.”
 - “I’m afraid I won’t be able to do the job.”

Analysis:

The team member has low self-esteem, probably as a result of problems at home and on the job.

Strategies:

- To rebuild self-esteem with a series of successes, find out what the team member does well and assign tasks that he/she has a high probability of completing satisfactorily.
- Compliment the team member on jobs done well, focusing on specific behaviors.
- To the degree permissible, temporarily stop assigning tasks that he/she is performing poorly.
- Then gradually increase the level of difficulty of assignments to rebuild self-esteem.