

## Exercise 1: The Artificial Snow Worksheet

- For information about team-building exercises: leadership, visit [www.mindtools.com/teambuildingleadership](http://www.mindtools.com/teambuildingleadership).

### A Telling Leader

You need to make sure that team members understand that you are now in charge, and that your rules go! Tell your team that they must create the snowflakes, from the design to the production stage. You will need to set out how they will do this at each step, decide on the equipment, and give each team member a role. Supervise people's work carefully to make sure they are following your rules correctly. If they have ideas about how to do things differently, acknowledge them but ignore what they say, and continue with your plan of action.

### A Selling Leader

Start by sharing your own ideas about your snowflake design, and describe how you think the team should make it. Direct and support your team members but don't deviate from your plan if you think it's the best approach. Although you are willing to listen to people's ideas, and consider different points of view, remember that you have the final say in all decisions.

### A Participating Leader

You believe that your group wants the best from this task. Because of this, tell everyone you have confidence in their ability, and that you will all decide how to plan and produce the snowflakes together. Make sure people understand your role, which is to facilitate the discussion and help them successfully complete the task. This means that your position within the group is the same as everyone else's, and that all team members need to buy into each decision.

### A Delegating Leader

Your team members work well together, they are motivated, and are largely self-sufficient. As they need little supervision, all you need to do is explain that you are delegating them the task of designing and producing snowflakes. Leave them to decide how to do it, but provide support and guidance if they ask. Get them to present their final design to you once they've finished.



## Exercise 2: The Management vs. Leadership Worksheet

<b>Manager</b>	<b>Leader</b>
Has a short-term outlook	Has a long-range vision
Focused on how and when	Questions what and why
Looks at the bottom line	Looks at the horizon
Copies others	Has new ideas
Supports the status quo	Embraces change
Does things right	Does the right thing
Concentrates on improvement	Concentrates on innovation
Relies on position or authority for power	Power comes from personal influence
Technically proficient	Expert at selling the vision
Strong at administration	Skilled at dealing with ambiguity
Demonstrates skill in supervision	Demonstrates skill in persuasion
Concentrates on tactics	Focused on strategy
Draws up operating procedures	Establishes policies
Analytical approach to decision making	Intuitive decision-maker
Wary of risks	Accepts risks
Relies on base of data and facts	Goes with "gut" feelings
Builds success through quality control	Builds success through motivation and incentive
Prefers to stick to the rules	Looks to change to game
Plans all of the details	Plans the strategy to deliver the vision
Sets benchmarks of performance	Sets standards of excellence
Designs plans to achieve results	Plots the future direction by studying trends

## Exercise 3: The Plane Crash Survival Exercise Worksheet

### List of Survivors

**Pete “Maverick” Mitchell.** Pete was the airplane’s pilot. Thanks to his flying expertise, he avoided an even worse accident and landed the plane in one piece on top of the water. He was trained as a pilot in the Navy and is the son of a decorated war veteran. He also likes to play volleyball and work on motorcycles. Recently, however, his colleagues have become concerned that he might have a drinking problem. He works as a volunteer, flying food parcels and delivering medical aid to places of crisis.

**Alan Casey.** Alan is a plastic surgeon who was returning from a medical conference, where he delivered a presentation on “Rebuilding Facial Features Following Accidents.” He owns a clinic in California and has made a considerable fortune from his medical practice. He has also established a charity for children with facial injuries. He is a recent divorcée with four adult children. He enjoys collecting vintage cars, gardening and deep-sea fishing.

**Chris Taylor** is a 45-year-old church minister. He has served as a missionary in Haiti for the past 15 years. He would like to take up a new post in Dubai, but he has not yet discussed this with his wife, Heather, who would prefer to return to the United States and start a career. At the same time, he wants to spend more time with his three children. Chris’s hobbies include playing bridge and fishing.

**Heather Taylor** is a 35-year-old volunteer who worked closely with her husband, Chris, in Haiti. There, she established a club for troubled youngsters that focused on teaching them skills, such as reading and orienteering. For many years, Heather has longed to be a writer; she has already written her first manuscript, which she would like to send to a publisher. Her book explores issues related to helping indigenous people and their way of life. She has three children.

**Kathy Taylor** is a 10-year-old epileptic who was flying with her parents at the time of the accident. She is a very smart girl and shows great talent in languages and music. She has a 16-year-old sister and a 12-year-old brother, who attend boarding school back home. Kathy was reluctant to go on this trip and spend time away from school, but her father, Chris, insisted that she visit her siblings.

**Ben Manson.** Ben is a 47-year-old married man with two children. He has had quite the career. After college, he joined the U.S. Olympic team, where he earned a gold medal in swimming. He then used his reputation as an athlete to found a sports clothing business, which has earned him a fortune. Currently, he sits on the local school board. Before that, he was a member of his state’s legislature but resigned after a scandal linking him to insider trading. Ben likes to sail, play squash and grow orchids.

**Gary Jones.** Gary is a 30-year-old nurse and a member of Greenpeace. He broke off his engagement three years ago and instead chose to take up a post as a nursing officer at an Antarctic research station, where he carried out research on conditions such as hypothermia. After his trip home, Gary hoped to renew his contract with the research station and return to Antarctica. He enjoys scuba diving, badminton and dancing.

**Professor Jennifer Rice.** Professor Rice has served as a professor of microbiology at a prominent U.S. university for the past 10 years. She has developed an antibody to the HIV virus that has proved successful in tests on laboratory animals. She is 60 years old and unmarried. She has been physically disabled ever since she broke her back in a horse-riding accident at the age of 30. She uses a wheelchair. In addition to her love for teaching students, Professor Rice enjoys oil painting and reading crime fiction.

**Tara Dow.** Tara Dow is a 50-year-old executive with a Fortune 200 energy company. She is married but has no children. After spending 10 years in the U.S. Marines, she retired from service at age 30 as a captain. She has used her love of art and travel on behalf of a major U.S. art museum and has brokered negotiations in which the museum acquired several pieces of valuable art from overseas. She is currently chairwoman of a working group that seeks to improve inner cities through art. Sadly, Tara has recently been diagnosed as HIV positive.



## Exercise 3: The Plane Crash Survival Exercise Worksheet

Survivor	Step 1	Step 2	Step 3
	Your Individual Ranking	Your Group Ranking	Difference Between Step 1 & 2
Pete "Maverick" Mitchell			
Allen Casey			
Chris Taylor			
Heather Taylor			
Kathy Taylor			
Ben Manson			
Gary Jones			
Professor Jennifer Rice			
Tara Dow			
<b>Totals</b>	<b>Your Score</b>	<b>Group Score</b>	<b>Difference</b>