

Leadership and Team Problem-Solving

	Leader	Team
Objectives	<ul style="list-style-type: none"> ◆ Clearly understand your objective ◆ Ensure others clearly understand ◆ Question constraints ◆ - task - time ◆ - available resources 	<ul style="list-style-type: none"> • Clearly understand • Speak up if unclear • Consider your personal objectives (e.g. learning)
Planning Solution	<ul style="list-style-type: none"> ◆ Brainstorm to explore all possible options ◆ Ensure enough time is allocated ◆ Involve all of the team ◆ Use visual aids ◆ Monitor the process “from outside” ◆ Don’t try to solve it yourself ◆ Risk analysis: what could go wrong? 	<ul style="list-style-type: none"> • Contribute • Use Belbin roles • Only one person talking at a time • Volunteer to use your strengths and/or to stretch yourself
Implement	<ul style="list-style-type: none"> ◆ Assign roles ◆ Get timescales estimated ◆ Include contingency 	
Brief	<ul style="list-style-type: none"> ◆ Take control - ensure silence ◆ Use visual aids ◆ View body language ◆ Include roles and timings ◆ Ideally, everybody should have a role ◆ Question to check everyone understands and agrees 	<ul style="list-style-type: none"> • Be quiet and listen • Then ask questions, to clarify, not to change the plan • Fully understand
Action	<ul style="list-style-type: none"> ◆ Heli-view - don’t touch! ◆ Encourage ◆ Ensure that all individuals are involved and happy ◆ Monitor task progress against plan ◆ Be positive about problems reported ◆ Replan and rebrief if necessary 	<ul style="list-style-type: none"> • Ask for help if needed • Confess problems • Be positive • Support other team members
Review	<ul style="list-style-type: none"> ◆ Ask: what was good? ▲ Thank! ◆ What could have been done better? ◆ What did we learn? 	<ul style="list-style-type: none"> • Consider what you have learned personally