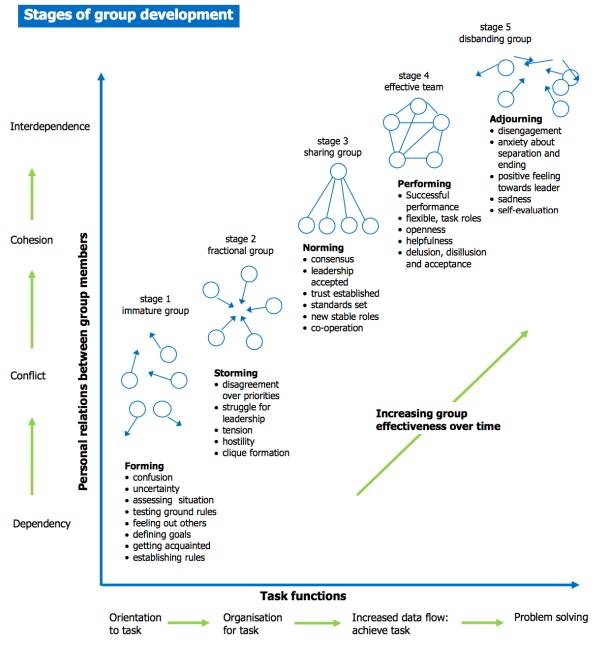
W1\_SJP\_What Leadership Style should we be using

**Issue Identification & Appraisal**

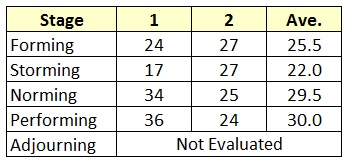
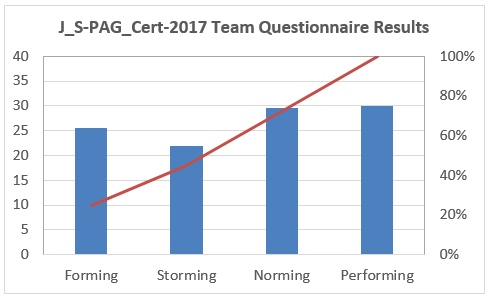
**The Dynamic Duo (Juan & Steve) commenced their course on May 22, 2017. Coming from two diverse backgrounds of the industry as well South Africa and Scotland, both have strong personalities and a wealth of experience. A task of determining what leadership style should be used during the early stages of the course. Review of the GPCCAR [1] there are several examples of management competency guidelines, one however lends itself better to Project work – Tuckman’s. In an article in 1965, “Developmental Sequence in Small Groups” he listed 4 stages; Forming, Storming, Norming and Performing, as the phases a management team goes through. In 1977 a fifth stage was added; Adjourning.**

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**Table 1. Stages of Group Development**

**Feasible Alternatives & Analysis**

**To determine the maturity of our team (2 people) and what management style we were in, a Root Cause analysis utilizing a 32-question questionnaire about teamwork behaviors was performed. The results are shown in the table below;**

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**Table 2. Team Questionnaire Results**

**As you can see the candidate 1’s results favored ‘Norming & Performing’ while candidate 2’s results favored ‘Forming & Storming’, so the average scores were assessed, and determined that we are in the ‘Performing’ management stage.**

**Preferred Alternative**

**Our team leader is successfully delegating actions and the team are responding to achieving the Team’s objectives. However, the team need to strive for a more efficient organization around the daily tasks by working smart.**

**Our leader needs to consider the following suggestions:**

1. **Set clear expectations regarding achievement of goals both short term and long term.**
2. **Develop a working smart timetable ensuring targets are met and objectives achieved.**

**Monitoring Post Evaluation Performance**

**As team dynamics shift very quickly, it is recommended that we perform a future assessment about one third of the way (between week 8 and 9) into the program. Monitoring wise, going forward on a week to week basis, each team member needs to ensure that we are meeting the requirements of the Tuckman leadership style.**

**References**

1. Guild of Project Controls Compendium and Reference | Project Controls - planning, scheduling, cost management and forensic analysis (Planning Planet). (n.d.). Retrieved from http://www.planningplanet.com/guild/GPCCAR-modules
2. (2016). Retrieved from https://yearts.files.wordpress.com/2016/11/e5b18fe5b995e5bfabe785a7-2016-11-08-20-22-13.png?w=616
3. Ricomilza. (2015, December 16). W1\_1\_RM\_Tuckman Analysis Assignment. [Web log Format] Retrieved from <https://goldenaace2015.wordpress.com/page/13/>