# Flexible Leadership
Part B (2nd Week)

LEAD AND SUCCEED

COMMUNITY

MASTERING MANAGEMENT IN MODERN TIMES

Action Plan Step 5. A GUIDE FOR USING ALL FOUR SUPERVISORY STYLES

These actions do not involve the development level of the employees. The activity explains the actions that would be taken, utilizing each of the four supervisory styles, to produce the desired outcome.

I. Choose 4 of the example scenarios below and review the supervisory actions that would be taken to produce the desired outcome.
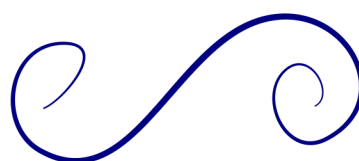
Scenario 1: New Software Implementation

Desired Outcome: Seamless integration and widespread adoption of the new digital application system across the Housing Authority, leading to enhanced efficiency, productivity, and inter-departmental collaboration.

- **Telling:** The Housing Authority's IT department head announces a new digital application system. Employees are informed about the new platform and given direct instructions on how to transition, emphasizing the system's adoption by a set deadline.
- **Coaching:** Understanding that some employees might face challenges with the new software, the IT head appoints experienced team members to mentor and guide their peers through hands-on training sessions, ensuring that every staff member becomes proficient in using the new system.
- **Participating:** Before the system's full launch, the IT department invites feedback from representatives across departments, organizing sessions where employees can voice their experiences, share concerns, and contribute suggestions for a more user-friendly interface.
- **Delegating:** Once the system is live, department leads are entrusted with the task of overseeing the system's daily operations within their teams, resolving minor issues, and liaising with IT for significant challenges.

Scenario 2: Dealing with Housing Voucher Fraud

Desired Outcome: Establish a robust, transparent, and proactive anti-fraud system that identifies, prevents, and addresses fraudulent activities promptly, ensuring the program's integrity and trustworthiness.

- **Telling:** As potential fraud is identified, the program director issues a directive emphasizing the new protocols for detecting, verifying, and reporting any discrepancies or fraudulent activities.
- **Coaching:** Senior staff with experience in fraud detection are appointed to mentor and guide other team members, helping them identify red flags and refine their investigative techniques.
- **Participating:** To curate preventive strategies, the program director facilitates open discussions with staff from various levels, creating a platform for sharing experiences and collectively brainstorming solutions to reduce fraud.
- **Delegating:** Departmental heads are given the responsibility to monitor their respective teams, ensuring adherence to anti-fraud protocols, and handling initial stages of any potential fraud investigations.

Scenario 3: Introduction of a New Digital Application System

Desired Outcome: Achieve a smooth and comprehensive transition to the new digital application system, ensuring widespread adoption across the Housing Authority while enhancing operational efficiency and employee confidence in using the platform.

- **Telling:** The Housing Authority's IT department head rolls out a new digital application system. Employees are given a set of clear and strict instructions about how to use the new system, the transition timeline, and the steps they need to take. There's little room for feedback, and the focus is on compliance.
- **Coaching:** Recognizing that many employees are unfamiliar with digital platforms, a series of training workshops are arranged. Senior staff who are well-versed in the system mentor newer or less tech-savvy employees, guiding them through challenges, answering questions, and ensuring they understand the system deeply.
- **Participating:** Before finalizing the new system's features, the IT department collaborates with different department representatives. Feedback sessions are held where employees can voice their needs, suggest improvements, and play a role in shaping the final system.
- **Delegating:** Once the initial rollout is complete, the IT department head delegates the responsibility of training new hires and overseeing system-related issues to departmental team leads, entrusting them with the system's continuous operation and ensuring its smooth functioning.

Scenario 4: Addressing the Waiting Time for Housing Voucher Approvals

Desired outcome: Drastically reduce the waiting times for housing voucher approvals, streamline the overall process, and enhance both applicant satisfaction and team efficiency.

- **Telling:** The program director identifies inefficiencies in the approval process and mandates a new procedure to cut down waiting times. Clear directives are issued about the steps to follow, the information to verify first, and the timeframe within which approvals must be completed.
- **Coaching:** Senior staff members who have demonstrated efficiency in processing applications quickly are paired with slower team members. Through hands-on coaching, these experienced staff help their peers understand shortcuts, better manage their time, and address typical hold-ups in the process.
- **Participating:** The program director hosts brainstorming sessions involving employees from all levels to discuss and identify bottlenecks in the approval process. Everyone's input is considered, fostering a collaborative environment to find the best solutions to expedite approvals.
- **Delegating:** Recognizing the expertise of certain team leads, the program director delegates the responsibility of monitoring, tracking, and ensuring quick approval times to them. These leads are entrusted with maintaining efficiency and are given the autonomy to make decisions within their teams.

Scenario 5: Improving Communication with Families

Desired Outcome: Enhance the effectiveness, clarity, and relevance of communications with families, leading to increased engagement, reduced misinformation, and heightened trust between the Housing Authority and its families.

- **Telling:** The Housing Authority identifies that beneficiaries often miss important notifications. A directive is sent to all communication teams to standardize all communications, using a set template and sending them at specific times.
- **Coaching:** Senior communication staff members mentor newer team members on effective communication strategies, nuances of addressing beneficiary concerns, and using feedback to improve clarity in messages.
- **Participating:** Monthly meetings are held where communication teams collaborate with beneficiary representatives to understand communication gaps, gather feedback, and co-create effective communication methods.
- **Delegating:** Department heads are given the autonomy to devise and implement their communication strategies, tailoring them based on their beneficiary demographics and needs.

Scenario 6: Streamlining Inspection of Rental Properties

Desired Outcome: To ensure consistent, thorough, and transparent property inspections, leading to safer rental properties for families, fair and clear evaluations for landlords, and increased efficiency and effectiveness for inspection teams.

- **Telling:** The program director mandates a new checklist for property inspections, ensuring all inspectors follow the same criteria for approving or disapproving rental properties.
- **Coaching:** Experienced inspectors are paired with newer hires, guiding them on how to conduct thorough inspections, what red flags to look out for, and how to navigate tricky landlord interactions.
- **Participating:** Quarterly feedback sessions are organized, where inspectors, landlords, and beneficiaries discuss the inspection process, challenges faced, and collaboratively brainstorm ways to make inspections more transparent and effective.
- **Delegating:** Regional inspection heads are given the responsibility and flexibility to manage their inspection schedules, team training, and resolution of minor disputes, ensuring a more localized and efficient approach.

Scenario 7: Enhancing Landlord Participation in the Voucher Program

Desired Outcome: Boost landlord participation in the Voucher Program, ensuring a diverse range of rental properties for families, while fostering mutual trust and understanding between landlords and the Housing Authority.

- **Telling:** The Housing Authority issues a directive emphasizing stricter adherence to landlord outreach programs, setting clear targets for the number of landlords to be onboarded each month.
- **Coaching:** Senior staff who have built strong relationships with landlords coach newer staff on effective persuasion techniques, understanding landlord reservations, and addressing their concerns.
- **Participating:** Focus groups comprising landlords, beneficiaries, and Housing Authority representatives are organized to understand landlord hesitations, co-create solutions, and collaboratively design an improved landlord participation program.
- **Delegating:** Local office leads are entrusted with customizing their outreach programs, tailoring their strategies based on their area's unique characteristics and landlord demographics.

Scenario 8: Addressing Grievances and Feedback from Families

Desired Outcome: To build a robust, transparent, and efficient grievance redressal system that prioritizes beneficiary concerns, resolves issues promptly, and strengthens the trust between families and the Housing Authority.

- **Telling:** A directive is established, mandating a fixed protocol for addressing beneficiary grievances, with set timelines and procedures to ensure consistency.
- **Coaching:** Veteran grievance redressal officers mentor newer hires on navigating complex grievance scenarios, ensuring beneficiary satisfaction, and turning negative feedback into constructive action.
- **Participating:** Regular town-hall meetings are initiated where beneficiaries voice their concerns, provide feedback, and collaborate with Housing Authority members to improve the grievance redressal process.
- **Delegating:** Zone-specific heads are given the authority to tailor their grievance redressal mechanisms, trusting their understanding of local issues and providing them the flexibility to resolve issues at the grassroots level.

Scenario 9: Training Programs for Housing Authority Staff

Desired Outcome: To build a robust, transparent, and efficient grievance redressal system that prioritizes beneficiary concerns, resolves issues promptly, and strengthens the trust between families and the Housing Authority.

- **Telling:** The director mandates an annual training program for all staff, detailing the modules to be covered, training timelines, and post-training assessments.
- **Coaching:** Senior staff members with expertise in specific areas (like software, communication, inspection) take on the role of in-house trainers, providing hands-on coaching and sharing their experiences and best practices.
- **Participating:** Before finalizing the training curriculum, a committee comprising staff members from various departments collaborates to design the training modules, ensuring they address the most pressing needs and skill gaps.
- **Delegating:** Department heads are given the responsibility to design and implement their department-specific training modules, allowing them to address unique challenges and skill requirements and methodologies, ensuring they meet the standards set by the central office.

Scenario 10: Expanding the Housing Voucher Program to New Neighborhoods

Desired Outcome: Successfully expand the Housing Voucher Program into new neighborhoods, ensuring it meets the unique needs of each area, engages local stakeholders, and provides consistent benefits to beneficiaries, while maximizing local resources and insights.

- **Telling:** As the Housing Voucher Program plans its expansion to new neighborhoods, neighborhood leads are clearly informed about their new targets, the outreach methods they should employ, and the results they are expected to achieve.
- **Coaching:** Senior managers with past successes in launching the program in different neighborhoods mentor the leads of the new neighborhoods, offering insights, sharing strategies, and assisting them through the unique challenges of different localities for their staff.
- **Participating:** Prior to starting the expansion, the program head arranges engagement sessions in prospective neighborhoods, encouraging local stakeholders to share their insights, set expectations, and work together to customize the program to the needs of each neighborhood.
- **Delegating:** ·Once the foundational strategies are in place, neighborhood leads are granted the authority to manage their teams, make decisions tailored to their specific neighborhoods, and ensure the success of the program in their designated areas.

II. Choose one of the three situations below. Create a desired outcome for the situation. Write the actions to be taken using all four styles to produce the desired outcome.
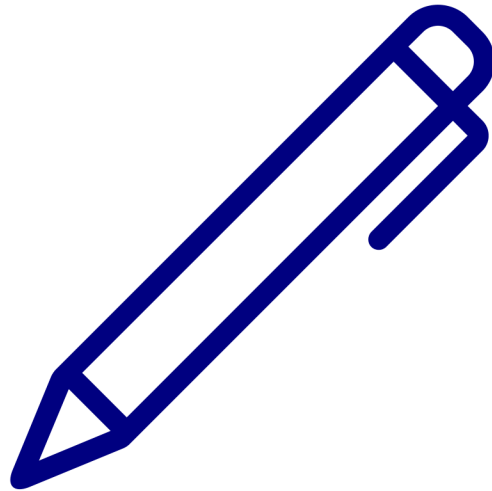
If you complete this before the time is up, review other example scenarios and complete the other situations as you did the first one, using all four styles.

1. Novice Team Members: New Application Processors

Background: The agency recruits new employees to process the increasing number of voucher applications. Situation: The new hires are familiar with the broader concepts but lack experience in the application nuances.

- **Telling:**

- **Coaching:**

- **Participating:**

- **Delegating:**

- **Outcome:**

2. Crisis Management: Funding Shortfalls

Background: A sudden federal budget cut threatens ongoing vouchers.

• **Telling:**

• **Coaching:**

- **Participating:**

- **Delegating:**

- **Outcome:**

3. Backlog of Recertification Applications

Background: All families need to be recertified annually to continue receiving vouchers. When the former supervisor resigned, the new supervisor realized that annual recertifications were backlogged for about 6 months.
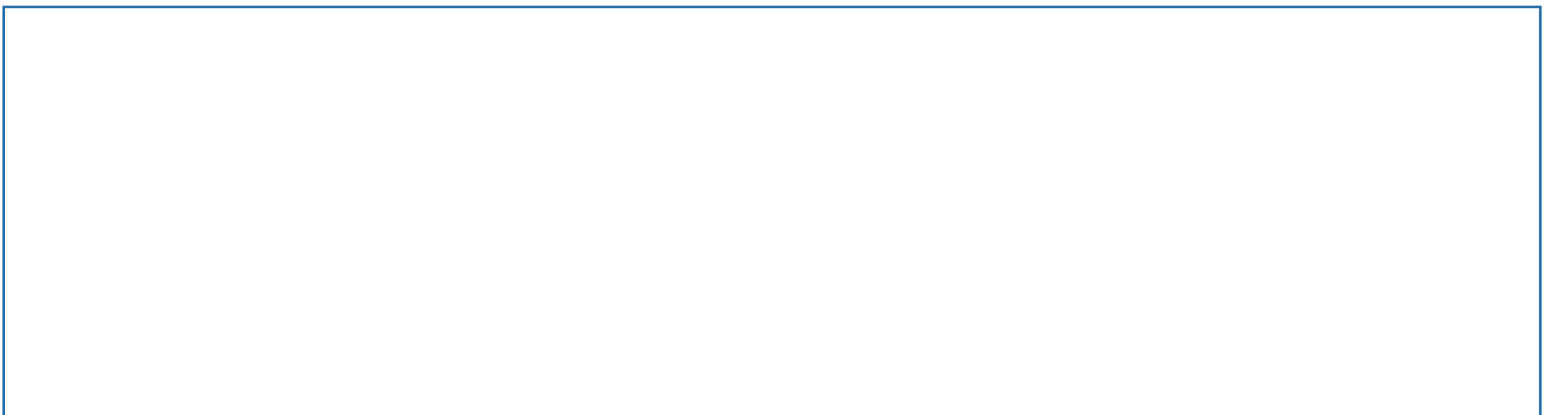
• **Telling:**

• **Coaching:**

- **Participating:**

- **Delegating:**

- **Outcome:**