

# SMART LEADERS KNOW WHEN TO WATERSKI, SNORKEL, OR SCUBA

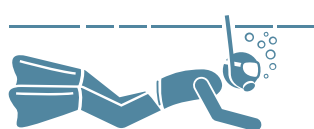
HOW ENGAGED SHOULD YOU BE AS A LEADER?

## WATERSKI



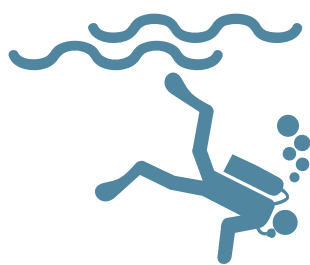
The leader is aware of a given situation and helps if called upon. However, she isn't overly involved. She stays connected via occasional reports from team members or passive monitoring of performance.

## SNORKEL



The leader is more involved in the work. She isn't doing what others have been hired to do, but she is keeping her finger on the pulse of things. Frequent, more formalized reporting takes place.

## SCUBA



The leader is very much involved in the execution of a task or project. He is working hand-in-hand with team members. He is well aware of how things are progressing, because he's involved in doing the work with his people.

## ASSESSING CAPABILITIES, CULTURE, AND RISK

The appropriate level of involvement for the leader should be based on an assessment of three critical areas:

### 1: Capabilities

Smart leaders consider if the team (or individual team members) has done this type of work in the past and, if so, the results of the effort. These leaders identify if the work is commonplace or new & unique. They ultimately determine, often with the help of the team, how capable the team is to accomplish the task or project.

### 2: Culture

Great leaders look at the culture of the team. They assess if team members trust one another, share similar values, and act as a solidified unit versus individuals working from their own personal agendas.

### 3: Risk

Successful leaders assess the risk of failing or succeeding on the task. They determine the impact of winning or losing. Perhaps they take into consideration the visibility of the effort within the broader organization.

By assessing these three areas, effective leaders determine if they should waterski, snorkel, or scuba dive. Moreover, the truly great leaders, work with the team to assess each area and determine the right level of leader involvement!