



Software Engineering Project A

SEPA - SWE40001/EAT40003

1 SEPA

Week 3 – Leadership

CRICOS 00111D
TOID 3069

Logistical issues

Last week / week 2:

- You should have met your supervisor (except games projects)
- Contacted (with email) & set up meeting with client
- Prepared questions for client meeting
 - Have a look at the project plan & SRS templates ... a list of questions to ask client

This week:

- Meet the client (if not already)
- Start to prepare
 - Project plan (non-project specific & project-specific parts) & SQAP
 - SRS
- Start weekly worklog (if not already)
... reasonably detailed (which part, result/status, etc)
- Continue to meet supervisor weekly

Project funding guidelines & application form: see you supervisor ...

What today is all about...

- What is a leader?
- What is leadership?
- Leadership Styles
- Being a good Team Leader
- Challenges of a Team Leader?
- Why & why not

... It is NOT only about the team leader ...

Innovation distinguishes between a leader and a follower

Steve Jobs

I suppose leadership at one time meant muscles; but today it means getting along with people

Mahatma Gandhi

What is a Leader?

Are they born?

Are they made?

Are they born?

- Certain Trait theories believe that people inherit certain qualities and traits that make them better suited to leadership
- There is a significant difference between “learning a skill” and mastering one, in the same way that others are born with amazing musical gifts or athletic talents
- Born (natural) Leaders are different to made (artificial) leaders. All remarkable leaders have great history behind them. They were leaders from the onset of their journey.

Are they made?

- Behavioural Theories believe that people can become leaders through the process of teaching, learning and observation.
- Leadership is a set of skills that can be learned by training, perception, practice and experience over time.
- It is a lifetime activity. Good leaders seek out development opportunities that will help them learn new skills.
- Can Charisma, Influence, Integrity and the ability to Inspire be taught? Leadership can be learned by anyone with the basics.
- Much about leadership cannot be taught.

The answer?

A combination of both

The best estimates offered by research is that leadership is about one-third born and two-thirds made.

What is Leadership?

Leadership is the ability to inspire or influence others towards the team's goal

Leadership is NOT
Management or Directing

How does Leadership differ from Management

Management

manager administers
manager maintains
manager focuses on systems and structure
manager relies on control
manager has a short-range view
manager asks how and when
manager has their eye always on the bottom line
manager imitates
manager accepts the status quo
manager is the classic good soldier
manager does things right

Leadership

leader innovates
leader is an original, leader develops
leader focuses on people

leader inspires trust
leader has a long-range perspective
leader asks what and why
leader's eye is on the horizon

leader originates
leader challenges it
leader is their own person
leader does the right thing

Leadership Styles

Autocratic
Political
Evaluative
Participative
Democratic
Laissez-faire

Leadership Styles

Autocratic

Leader considers all solutions, chooses one and then tells the team.
Team not involved in decision making

Political

Leader considers all solutions, chooses one and then convinces the team the decision is correct. Team still not involved in decision making

Evaluative

Leader involves the team by offering a solution, asking for their input, but then still makes the final decision

Leadership Styles

Participative

Leader involves the team by asking for their ideas on solving a problem after presenting background information. The leader then chooses the most promising solution

Democratic

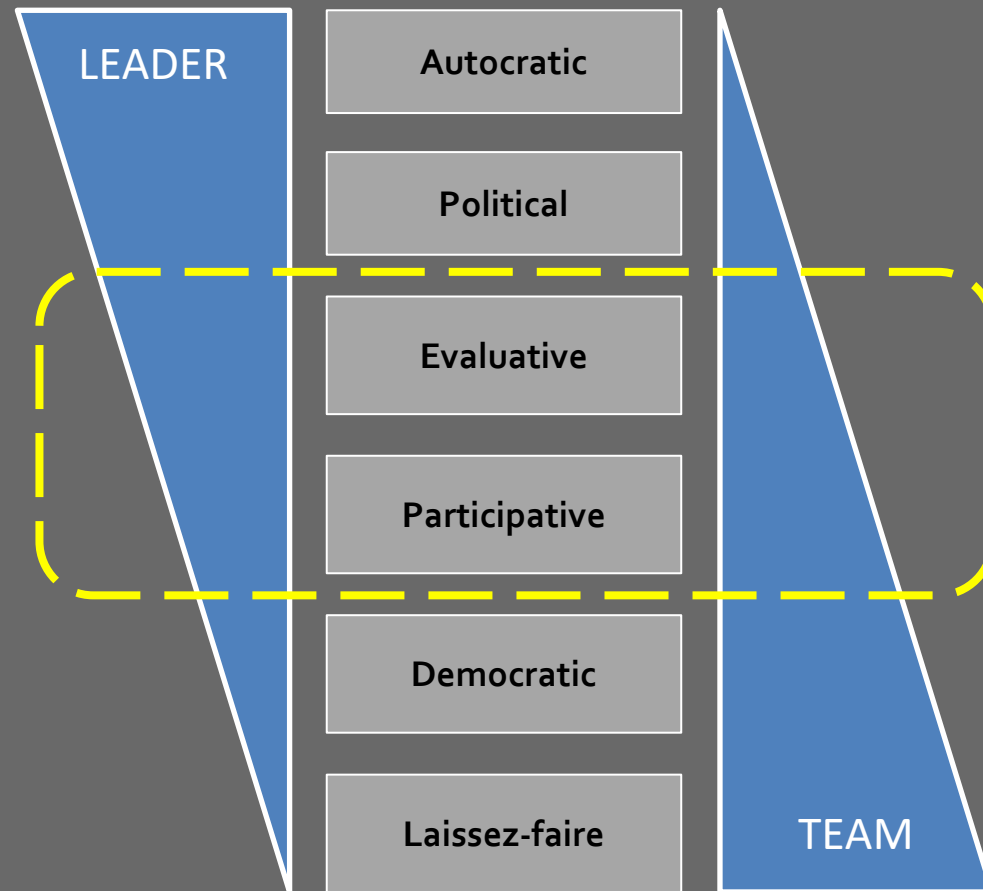
Leader involves the team by asking for their ideas on solving a problem after presenting background information. The leader then allows the team to choose the most promising solution

Laissez-faire

Also known as delegative leadership, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. Generally this leadership style that leads to the lowest productivity among group members.

Leadership Styles

DECISION MAKING POWER



Situational Theory of Leadership

The situational theory of leadership suggests that no single leadership style is best. Instead, it all depends on the situation at hand and which type of leadership and strategies are best-suited to the task.

According to this theory, the most effective leaders are those that are able to adapt their style to the situation and look at cues such as the type of task, the nature of the group, and other factors that might contribute to getting the job done.

Dr. Paul Hersey, author of "The Situational Leader,"
and Kenneth Blanchard, author of "One-Minute Manager."

Situational Theory of Leadership: A Flexible Leadership Model

- A more "telling" style may be necessary at the beginning of a project when followers lack the responsibility or knowledge to work on their own.

As individuals become more experienced and knowledgeable, however, the leader may want to shift into a more delegating approach.

- This focuses on flexibility so that leaders are able to adapt according to the needs of their followers and the demands of the situation.
- It avoids the pitfalls of the single-style approach by recognizing that there are many different ways of dealing with a problem and that leaders need to be able to assess a situation and the maturity levels of individuals in order to determine what approach will be the most effective at any given moment.
- Gives greater consideration to the complexity of dynamic social situations and the many individuals acting in different roles who will ultimately contribute to the outcome.

Characteristics of effective leaders

SKILLS	ATTRIBUTES
Technical Activity Skills	Motivational Philosophy & Interest
Safety Skills	Physical Fitness
Organisational Skills	Healthy Self concept & Ego
Environmental Skills	Flexible leadership style
Problem solving & decision-making Skills	Awareness and Empathy for others
Instructional Skills	Personal traits & behaviour awareness
Group Management Skills	Judgement based on experience

Miles & Priest (1990)

What makes a good team leader?

Be a positive Role Model

Be a good listener

Be humble

Challenge your team

Ask Questions

Do Not Argue

Make sure you understand your team members

Explain your decisions

Compliment your team members

Find a mentor

Be Yourself

What challenges are there for a leader?

Being Clear about what to achieve

Getting the support of people

Responding to different Agendas

Handling Resistance

Keeping people engaged

Handling negativity

Impatience

Remaining positive personally

Raising the bar factor

When should you NOT be a leader?

If the following are important to you:

When should you NOT be a leader?

IF MONEY (GRADE?) IS THE MOST IMPORTANT THING

It's nice if you want a bigger pay-packet

You'll spend too much time worrying over why your direct reports aren't doing what you want to properly enjoy your wealth

You're always looking for the next big pay-packet and not leading your team effectively

When should you NOT be a leader?

IF POWER IS THE MOST IMPORTANT THING

It's overrated

It means making the difficult decisions

It means being the one to determine when employees are fired or laid off

It means disappointing and upsetting people on a regular basis

When should you NOT be a leader?

IF PRESTIGE IS WHAT YOU'RE AFTER

It has its perks

People tend to be polite to you

You might get the nicer room at the hotel or, the bigger office

But, you'll spend little of your time using these fringe benefits, and a lot of time worrying about the results you're trying to achieve

When should you be a leader?

If the following are important to you:

When should you be a leader?

WHEN GOALS ARE IMPORTANT

If you have a goal of your own that you can't achieve without the help of a lot of people, you'll need leadership skills to get them behind you

Having a mission for your team or organization is the best reason there is for wanting to be a leader

When should you be a leader?

WHEN PEOPLE ARE IMPORTANT

The best leaders put most of their time and energy into helping other people be more successful

by making connections
giving feedback, and
providing the resources they need.

Love helping people grow?
Leadership is a good fit for you

When should you be a leader?

IF RESPONSIBILITY IS IMPORTANT

If you've started a company or landed in a management position, then you're already in a role where leadership skills are needed for you and your organization to succeed

You have the responsibility of being a leader

You know you want to do it better

That's the ideal place to start

How do you get better?

By gaining more experience

By taking courses, reading

By talking to your peers

By occasionally taking a chance

Why am I telling you this?

Understanding what a leader is helps you appreciate the extra responsibilities an individual takes on being a leader

Place yourself in their shoes and empathise with them

One day you will be a leader whether you like it or not

Team Leader

- Liaison with Project Supervisor and Convener
- Motivate team members
- Organise weekly team meetings
- Cooperatively allocate tasks to members
- Facilitate team meetings
- Lead in development of project progress reports (other members participate)
- Important to choose the right member as Team Leader!

Effective Teams

- In an *effective* team, the output of the whole team is greater than the total of the output from each of the parts.
(De Marco and Lister)
- Right kinds of tasks and working conditions are very important.

I know of no single formula for success. But over the years I have observed that some attributes of leadership are universal and are often about finding ways of encouraging people to combine their efforts, their talents, their insights, their enthusiasm and their inspiration to work together

Queen Elizabeth II

LEADERSHIP MISTAKES

Forbes



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LEADERSHIP MISTAKES

The Galactic Empire: 5 Leadership Mistakes | Forbes

<https://www.youtube.com/watch?v=qoSINoxAtcl>

LEADERSHIP TIPS



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LEADERSHIP TIPS

Leadership Wisdom From The Jedi

<https://www.youtube.com/watch?v=9qX9rdOrlew>

