

Concepts + Principles

← 2 years →

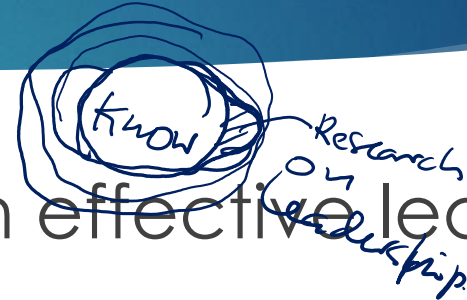
# Team Leadership

PROF. KOLIYA PULASINGHE

# Agenda



- ▶ What is leadership?
- ▶ Identify the traits and skills of an effective leader
- ▶ Key leadership theories
- ▶ Examine the role, duties and responsibilities of a Team Leader
- ▶ Understand the limits of authority in a Team Leader role
- ▶ Develop a plan to develop your own leadership potential



**Most parts of this lecture is taken from University of Exeter, UK – Leadership Skills module**

# What is Leadership?

"Leadership is a function of **knowing** yourself, having a <sup>Shared vision</sup> **vision** that is well communicated, **building trust** among colleagues, and **taking effective action** to realize your own leadership potential."

Prof. Warren Bennis

# Leadership Theories

## **Early Theories:**

### **Great Man Theories**

- ▶ Leaders are exceptional people, born with innate qualities, destined to lead
- ▶ Term 'man' was intentional - concept was primarily male, military and Western

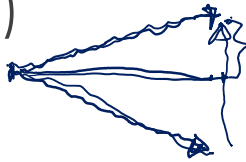
### **Trait Theories**

- ▶ Research on traits or qualities associated with leadership are numerous
- ▶ Traits are hard to measure. For example, how do we measure honesty or integrity?

# Leadership Traits and Skills

## Traits

- ▶ Adaptable to situations
- ▶ Alert to social environment
- ▶ Ambitious and achievement orientated
- ▶ Assertive
- ▶ Cooperative
- ▶ Decisive
- ▶ Dependable
- ▶ Dominant (desire to influence others)
- ▶ Energetic (high activity level)
- ▶ Persistent
- ▶ Self-confident
- ▶ Tolerant of stress
- ▶ Willing to assume responsibility



## Skills

- Clever (intelligent) 
- Conceptually skilled
- Creative
- Diplomatic and tactful
- Fluent in speaking
- Knowledgeable about group task
- Organised (administrative ability)
- Persuasive
- Socially skilled

Stogdill, 1974

Leaders will also use:

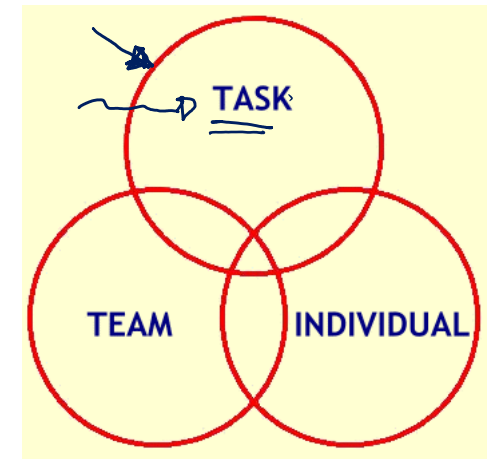
Integrity, Honesty, Compassion,  
Humility

# Leadership Theories

**Functional Theories** (John Adair, Action Centred Leadership, 1970)

Leader is concerned with the interaction of 3 areas:

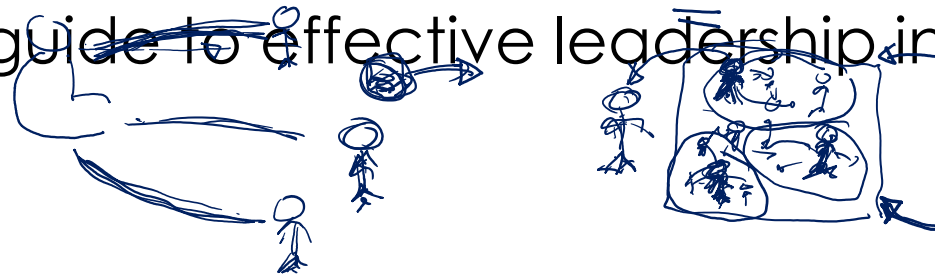
- ▶ **Task** – goal setting, methods and process
- ▶ **Team** – effective interaction/communication, clarify roles, team morale
- ▶ **Individual** – attention to behaviour, feelings, coaching, CPD



# Leadership Theories

## **Behaviourist Theories** (Blake and Mouton, Managerial grid, 1964)

- Leaders behaviour and actions, rather than their traits and skills e.g. production orientated or people orientated
- Different leadership behaviours categorised as 'leadership styles' e.g. autocratic, persuasive, consultative, democratic
- Doesn't provide guide to effective leadership in different situations



1 hour = 2 hours of self study.

# Leadership Theories

**Situational/contingency Leadership (Hersey-Blanchard, 1970/80)** "Different strokes for different folks"

Leadership style changes according to the 'situation' and in response to the individuals being managed – their competency and motivation

Competency	Low competence =	Some competence = task 1	High competence = task 2	High competence =
Motivation	Low commitment/Unable and unwilling or insecure =	Variable commitment/Unable but willing or motivated =	Variable commitment/Able but unwilling or insecure	High commitment/Able and willing or motivated →
Leadership style	<b>DIRECTIVE</b> (Telling) →	<b>COACHING</b> (Selling)	<b>SUPPORTIVE</b> (Participating)	<b>DELEGATORY</b> (Observing) →



# Leadership Theories

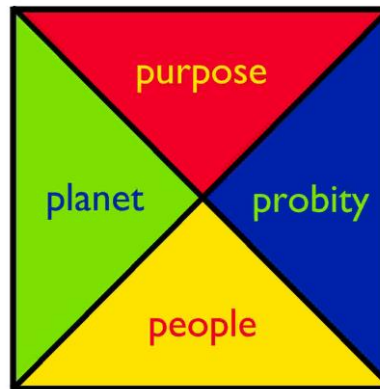
## **Transformational Theory** (Bass and Avolio, 1994)

- ▶ Leaders inspire individuals, develop trust, and encourage creativity and personal growth
- ▶ Individuals develop a sense of purpose to benefit the group, organisation or society. This goes beyond their own self-interests and an exchange of rewards or recognition for effort or loyalty.

# Leadership Theories

## Ethical Leadership (Alan Chapman, 2006)

- ▶ Four P's - Purpose, People, Planet, Probity
- ▶ CSR, sustainability, equality, humanitarianism



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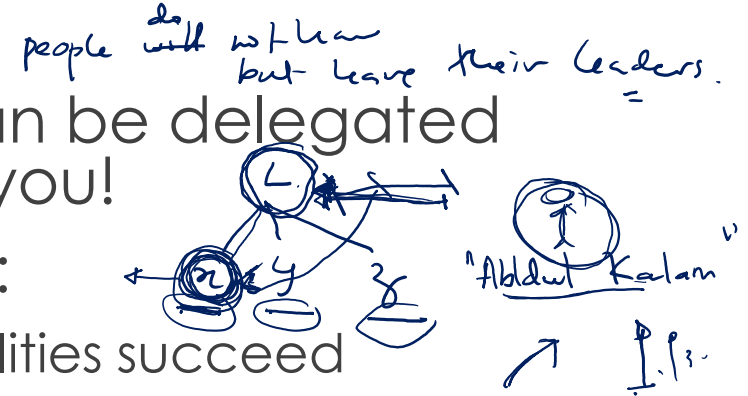
# Key Team Leader Responsibilities

1. **Guide/coordinate team** members – encourage teamwork and motivate individuals
2. **Provide structure** for team – set mission and purpose, clarify roles and responsibilities, allocate tasks and set objectives
3. **Clarify working methods**, practises and protocol
4. **Focus on performance** – anticipate challenges, monitor performance, delegate and provide CPD support



# Accountability, Responsibility, and Authority

- ▶ Accountability the state of being accountable, liable, or answerable
- ▶ Responsibility (for objects, tasks or people) can be delegated but accountability can not – buck stops with you!
- ▶ A good leader accepts ultimate responsibility:
  - ▶ will give credit to others when delegated responsibilities succeed
  - ▶ will accept blame when delegated responsibilities fail
- ▶ Accountability can not operate fairly without the leader being given full authority for the responsibilities concerned
- ▶ Authority is the power to influence or command thought, opinion or behaviour
- ▶ Cross-functional team – less authority - more difficult to manage



# How to improve your leadership skills



- ▶ Reflect and identify the skills YOU need to lead effectively and create your action plan to develop them
- ▶ Ask for feedback from work colleagues, line managers, tutors, your 'followers' *SIS FSC FSS R Ravel G*
- ▶ Practise! Take on responsibility (work, volunteering, clubs & Societies) and reflect on your performance
- ▶ Find a mentor – learn from positive leadership role-models
- ▶ Attend further leadership and management training

# Review your performance as a leader

## Exercise:

1. Assess yourself as a Leader
  - Conduct a SWOT analysis - Strengths, Weaknesses, Opportunities, Threats
2. Develop an Action Plan to improve as a leader
  - list 2 actions you will undertake to address Weaknesses or capitalise on Opportunities identified
  - Apply SMART targets to your actions – Specific, Measurable, Achievable, Relevant Realistic Time-bound
3. Write a reflective journal about one of the Leadership experiences you faced with a team or in your life

Submit your assignment on or before midnight 17<sup>th</sup> August, 2021 (Next Tuesday).