

Leaders

Leading a team to success

What makes a good leader?

- Think of the best leader you have known? Write down 5-10 words that describe that person.
- Think of another person, write down another 5-10 words that describe that person.
- Discuss your list? What words are on it?
- Let's make a note of those.
- What are the behaviours and what are the traits?

Leadership - Trait Approach

These traits describe the leader themselves

- Initiative - Independence and Inventiveness:
 - The capacity to see what needs to be done.
 - Willingness and ability to do it without being asked.
- Intelligence:
 - Skills in solving abstract and complex problems.
- Self-Assurance:
 - Positive self-esteem with a desire to lead and a mental toughness to get the job done.

Leadership Styles - Traits

- Here are some example leadership styles as defined by the traits the leader possesses:
 - Charismatic
 - Empathic
 - Servant
 - Narcissistic
 - Transformational

In groups take one leadership style and research the traits associated with that style. Present your findings on that style to the class.

Leadership Trait Styles

- **Charismatic** – Charming and influential, provide vision. Theoretical communicators using metaphor and story. Not necessarily knowing or doing.
- **Empathetic** – Purely based on empathy. Understanding feeling and your team or others point of views. Genuine interest / caring building trust.
- **Servant** – Focused on growing and developing others, selfless. “Stewardship”.
- **Narcissistic** – Concerned with own needs than others. Can rally people and combine focus to achieve. Can be charismatic. Dominant and intolerant to criticism.
- **Transformational** – Clear visions, like charismatic but focused on development and improvement. Strategic and risk taking. Enthusiastic driving change.

Leadership – Behaviour Approach

- If traits are about what leaders are like, behaviours are what they do!
- Leadership styles:
 - Autocratic
 - Democratic
 - Laissez-Faire

Autocratic Leadership

- Power and strong control
- Task based
- Minimal employee participation
- Orders with no questions
- Dependency on leader
- Creates a work culture based on the leader (which could be good or bad!)

Democratic Leadership

- The people-centred leader.
- Encourage involvement
- Getting opinions and using suggestions
- Promotes cooperation and group problem solving
- Can function effectively as a team without the leader.
- Decisions can be time consuming to conclude.
- Difficult in low skill environments/teams.

Laissez-Faire Leadership

- Non-Directive and hands off
- Little information or interference
- Delegation
- Works well with highly skilled work (or people)
- Complex or unstructured work tasks.
- Does not suit goals or standards-based work is required.
- Lack of role clarity?

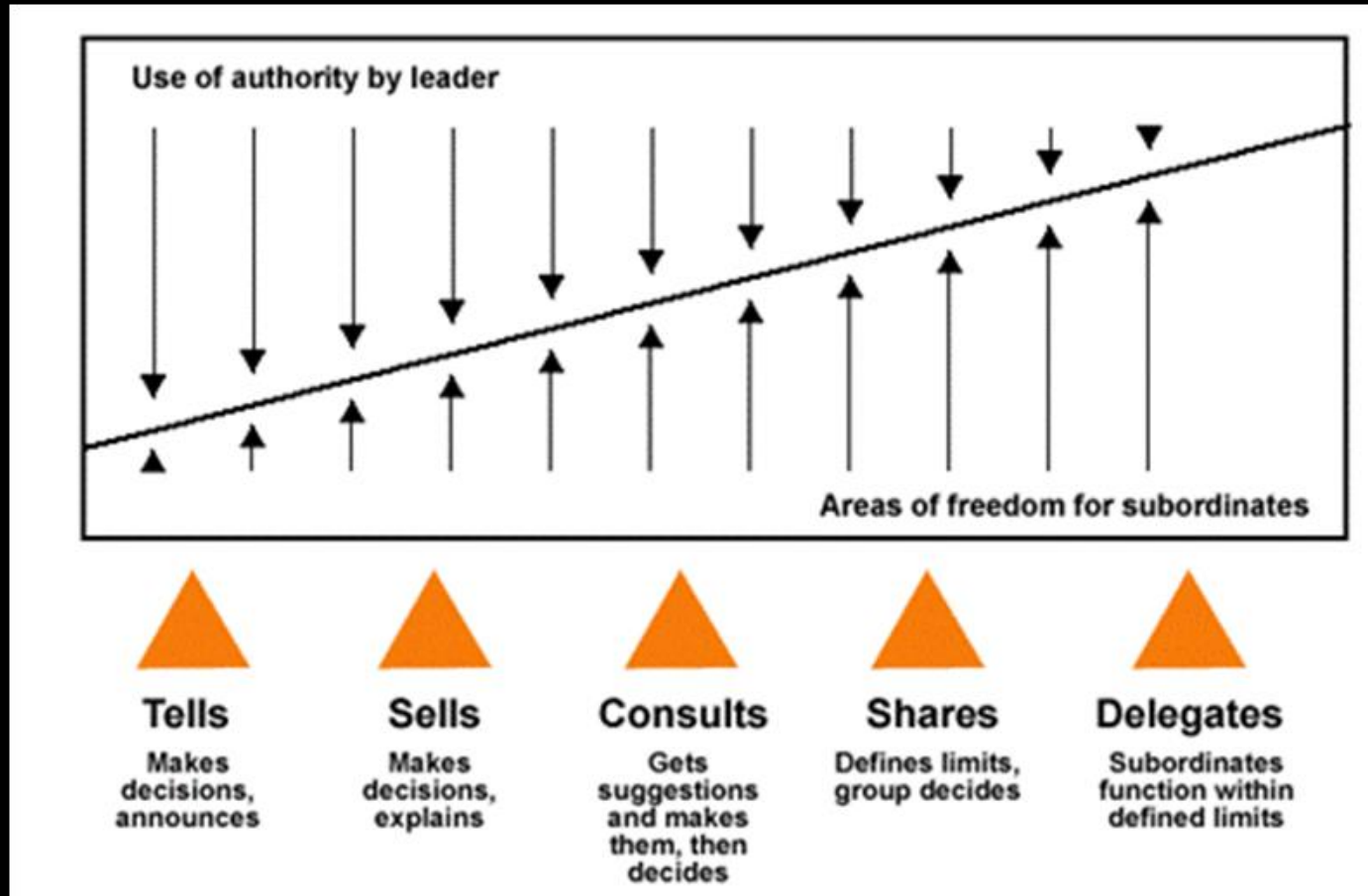
Group think!

- Split up into your groups.
- Take the leadership styles previously mentioned and identify example leaders around the world one for each style.
- They can be in any profession or group.
- Something based of evidence that the group can research/prove.
- It can be fictional or historical figures.

Discuss

- Now reflect on the results.
- Who are your leaders?
- Why did they fit that style of leadership?
- Did you find leaders that fit multiple styles of leadership?
- Was that a difficult task to identify one style?
- Leaders can fall on a sliding scale of styles, the Continuum of leadership styles...

Continuum of Leadership Styles



Utilising the right style of leadership

- Leadership style can be adapted to suit the needs of the work.
- High stakes, crisis times may require a more authoritarian style of decision making.
- Where time or risk is critical to the outcomes.
- Larger, less skilled teams may require direction over automation.
- Where creativity and multiple options of routes to take, delegation and freedom of opinion and input excels.
- Particularly when time is available to develop those ideas.

Positive vs Negative (Theory X / Theory Y)

- This theory in leadership discusses the idea that there are two ways to look at people:
- Theory X:
 - People dislike and do not want to be at work when possible.
 - People need to be encouraged, incentivised, directed or even threatened to achieve.
 - Do not want responsibility or have no ambition.
- Theory Y:
 - People are motivated and want to work.
 - People desire self-direction and will accept and seek responsibility.
 - People can express creativity and ingenuity to resolve problems within an organisation.

Positive vs Negative (Theory X / Theory Y)

- Discuss:
 - Which of those theories do we believe to be “truer”?
 - Is it as plain black and white?
 - What influences or directs someone to be more X/Y?
- Exercise:
 - In your teams – Discuss and justify causes and reasons someone might be in one or the other group. *Remember which theory is which, X/Y.*

Herzberg's Motivational Factors

This leads us to Fredrick Herzberg's theory of satisfaction in two terms:

Hygiene (Dissatisfiers)	Motivator (Satisfiers)
<ul style="list-style-type: none">• Company policy• Supervision• Salary• Interpersonal relations• Working Conditions• Security• Status	<ul style="list-style-type: none">• Work / Job satisfaction• Achievement• Recognition• Responsibility• Advancement / Growth

Recap

- Leaders can be categorised in various ways:
 - Traits
 - Behaviours
 - Style of leadership (Autocratic, Democratic and Laissez-faire)
- Remember those styles fall on a scale that can be moved along to fit the needs of the team or situation.
- Remember the leader's role in facilitating an environment that promotes growth and productivity.
- The hygiene factors and motivational factors that dissatisfy and satisfy people in the team.