Draft 2

Executive Summary:

This report was commissioned to examine Leadership Styles and Team Motivation in a work environment. The research draws attention to four primary leadership styles and how they can be applied in the workplace. Project managers should use different motivation techniques in order to maintain team motivation throughout the project lifecycle.

Executive summary attempt 2 (231 words)

A comprehensive research approach was undertaken in order to identify the common leadership styles and motivation techniques employed by leaders within organisations. Research draws attention to four primary styles of leadership - a directive style, a consultative style, a participative style, and a delegative style. The style employed by the leader is dependent on the environmental and follower contingencies within the given situation. That is, environmental contingencies such as the importance of the task and the complexity of the task will influence the leadership style to be implemented by the leader. Follower contingencies such as the level of followers experience and the level of autonomy desired by the follower will also influence which leadership style should be employed. Research also identifies motivational tools such as (list) to be beneficial when achieving project completion. By identifying the most appropriate motivational tool for the given team member, the project manager is more likely to increase the job satisfaction of their team members ultimately leading to higher quality work and increasing the likelihood of completing the project on time, in scope, and within budget. It is recommended that project managers identify the environmental and follower contingencies within their project before identifying the most appropriate leadership style to be employed. Project managers are also recommended to implement motivational tools and techniques during the project lifecycle in order to encourage optimal output from their team members.

*Name a leadership style, describe its strengths/weaknesses. Nominate situations for said style. Describe links from said style to motivation. Repeat for other styles*

Gill (1999) identifies four leadership styles that can be utilised by leaders in order to produce effective results from their subordinates. These styles include a directive style, a consultative style, a participative style, and a delegate style. Environmental and follower contingencies will impact which style is most appropriate for the given situation. That is, environmental contingencies such as the importance of the task and the complexity of the task will influence which style is most appropriate. As will follower contingencies such as the level of follower experience and the level of autonomy desired by followers when completing a task (Scheedlitzki & Edwards, 2014).

A directive style of leadership is when the leader tells followers what to do and how to do it, what is expected of them, specifying standards of performance and setting deadlines for completion of work (Scheedlitzki & Edwards, 2014). A leader implementing this style will initiate action and exercise firm rule to ensure followers follow prescribed ways of doing things. They will ensure followers are working to capacity and will reassign tasks to balance workload if required (Gill, 1999). Because of these clearly defined roles and prescribed ways of doing tasks, a benefit of this style is that follower’s will commonly produce work to the standards set by the leader and thus be to a satisfactory level (Scheedlitzki & Edwards, 2014). However, as this leadership style does not intrinsically motivate followers to achieve results, directive style of leadership can be inefficient, result in group conflict, and can limit the group’s creativity, innovation, and morale (Goleman, 2000).

Due to the clearly defined roles used in a directive style of leadership, it is best suited for situations where the task is demanding, structures are unclear and followers lack experience and self-efficacy (Winter, 2015). This style of leadership is commonly seen to be implemented when order is required and followers need to know exactly what they are required to do. For example, a directive style of leadership will be commonly implemented within Army, Navy, and Airforce projects.

A consultative style of leadership is when the leader tells followers what to do, but only after discussing matter with them first and hearing their opinions, feelings, ideas, and suggestions (Scheedlitzki & Edwards, 2014). Here, the leader is predominantly focussed on supporting and encouraging the subordinates. This includes listening, motivating, praising, giving feedback and consulting subordinates on how the best way to achieve the task (Goleman, 2000). A strength of this approach is this increased levels of motivation among group members as they receive support and encouragement from the leader (Gill, 1999). However, due to the constant involvement from the leader, groups will often see a delay in decision making which ultimately affects the schedule of the task to be delivered (Goleman, 2000).

Environmental contingencies such as a tedious, repetitive, dangerous, or stressful tasks combined with follower contingencies such as unsatisfied or frustrated followers will require a consultative approach to leadership. When followers are frustrated or unsatisfied, the supportive and encouraging nature of the consultative style will assist followers to achieve their task as it creates a safer environment for the follower free from the repercussions of failure (Winter, 2015).

A participative style of leadership is when the leader discusses and analyses problems with followers to reach a consensus on what to do and how to do it (Scheedlitzki & Edwards, 2014). This style of leadership sees the group make decisions as a whole and sees followers be given the same responsibility over decision making as the leader. The strength of this approach is the increased collaboration and innovation as a result of the participation of all group members. Additionally, group members are more likely to strive for a higher standards as they feel more included in the group and thus more invested in the outcomes of the collaboration (Gill, 1999). However, a weakness of this approach is that inefficiencies may arise among group members as roles are not clearly defined and overlapping of tasks may occur (Goleman, 2000).

A participative style of leadership is best suited for followers who like to be in control and autonomous and are faced by an ambiguous task and structure. As this style implements a team decision making approach, a participative style of leadership is best suited to groups who have high levels of experience and who can rely on the expertise of the other group members to complete the task to a high standard (Scheedlitzki & Edwards, 2014).

Lastly, the delegative style of leadership is when the leader describes the problem or need and the conditions that have to be met, and makes suggestions, but leaves it to followers to decide what to do and how to do it (Scheedlitzki & Edwards, 2014). Here, the leader shows the least involvement in the subordinates daily work and therefore shows little directive or supporting behaviours. A strength of this approach is the laissez faire nature which allows group members to undertake tasks autonomously which can often result in high quality work as members are able to complete the task to how they see best (Goleman, 2000). However, this lack of decision making on behalf of the leader can again result in schedule delays, especially when group members are unclear on what is to be achieved (Gill, 1999).

A delegative style of leadership is seen to be best suited to situations in which the group members have high levels of experience and are facing a complex task. The delegation by the leader will provide direction for the followers which will in turn allow them to utilize their skills and abilities to their given task. The high levels of trust between the leader and follower will also encourage these experienced workers to achieve high standards as their levels of self-efficacy increases (Winter, 2015).

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Literatures suggest motivation is a complex concept that when channeled is a driving force of the completion of outcomes. Organisations expect subordinates to carry out specific tasks to achieve the organizational goals. Motivation is regarded as the momentum that spurs people to behave in various ways and to seek to accomplish a variety of goals (Peter, Steven, Matthew, Allison 2000). Herzberg’s theory on motivation observes a direct correlation between employee attitude and workplace motivation (Herzberg, Mausner, Bloch Snyderman 2011). Thus, the leader aims to influence, either internal or external, to a person to arouse enthusiasm and persistence to pursue a certain course of action.

The project manager is responsible for identifying methods to motivate the team members. However, Schmid and Adams (2008) indicates that most employees enter a new job with enthusiasm and an eager to contribute to their work. Therefore, project manager should focus on how to maintain the motivation levels of the team members through their work.

4.1 Praise

Some project managers are reluctant to praise the team members, because it may lead to complacency. However, when the member is at a low ebb, praise is a strong motivation. And members who succeed also need praise, which can make them continue to make progress. The ways of praising depend on the personality of the member, because while most people enjoy being praise at a staff meeting some people prefer a quiet word of praise in private.

4.2 Informal review sessions

Avrahami (2012) points out that apart from formal review sessions, informal review sessions throughout the project are important. Avrahami indicates that “informal” means friendly and casual. These sessions provide team members an opportunity to learn what they are doing well and where they can improve. To show a good performance in the informal review sessions, team members will be continuously motivated to achieve greater successes. It is worth mentioning that informal review sessions cannot be held to frequently or team members will be tired of it.

4.3 Engage in project plan

During the project implementation, it is scarcely possible that everything sticks to the project plan. Therefore, project manager may need to revise the plan. Inviting team members to participant in the plan revision and decision-making can make members feel respected and empowered. If the project manager just notifies the member that the plan has been changed without any negotiation, he/she may feel uncomfortable about it.

4.4 Compensation

Raising compensation is a direct way to increase team members’ motivation. In addition, paying part of the compensation in advance when team members succeed also benefits.

4.5 Cloud based project management solution

Last but not least, project manager can encourage team members to use cloud-based project manager software (Avrahami,2012). Project manager can upload the milestone that has been reached so far and the task needs to be done tomorrow on the software. Team members can leave comment on the tasks they have done. It allows team members to have a real-time overview of the project status and show them a clear picture of their contribution to the project. The software makes team members feel more included in the project and give them enthusiasm for tomorrow’s task.

*describe how motivation can be eval for TEAM then MANAGER. How motivation be increased for a given evaluation method.*

An organization is a small range of society which has its own social structure and environment. Under its environment, it pursues its own collective goals. We’ve mentioned that two key influences on organizational effectiveness are leadership and team motivation. However, these two constructs implement each other and make irreplaceable contributions to the organization development and achievement.

Organizations today face with fierce competition. To survive in the competition, organizations need their own competitive advantage which is crucial. In order to raise such advantages, organizations need to exploit the full potential of their employees. To fulfill this purpose, the leader of the organization needs to implement correct style of leadership to motivate its followers. The survival of an organization lies in its ability to preserve its effectiveness an in its preparedness to accomplish its mission and goals (Northouse, 2007), which are being achieved with the support of effective leadership. However, in order for leadership to be effective, it is necessary that the leadership style is compatible with the motivation needs of the followers (Argyris, 1976; Maslow, 1954), otherwise the effectiveness will decrease.

Experience has shown that leadership and motivation are in a mutual interaction the most motivated followers have the most motivated leadership and vice versa. There-fore, the understanding of motivation is a powerful management’s mean in achieving company’s goals. So it is said that delivering high performances is directly connected with the relationship between leadership style and followers’ motivation needs(Mario, Ana, Ivan, 2014).

We can find that many researches of relationship between leadership style and motivation have shown that leadership style influences motivation. Mehta et al. (2003), the research claimed that participative, consultative and directive leadership styles made the followers more motivated which in return resulted in higher level of performance. In the other hand, from my opinion, the effectiveness of motivation can lead to a more effective style of leadership. Think about it, if your followers are not motivated a lot, would you keep your leadership style? Absolutely not. So that is what we’ve mentioned: these two constructs implement each other.

In a word, the style of leadership influences followers’ motivation. Then the degree of motivation decides the style of leadership. Even a combined style of leadership. These two constructs implement each other and exert significant impacts on organization profits and goals.

It is a normal phenomenon that a project goes off the track and turns to troubled. With unfamiliar technical ability and misleading of the manger, it may cause many serious problems. For instance, the budget of the project is likely to overrun after the project slips behind the schedule and team members put a lot of effort to rework. However, managing a troubled project is inevitable in practical operations. Hence, maintaining the motivations of all teammates is significant to keep the project out of chaos and incorrectness.

Firstly, finding out issues and mark them are essential for the team. When a project turns to troubled, some of project managers use traffic lights like ‘red’, ‘yellow’ and ‘green’ to report the project status according to whether finish three goals: budget, schedule and performance and they respectively represent that just meet 1 objective, meet 2 and 3 objectives. (Lui & Chan, 2008) After distinguishing the status, managers begin to identify issues which mislead the whole project and only give the project a ‘red’ light. For example, for a Enterprise Resource Planning (ERP) project, lack of top management support and change requirements during implementation are the most leading problems. (Lui & Chan, 2008) Thus, once the manager and team members handle some issues, the project will become increasingly efficient.

An important approach to solve issues in the troubled project is to review the project structure. Hence, reviewing and changing the project structure are frequently used to replan a condensed process. (Smith, 2007) Efficiency and challenges are significant factors for the considerations of all team members. Therefore, a reasonable plan or flow chart is necessary. (Smith, 2007) The length of the schedule is the key point. With excessive schedule, people of the team may lose their enthusiasm and motivation. On the other hand, limited time for team members causes big challenges. In 2001,the KuDrink company made an original plan but everyone in the team complained the limited schedule. At first, with insufficient motivation, the project moved slowly and turn to troubled. The manager asked all members to vote in order to establish a better schedule. After three times revision and hundreds of emails, the system went live. (Lui & Chan, 2008)

To sum up, identify issues and redesign the project structure are crucial approaches for the manager to keep team members motivated. With sufficient enthusiasm and motivation, the troubled project definitely return to the track.

### **3.2 Motivation of a Team**

Managers should work towards establishing extrinsic features in a workplace to create a comfortable and secure environment for team members, such as quality leadership, sound working conditions. These factors are necessary to be sure team members are not dissatisfied. And while one's self-motivation plays a crucial role, a leader applies intrinsic factors for satisfaction such as job responsibility, approval, and opportunity for growth. The factors that motivate one person another may find weakening (Herzberg, Mausner, Bloch Snyderman 2011). The selection of an appropriate motivation method depends on the personalities of each individual on the team.

### **3.3 Evaluation**

One of the most important functions of a leader is to monitor team performance and forecast the changes that could impact the team's performance (Peter, Steven, Matthew, Allison 2000). A motivated person can become unmotivated and vice versa. A person's motivation cannot be directly observed, and so to ensure motivation remains high for the good of the project, the team's motivation can be optimized through evaluation of current and previous measures.

### **3.3.1 Feedback**

Direct feedback from a manager/leader can put the goal back into perspective and encourage progress in the right direction through the correct motivational channel (Belasen, Eisenberg, Huppertz, 2015). Learning orientated individual should be motivated by setting goals and receiving direct feedback on their work. Performance oriented individuals can be motivated through praise and acknowledgement (Lazenby 2008), letting them know they are on the right track. Regular employee meetings that encourage workers to express opinions, ask questions and offer suggestions can provide information on employee self-motivation and attitude, and can foster an open, motivational work environment.

### **3.3.2 Questionnaires**

Questionnaires allow for instant feedback from team members that can be quantified. Positive answers infer the employee is motivated, while negative answers can point to lack of motivation (Kelchner 2008). Questionnaires also allow for direct answers to questions relating to extrinsic factors.

### **3.3.3 Employee Turnover Data**

Trends in employee turnover data yields insights into employee motivation (Strauss 2013). A motivated workplace positively correlates with happy employees. A high turnover of employees would indicate a negative workplace lacking motivation. Information given through resignation and exit interviews offer insight into what was lacking in the work environment (Kelchner 2008).

### **3.3.4 Productivity**

There is a direct correlation between highly motivated employees and increase in productivity (Kelchner 2008). If an employee is motivated about their work then the resulting figures should show an increase in profit, quality of work and possibly outgoing workload.

Conclusion

Project managers need to pick right leadership styles dependant on situation for there is no one style of leadership fits all situations. Right leadership style can unlock the potential of the followers so that could maximize the organizational profit.

On the other hand, team motivation needs to be considered throughout project life cycle as it is the core power in sustainable development of an organization. Using the proper leadership style plays a crucial role in maintaining the motivation.

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