SWEN90016

Software Processes & Project Management

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Lecture 7

Changed the due date for Assignment 2A – Wednesday 15 September 23:59pm

Let's go to Kahoot.it

What you need

- Phone/computer
- Piece of paper

Modified from mindtools [1]

- Authoritarian or autocratic leadership style.

- Rarely consult your team members and, instead, tend to tell them what you want, when you want it, and how you want it done.

- Style works well in a crisis, when a task must be completed quickly.

- Medium long term can demoralize, demotivate and aggravate people if you use it all the time.

- This can translate into high absenteeism and turnover rates.

- Miss out on a wealth of ideas,

- Stifles innovation and creativity.

[1]

Leadership styles

Good

- Very precise detailed tasks – followed "to the letter," to manage a significant risk.
- If team is missing deadlines, or when the situation requires quick decisions being made.

Not so Good

- Control and punishment to maintain standards will likely drive people away.
- Demand that your team works at top speed => exhausting everyone.
- Can mean that it is difficult for you to stand back from the detail and take a wider, more strategic view.

Tips

- Show respect for team members by providing the rationale for your decisions (more likely comply with your expectations if you take the trouble to explain Why the Rules Are There).
- Don't be afraid to listen and collaborate more.

[1]

- Democratic or participative style of leadership.

- Set the parameters for the work and have the final say on decisions,

- Actively involve your team members in the process.

- Builds trust between you and your people,

- Team feels engaged and valued.

- Not great in a high-pressure situation that requires a fast turnaround, as it will slow you down.

- If you dislike disagreement or conflict, you might struggle with how people respond to consultation.

[1]

Good

- You also acknowledge that your people can have valuable insight into a problem or process, so you actively consult them.
- Gain creative input and fresh ideas that you wouldn't have come up with if you were working alone.

Not so Good

- Processes could become dangerously slow if you involve your team members in every decision.

Tips

- Need to judge carefully whether you need to adopt a more autocratic approach, even if it's only briefly.
- Build a culture in which people can have healthy debates with one another. How?
  1. set an example by being open and flexible yourself.
  2. make managing mutual acceptance a priority, to ensure everyone's participation.
  3. learn some conflict resolution skills.

[1]

- Delegating (Laissez faire)
- Team members free rein in how they work toward their goals.
- Ideal approach when your people are highly skilled and motivated,

- Ideal approach when you're working with contractors and freelancers who you trust.

- If a team member is inexperienced or untrustworthy, or if you lose sight of what's going on, this approach can backfire catastrophically.

[1]

Good

- Empower your team to make decisions and to organize its own processes, with little or no guidance.
- Team is experienced, knowledgeable, confident, creative, and driven, or if deadlines are flexible and processes are simple..

Not so Good

- People have low motivation or poor skills
- As a leader you are accountable, so use wisely

Tips

- To delegate the right task to the right person, as a mismatch could mean that the whole team fails.
- Can occur at any time in business, so your organization's requirements for your team might shift after your initial brief.
- Avoid becoming too remote, even with a high-performing, highly autonomous team
- Consistently excellent and long-lasting teams have leaders that are inspiring and set a good example

[1]

[1]   Retrieved 24 August 2020
https://www.mindtools.com/pages/article/leadership-style-quiz.htm