

Abstract

We interviewed the WPI Women's Rugby Team on their leadership style. After talking with Casey Willis, the match coordinator and member of the executive board, we concluded some of rugby's best practices are their use of the leader member exchange, situational leadership, and behavioral leadership. We recommend they implement adaptive leadership, path-goal leadership, and followership. We believe this would yield the highest results for improvements within the WPI Women's Rugby team.

Best Practices

1. Coach Joey Sanchez implements servant and authentic leadership. He dedicates his time to the team and self-sacrifices for the team's best interests. He is self-aware of his technical teaching style and open to suggestions.
2. The team captain leads with "Middle of the Road" management, taking into consideration both the technical and human aspects of the game.
3. The executive board practices LMX where there is a distinct in-group and out-group on the team. The ingroup is rewarded with more playing time and more information.
4. The executive board also practices situational leadership. New players are classified as D1 team members with high commitment and low competence.

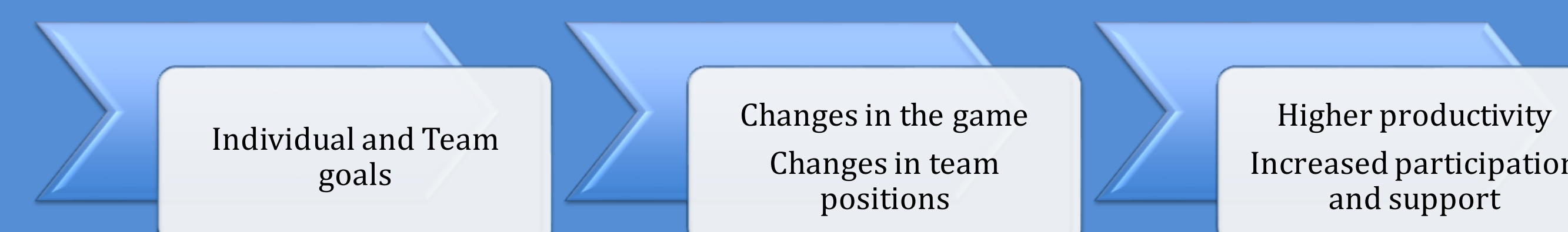
Women's Rugby Team 2019-2020

WPI women's rugby is one of few club sports that has over 30 members. It is comprised of both new and returning students united by their love of rugby and tight knit community. Except for a coach the team is completely student run by women who have played in previous years.



Recommendation 1: Adaptive Leadership

The issue we are addressing is the tendency to focus on the technical aspects of rugby without looking at the big picture. While having strong technical skills is important, every team need to also practice understanding the big picture, working as a team and adapting to changes in the game.

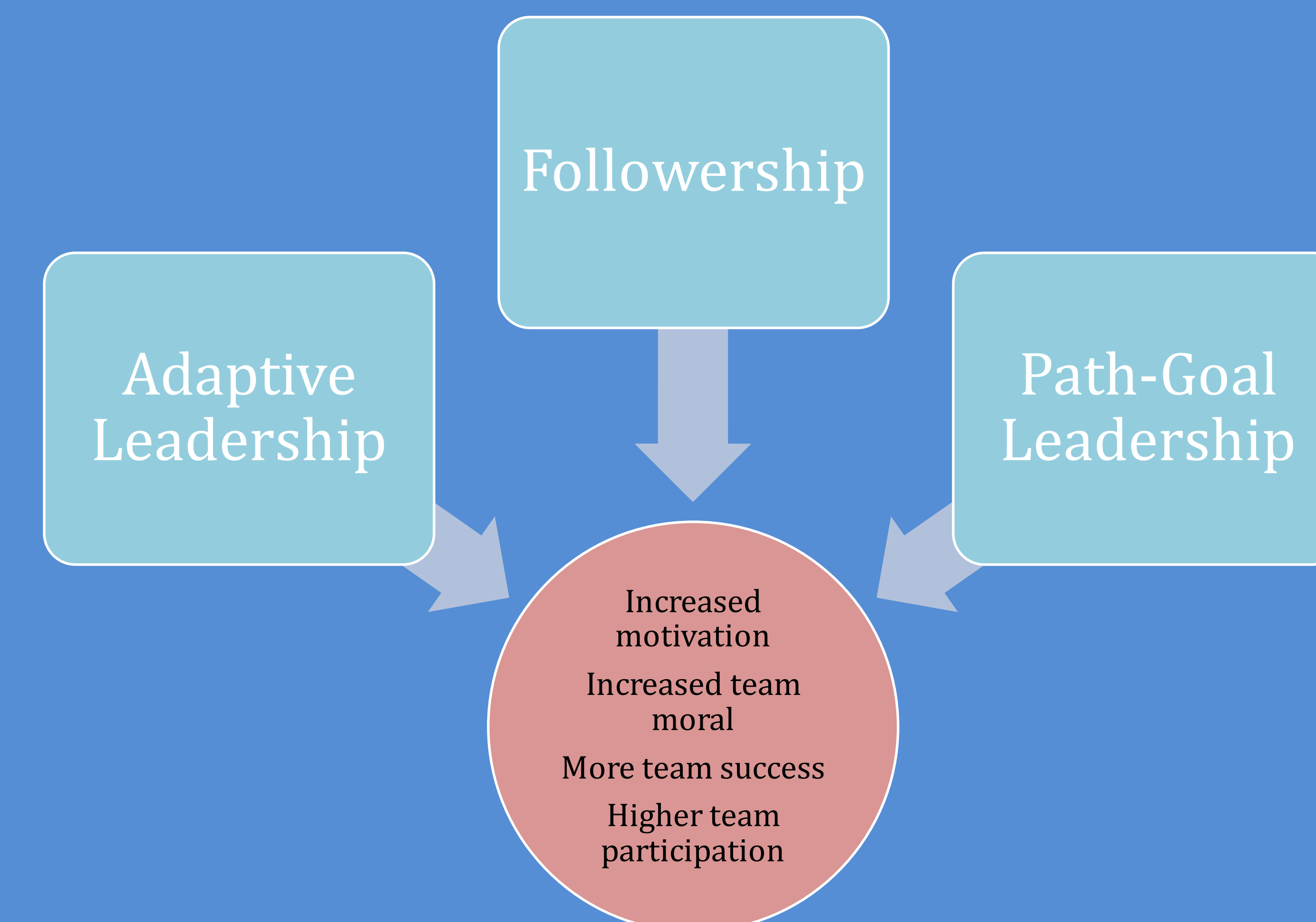


Recommendation 2: Path-Goal Leadership

Implement path-goal leadership to improve morale and provide a clear set of individual and team goals. We recommend individual goals should be reflected upon once a week and should include a specific technical goal and an adaptive goal for each game. We also recommend that the team also create team goals that span weekly and seasonally. .

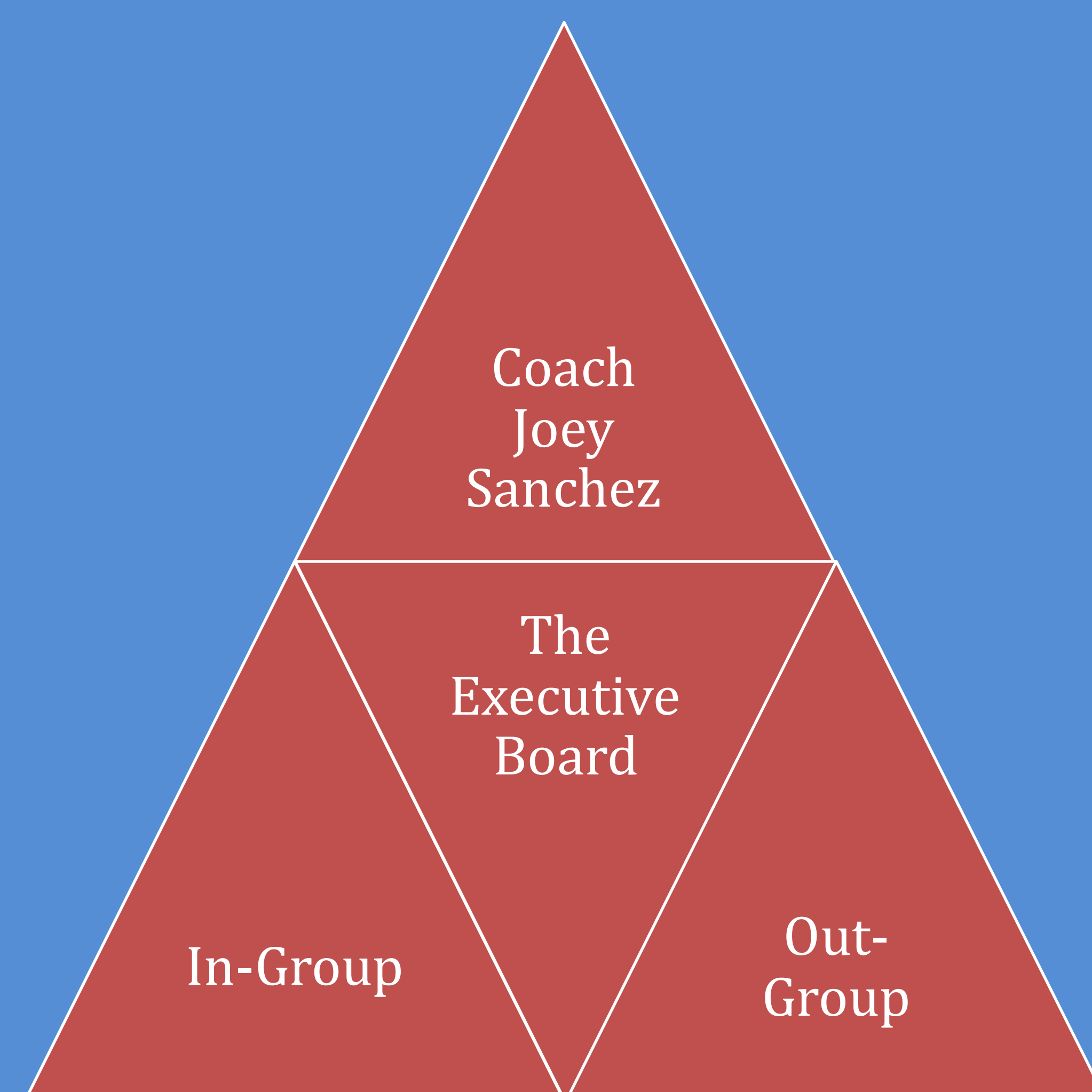
Recommendation 3: Followership

Our recommendation is designed to increase team followership. For individual members, this includes being an active follower and having a better understanding of the game. Exemplary followers participate in all practices, games, and team events.



Implications and Consequences

1. The implementation of adaptive leadership would place extra responsibility upon the ingroup to increase communication and provide better balance within the team dynamic.
2. Those in the out-group may be more upset because they are choosing to put in less effort therefore the increase in participation is against their nature. Members of the team may refrain from participating as much as the ingroup until an executive enlists punishments.
3. The implication would be a lack of participation with these goals. Outgroup members may not create team and individual goals, because they do not want to work as hard as those in the ingroup.



References

Northouse, P. G. (2019). *Leadership: theory and practice*, Los Angeles: SAGE Publications