

LEADERSHIP & MANAGEMENT OF TEAMS



LEADERSHIP

- “Process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task”
- Alan Keith of Genentech "Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen."

The ability to influence a group toward the achievement of goals.



TRAITS OF LEADERSHIP

- **Traits** are distinguishing qualities or characteristics of a person, while character is the sum total of these traits.
- To be an effective leader, your followers must have **trust** in you and they need to be sold on your vision.
 - **Honest**
 - **Competent**
 - **Forward-looking**
 - **Inspiring**
 - **Intelligent**
 - **Fair-minded**



TRAITS

- **Courageous**



- **Straightforward**



PURPOSE OF LEADERSHIP

- Leadership is a way of focusing and motivating a group to enable them to achieve their aims. It also involves being accountable and responsible for the group as a whole. A leader should:

- provide continuity and momentum
- be flexible in allowing changes of direction

Ideally, a leader should be a few steps ahead of their team, but not too far for the team to be able to understand and follow them.

- Skills Needed
 - Planning
 - Communication skills
 - Organization
 - Awareness of the wider environment in which the team operates.
- Different Ideas of Leadership.

DIFFERENCE BETWEEN LEADERSHIP & MANAGEMENT

The terms management and leadership have been so closely related that individuals in general think of them as synonymous. However, this is not the case even considering that good managers have leadership skills and vice-versa. With this concept in mind, leadership can be viewed as:

- centralized or decentralized
- broad or focused
- decision-oriented or morale-centred
- One clear distinction could provide the following definition:
 - Management involves power by position.
 - Leadership involves power by influence.

LEADERSHIP STYLES

- Leadership style is the manner and approach of providing direction, implementing plans, and motivating people.

(U.S. Army Handbook, 1973) (U.S. Army Handbook, 1973)

The three major styles of leadership are

1. Authoritarian or autocratic
2. Participative or democratic
3. Delegative or Free Reign



AUTHORITARIAN (AUTOCRATIC)

- leaders tell their employees what they want done and how they want it accomplished, without getting the advice of their followers.

used on rare occasions.

- Appropriate conditions under which it is used
 - all the information to solve the problem
 - short on time
 - well motivated employees

People within the team are given few opportunities for making suggestions, even if these would be in the team's or organization's interest.

RESULTS DUE TO AUTOCRATIC STYLE OF LEADERSHIP

- high levels of absenteeism and staff turnover.
- the team's output does not benefit from the creativity and experience of all team members.
- Above leads to teamwork lost.



DEMOCRATIC OR PARTICIPATIVE

- Involves the leader including one or more employees in the decision making process .
- The leader maintains the final decision making authority.
- It is a sign of strength.
- Conditions under which it is used:--

When you have part of information and your employees holds the other.



RESULTS OF ITS USAGE

- To make teams
- To make better decisions according to situations.
- increases job satisfaction by involving employees or team members.
- **Develop people's skills.**
- Employees and team members feel in control of their own destiny, and so are motivated to work hard by more than just a financial reward.
- **Widely used when**
- where team working is essential, and quality is more important than speed to market or productivity .

DELEGATIVE (FREE REIGN)

- the leader allows the employees to make the decisions.
- the leader is still responsible for the decisions that are made.
- Conditions when used:-
 - when employees are able to analyze the situation and determine what needs to be done and how to do it.

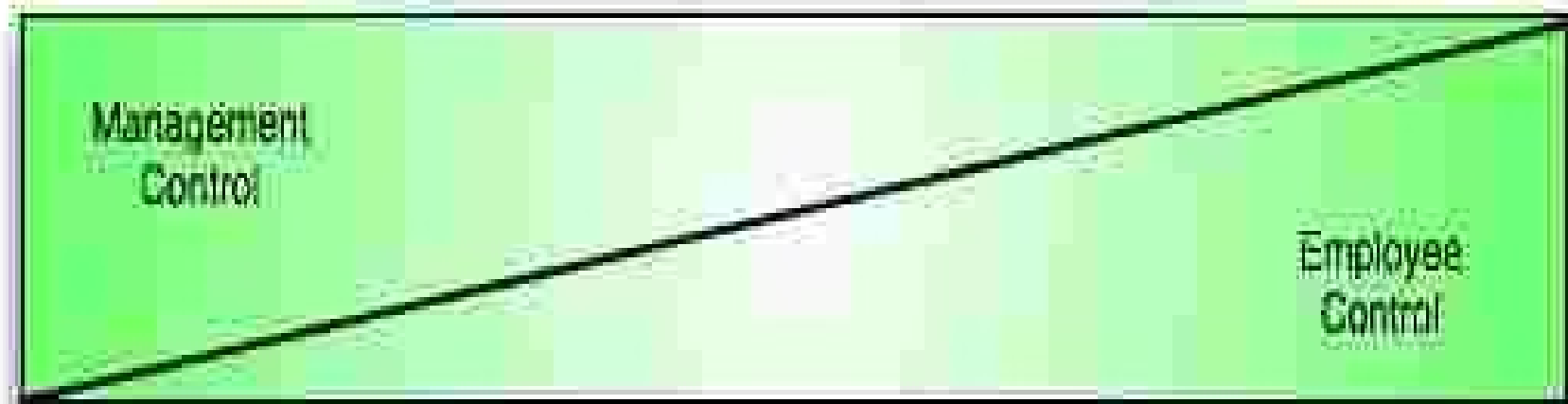
Also known as *laissez faire* (or *laissez faire*), which is the noninterference in the affairs of others. [French : *laissez*, second person pl. imperative of *laisser*, to let, allow + *faire*, to do.]

LEADERSHIP STYLES

Leadership Styles

Management has most
of the Knowledge &
Skills

Employees have the
needed Knowledge &
Skills



Autocratic
Style

Paternalistic
Style

Participative
Style

Delegative
Style

Free Reign
Style

THE MANAGERIAL GRID

- Managerial Grid
 - Appraises leadership styles using two dimensions:
 - Concern for people
 - Concern for production
 - Places managerial styles in five categories:
 - Impoverished management
 - Task management
 - Middle-of-the-road management
 - Country club management
 - Team management

Country Club Management

Thoughtful attention to needs of people for satisfying relationship leads to a comfortable, friendly organization atmosphere and work tempo.

Team Management

Work accomplished is from committed people; interdependence through a "common stake" in organization purpose leads to relationships of trust and respect.

High

Concern for People

9
8
7
6
5
4
3
2
1

1,9

9,9

5,5

Middle-of-the-Road Management

Adequate organization performance is possible through balancing the necessity to get out work with maintaining morale of people at a satisfactory level.

Low

1,1

9,1

1

2

3

4

5

6

7

8

9

Low

Concern for Production

High

Impoverished Management

Exertion of minimum effort to get required work done is appropriate to sustain organization membership.

Task Management

Efficiency in operations results from arranging conditions of work in such a way that human elements interfere to a minimum degree.

OTHER STYLES

- BUREAUCRATIC LEADERSHIP

- Bureaucratic leaders work “by the book”, ensuring that their staff follow procedures exactly. This is a very appropriate style for work involving serious safety risks (such as working with machinery, with toxic substances or at heights) or where large sums of money are involved (such as cash-handling).

- CHARISMATIC LEADERSHIP

- A charismatic leadership style can appear similar to a **transformational** leadership style, in that the leader injects huge doses of enthusiasm into his or her team, and is very energetic in driving others forward.

PEOPLE-ORIENTED LEADERSHIP OR RELATIONS-ORIENTED LEADERSHIP

- Leadership is the opposite of **task-oriented** leadership: the leader is totally focused on organizing, supporting and developing the people in the leader's team. A participative style, it tends to lead to good teamwork and creative collaboration. However, taken to extremes, it can lead to failure to achieve the team's goals.
- In practice, most leaders use both task-oriented and people-oriented styles of leadership.

TASK-ORIENTED LEADERSHIP

- A highly task-oriented leader focuses only on getting the job done, and can be quite autocratic. He or she will actively define the work and the **roles required**, put structures in place, plan, organize and monitor. However, as task-oriented leaders spare little thought for the well-being of their teams, this approach can suffer many of the flaws of autocratic leadership, with difficulties in motivating and retaining staff. Task-oriented leaders can benefit from an understanding of the **Blake-Mouton Managerial Grid**, which can help them identify specific areas for development that will help them involve people more.



TRANSFORMATIONAL LEADERSHIP

- A person with this leadership style is a true leader who inspires his or her team with a shared vision of the future.
- Transformational leaders are highly visible, and spend a lot of time communicating.
- They don't necessarily lead from the front, as they tend to delegate responsibility amongst their teams. While their enthusiasm is often infectious, they can need to be supported by "detail people".



FORCES

- A good leader uses all three styles, depending on what forces are involved between the followers, the leader, and the situation. Some examples include:
- Using an authoritarian style on a new employee who is just learning the job. The leader is competent and a good coach. The employee is motivated to learn a new skill. The situation is a new environment for the employee.
- Using a participative style with a team of workers who know their job. The leader knows the problem, but does not have all the information. The employees know their jobs and want to become part of the team.



- Using a delegative style with a worker who knows more about the job than you. You cannot do everything! The employee needs to take ownership of her job. Also, the situation might call for you to be at other places, doing other things.
- Using all three: Telling your employees that a procedure is not working correctly and a new one must be established (authoritarian). Asking for their ideas and input on creating a new procedure (participative). Delegating tasks in order to implement the new procedure (delegative).

- Forces that influence the style to be used included:
- How much time is available.
- Are relationships based on respect and trust or on disrespect?
- Who has the information - you, your employees, or both?
- How well your employees are trained and how well you know the task.
- Internal conflicts.
- Stress levels.
- Type of task. Is it structured, unstructured, complicated, or simple?
- Laws or established procedures such as OSHA or training plans.

POSITIVE AND NEGATIVE APPROACHES

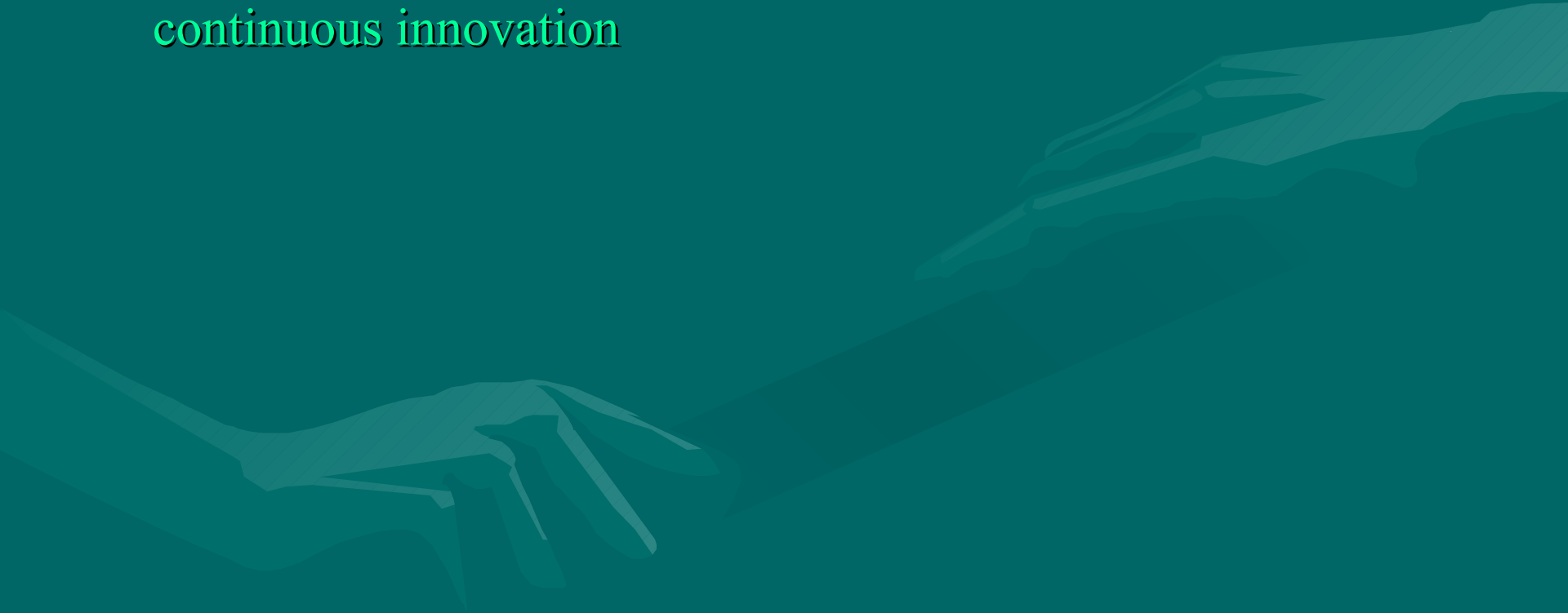
- Positive leaders use rewards, such as education, independence, etc. to motivate employees.
- While the negative approach has a place in a leader's repertoire of tools, it must be used carefully due to its high cost on the human spirit.
- Negative leaders act domineering and superior with people. They believe the only way to get things done is through penalties, such as loss of job, days off without pay, reprimand employees in front of others, etc.
- People who continuously work out of the negative are bosses while those who primarily work out of the positive are considered real leaders.

MANAGEMENT OF TEAM OR MANAGEMENT TEAM

- The management team is the entire work group as an integral unit (rather than an aggregate of individuals), governing itself within the area of freedom allowed by its position in the organizational hierarchy.
- Members of the management team should be **strategic thinkers** able to see the big picture, have **diverse experience**, demonstrate **leadership attributes**, combine business insight with technical savvy, and be committed to **continuous learning**. They should also have a common **vision** of the future, be good **team players** who are committed to creating superior value for all stakeholders –

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- customers, employees, investors and society as a whole – by getting the best from their people and leading continuous innovation



Team Management Skills

- The core skills needed to manage your team
- These range from choosing the right people and deciding who does what, to communicating with, developing and motivating people. It also covers some of the most common pitfalls to be avoided.
- A good starting point is the saying "Leaders do the right things, while managers do things right." What this means is that leadership involves setting direction, communicating that vision passionately to those they work with, and helping the people they lead understand and commit to that vision. Managers, on the other hand, are responsible for ensuring that the vision is implemented efficiently and successfully

DEVELOP YOUR MANAGEMENT TEAM

INTRODUCTION

- All businesses need a range of skills to be able to survive and grow. As the owner of a small business it is likely that you will be called upon to perform several roles out of necessity. You will probably find that you are better at some roles than others.
- If you want your business to grow it will reach a stage when these necessary skills need to be improved and extended. Getting the right mix of people to complement and reinforce your business is essential. Having an effective management team helps you to create a more efficient and capable business

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- Review your business' progress to date and decide what direction you want it to go in. See our guide on how to **review your business performance.**
- Measure your performance in the market against your competitors. Analyse any strengths, weaknesses, opportunities or threats - commonly known as a SWOT analysis - to identify what gaps there are between where the business is and where you would like it to go.
- **Analyse what skills the business requires and consider what strengths and weaknesses you offer personally.**

- Learn the skills, potential and ambitions of your existing staff and consider less-defined skills such as leadership qualities.
- **Analyse the fit of existing skills to business requirements and establish priorities for the acquisition of missing skills.**
- **Establish where staff development could fill skills needs and consider reallocation of responsibilities to create a genuine team, rather than a group of individual managers.**
- **Re-examine any skills gaps.**
- Consider other options such as consultants, outsourcing, contract workers, with a cost/benefit analysis.
- **Look to permanent staff recruitment - where possible it is best to plan ahead by recruiting for future positions and anticipating any prospective skills gaps.**

THE ROLE OF THE MANAGEMENT TEAM

- A single director or manager rarely has the combination of skills that a management team might have.
- Each member of a management team can concentrate on their own area of expertise. In addition, the business benefits from having its overall direction and goals viewed from different perspectives.
- GUIDANCE ON THE SKILLS
- **skills and training for directors and own**
 -
- It is worth remembering that management teams can also operate at different levels.