



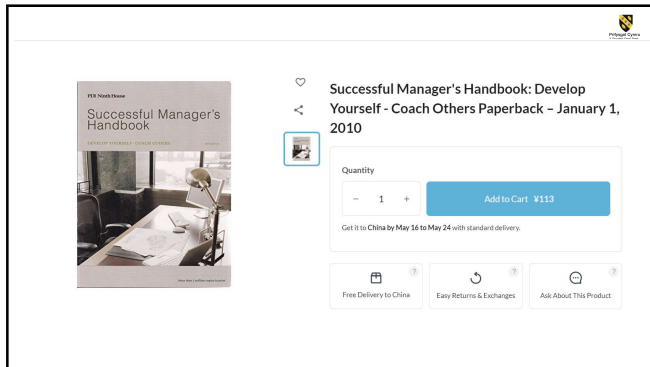
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Teamwork

- "For those of you who watch Formula One racing you may think that it is an individual sport as the driver gets most of the attention. However F1 racing is a team sport even during the race itself. This is because a crucial part of the race strategy is the pit stop. A rapid pit stop can be the difference between winning or losing the race.

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Activity 1 – Breakout Rooms – 20 min

- What are the lessons that we can learn from F1 pit stops?



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Finishing in...

20:00

Start

Stop

Reset

mins: 20

secs: 0

type: Finishing

20 min to complete this activity



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What are the lessons that we can learn from F1 pit stops?

- Firstly, each member of the team has an absolutely clear idea of their function and what the impact of it is. There is no one job that is better than the other. Excellence is the only objective when it comes to execution. There are no individuals, only team players.
- Secondly there is communication. Everyone listens to each other as the team has to work in perfect harmony.
- Thirdly, there is trust amongst the team members that each person knows what his job is and does his job properly. For example, the front jack man has to stand in front of the incoming car even when it is approaching the pit lane at 80 km per hour. He has to trust the skills of the driver to stop right in front of him.

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The pit stop shows how incredible teamwork comes together in a short period of time.

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Teamwork and Leadership

- **Leadership and teamwork** have a direct impact on the ability for an organization to carry out its mission. You need **leadership** to make sure everyone on your team is going in the same direction and working towards the same goal. Good **leadership**: ... Motivates team members to use their talents

- <https://apps.illinoisworknet.com/ArticleViewer/Article/Index/166/AppCaId=1&~:text=E2%80%8BLeadership%20and%20teamwork%20have,Good%20leadership%3A&text=Motivates%20team%20members%20to%20use%20their%20talents>

Teamwork

- Integrity
- Success
- Contribution
- Support
- Inspiration
- Support
- Motivation
- Planning
- Responsibility

Leadership

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Teamwork and Leadership

- You need leadership to make sure everyone on your team is going in the same direction and working towards the same goal. Good leadership:
 - Provides a clear vision for the team.
 - Provides a strategy for achieving the vision.
 - Motivates team members to use their talents.
 - Challenges the team to be innovative and enhance their skills.
 - Monitors progress and directs the team to keep them on track.

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Teamwork and Leadership

- Your team is the vehicle to help you reach the goal.
- Just like a bike needs to have all of its parts working together for a smooth ride, a team needs to have all members working together to be efficient. When there is a problem, team members need to be respectful of each other and be able to work through conflicts. Bad feelings and bad attitudes are harmful to the people involved, and break down the trust and confidence in the team. This slows down team's progress because their attention is focused on problems.

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These were the Overall Aims & Outcomes back in week 1

Aims

1. To develop knowledge and understanding of a range of leadership and management theories and their contemporary application in a range of organisational settings.
2. To provide a theoretical framework to support the development of critically reflective leadership and management practice

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Learning Outcomes:

- Upon successful completion of the module students will:
- Critically evaluate the development of leadership and management theory
 - The ability to critically appreciate the nature of leadership and management theories and their application in a range of organisational settings.
 - Understand some traditional and emerging theoretical approaches to the study of leaders and leadership
 - Specify the importance and challenges of leader and leadership development
 - Critique approaches to leader and leadership development
 - This module focuses on some of the key leadership and management theories and assesses their influence on organisational practices.

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Timetable

Week	Date	Title For The Week	Elements To Be Covered
1	02/03/21 04/03/21	Introduction To Leadership & Management	- Differences Between Leadership & Management - Different Models Of Leadership - Leadership Styles
2	09/03/21 11/03/21	Approaches In Leadership	- Different Approaches To Leadership - Leadership Traits - Leadership Characteristics - Functional Leadership - Transactional And Transformational Leadership - Emerging Approaches To Leadership - Emotional Intelligence
3	16/03/21 18/03/21	Approaches In Leadership Continued	- Situational Leadership - Sustainable Leadership

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Timetable

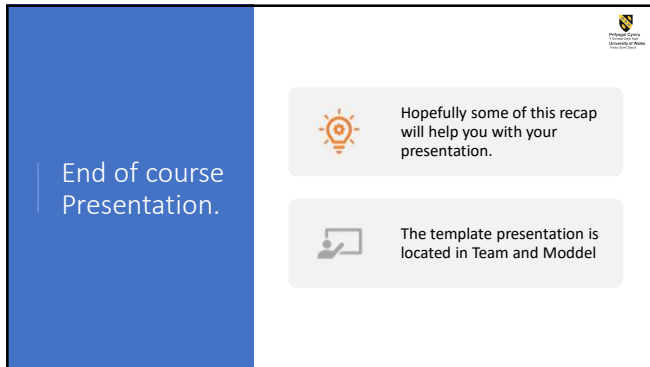
4	23/03/21 25/03/21	The Function And Role Of The Manager	- Define The Role Manager - Identify Roles And Functions Of Management - Recap On The Differences Between Leadership & Management
5	13/04/21 15/04/21	Introducing Approaches To Organisation & Management	Classical Approaches (Scientific Management (Taylor 1856 - 1917), Administrative Management (Fayol, 1841 - 1925) , And Bureaucratic Management (Weber, 1864 - 1920))
6	20/04/21 22/04/21	The Employment Relationship	- Conflict & The Employment Relationship - Organisational Behaviour - Employee Engagement - Positive & Negative Behaviour - Diversity At Work

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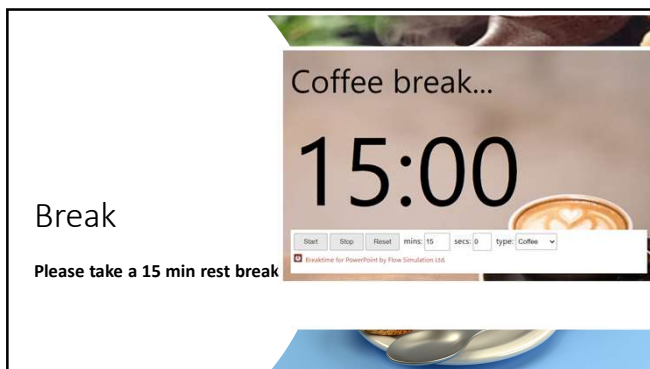
Timetable

7	27/04/21 29/04/21	Leading, Managing, And Developing People	- Choice Of Learning & Development Techniques - Succession - Aligning Strategy & Learning & Development - Leadership Development - Motivation
8	04/05/21 06/05/21	Recap & Presentation	- Any additional information that will be beneficial to the subject. - Presentation/Recap On All Of The Above

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Leadership Definition



"Leadership is about capacity: the capacity of leaders to listen and observe, to use their expertise as a starting point to encourage dialogue between all levels of decision-making, to establish processes and transparency in decision-making, to articulate their own values and visions clearly but not impose them. Leadership is about setting and not just reacting to agendas, identifying problems, and initiating change that makes for substantial improvement rather than managing change"

Ann McSwain
Lincoln Memorial University

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Leadership Styles

- Defined - The manner and approach of providing direction, implementing plans, and motivating people
- Kurt Lewin's Research
- Leadership Approaches
- Transactional vs. Transformational
- Situational Leadership

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Miranda Priestly Leadership Style?



- Here's a fictitious one, but one that maybe you have seen in a movie called "The Devil Wears Prada" Meryl Streep plays Miranda Priestly, and she's the editor of a magazine. She's harsh. She's tough to work with.
- But she is a good example of a transactional leader, so she is very keen to set extremely high standards and punish people frequently if they don't meet those standards. But she also in the end does reward people when they meet those standards.
- It's rare, but she will reward them in the end. She is an exaggeration, of course. She's a character in a movie, not a real person. But the whole movie essentially illustrates her transactional leadership style.

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Types of Leadership – Kurt Lewin

- A good leader uses all three styles, depending on what forces are involved between the followers, the leader, and the situation
 - Authoritarian (Autocratic)
 - Participative (Democratic)
 - Delegative (Free Reign)

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Authoritarian – *I want both of you to...*

- **Attributes**
 - Provide clear expectations
 - What needs to be done
 - When it should be done
 - How it should be done
 - Independent decision making by leader
- **Cons**
 - Decision making among subordinates is less creative
 - Viewed as controlling or bossy
- **Best applied when**
 - There is little or no time for group decision making
 - When the leader is the most knowledgeable member of group

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Participative –
Let's work together to solve this...

- Attributes
 - Most effective leadership style
 - Able to get an entire group involved
 - Able to make an ultimate decision based on subordinate's findings
 - Provides mutual benefit
- Best applied when
 - Leader has part of the information and his/her employees have other parts
 - Leader has knowledgeable and skillful employees

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Delegative – *You two take care of the problem while I go...*

- Attributes
 - Leader allows employees to make the decisions
 - Leader is still responsible for the decisions that are made
 - To be used when leader fully trusts and has confidence in the people below him/her
 - This style must be used wisely
 - Not a style to use to blame others when things go wrong

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Leadership Approaches

- Positive approach uses rewards to motivate employees
 - Education
 - Independence
- Negative approach emphasizes penalties (*must be used carefully*)
- Consideration Approach (*Employee Orientation*)
- Structure Approach (*Task Orientation*)

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Transactional Leadership

- Leaders are aware of the link between effort and reward
- Leadership is responsive and its basic orientation is dealing with present issues
- Leaders rely on standard forms of reward and punishment for control
- Leaders motivate followers by setting goals and promising rewards for desired performance

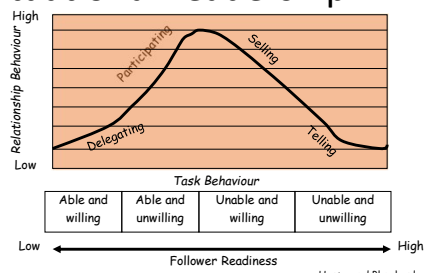
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Transformational Leadership

- Leaders arouse emotions in followers which motivates
- Leadership is proactive
- Leaders are distinguished by their capacity to inspire
- Leaders create learning opportunities
- Leaders possess good visioning, rhetorical and management skills to develop strong emotional bonds
- Leaders motivate followers to work for goals that go beyond self-interest

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Situational Leadership



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Situational Leadership

- Directing Style is for people who lack competence but are enthusiastic and committed
- Coaching Style is for people who have some competence but lack commitment
- Supporting Style is for people who have competence but lack confidence of motivation
- Delegating Style is for people who have both competence and commitment

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Activity 1 – Breakout Rooms – 20 min

- What are the qualities of a good leader?
- List them in the chat column

A Good Leader

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Activity

20 min to complete this activity

Finishing in...

20:00

Start

Stop

Reset

mins: 20

secs: 0

type: Finishing

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Qualities of a Good Leader

- Honesty
- Confidence
- Patience
- Focus
- Dedication
- Consistency
- Motivate Others
- Effective Communicator
- Responsibility
- Enthusiasm
- Reliability
- Decisiveness
- Determination
- Loyalty
- Courage
- Humility
- Ability to Listen
- Avoid Arguments
- Lead by Example
- Appreciate Co-workers
- Have a Clear Vision
- Create a Positive Atmosphere

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What makes someone a leader?



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Video Leadership – 12:14



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What are the key qualities of a leader?

- Passion and heart
- Ability to communicate and inspire shared vision
- Self-reflection and awareness
- Willingness to share (power, successes, failures)
- Ability to operate under uncertainty
- Focus on the big picture

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Activity 1 – Breakout Rooms – 20 min

- What is the difference between Management and Leadership
- Write in the chat column

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Activity

20 min to complete this activity

Finishing in...

20:00

Start

Stop

Reset

mins: 20

secs: 0

type: Finishing

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Management versus Leadership

Management:

- Coping with complexity
- Ensuring order and consistency
- Planning and budgeting
- Organizing and staffing to accomplish objectives
- Problem solving

Leadership

- Nurturing and delivering of change
- Setting the direction
- Developing and sharing a vision
- Aligning people
- Motivating and inspiring

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"The task of the leader is to get his people from where they are..."

*"...to where they have not been."
- Henry Kissinger*

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Leadership versus Management

- A leader can be a manager, but a manager is not necessarily a leader.
 - **Management** is the process of setting and achieving the goals of the organization through the functions of management: planning, organizing, directing (or leading), and controlling.
 - **Leaders** may not possess the formal power to reward or sanction performance. However, employees give the leader power by complying with what he or she requests. On the other hand, managers may have to rely on formal authority to get employees to accomplish goals.

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IT Project Management, Third Edition
Chapter 9

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Leadership Theories

- Behavioral Theories (1940's-1950's)
 - A leader's behavior is the best predictor of his leadership influence and success
 - 3 groups of leaders: people oriented, task orient and participatory oriented
 - Leadership can be taught
- Contingency Theories (1960's)
 - There is no single way of leading: leadership style should be based on situation.



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Leadership Theories (continued)

- Transactional Leadership Theories (1970's)
 - Leadership is formed through a series of mutually beneficial exchanges: if you do this for me, I will do this for you
 - Followers will choose a leader that maximizes their pleasurable experiences and minimizes negatives
- Transformational Leadership Theories (1970's)
 - Leader's transform their followers through their inspirational nature and charismatic personalities such that followers identify with the leader and its purpose
 - Rules and regulations are guided by group norms

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Transactional versus Transformational Leaders

Transactional Leaders

- Focus on maintaining the status quo
- Work within the existing organizational culture
- Relate to followers by exchanges/transactions
- Are reactive

Transformational Leaders

- Focus on change and communicate clear vision
- Address the needs and values of the organization
- Address the needs and values of followers
- Are proactive



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Leadership Theory

- Vroom, Yetton, Jago Leader-Participation Model
 - Leader-participation model relates leadership behavior and participation to decision making.
- House's Path-Goal Theory
 - Based on the expectancy theory of motivation. The manager's job is viewed as coaching.
- Fiedler's Contingency Model
 - Successful leaders must be able to identify clues in an environment and adapt their leader behavior to meet the needs of their followers and of the particular situation.
- Hersey-Blanchard Situational Leadership
 - Based on the amount of direction (task behavior) and amount of socio-emotional support (relationship behavior) a leader must provide given the situation and the "level of maturity" of the followers.

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Motivation

- Abraham Maslow developed a hierarchy of needs to illustrate his theory that people's behaviors are guided by a sequence of needs
- Maslow argued that humans possess unique qualities that enable them to make independent choices, thus giving them control of their destiny

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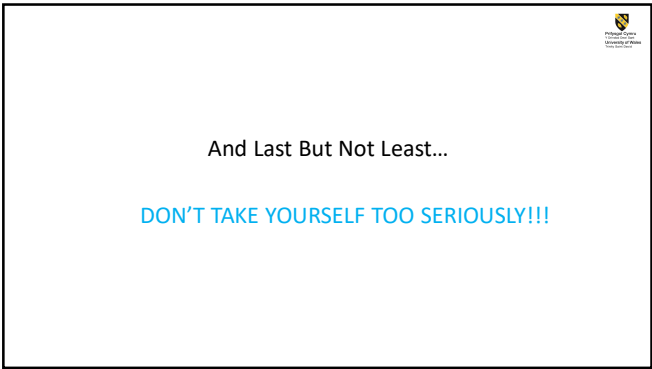
Hersey-Blanchard Situational Leadership The Leader's Level of Support

- **Directing** Leaders define the roles and tasks of the 'follower', and supervise them closely. Decisions are made by the leader and announced, so communication is largely one-way.
- **Coaching** Leaders still define roles and tasks, but seeks ideas and suggestions from the follower. Decisions remain the leader's prerogative, but communication is much more two-way.
- **Supporting** Leaders pass day-to-day decisions, such as task allocation and processes, to the follower. The leader facilitates and takes part in decisions, but control is with the follower.
- **Delegating** Leaders are still involved in decisions and problem-solving, but control is with the follower

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