



Prifysgol Cymru
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University of Wales
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BMBS4004 – Managing People and Teams

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives



Session Outcomes

Be	By the end of the session students will be able to:
Identify	Identify evidence within the BrightPath case
Match	Match evidence to theories/models
Build	Build PEAR answers under time pressure
Avoid	Avoid common assessment mistakes



Case Detective Challenge

Motivation

Teamwork

Communication

Leadership

Inclusion

Conflict

In small groups, find as many examples from the case as possible in
5 minutes.

Theory Match Up – Which Theory Explains Best?

(1)



1. Samira gradually stops offering suggestions in meetings after several of her ideas are dismissed.



2. Dylan believes he is working hard but receiving less recognition than other team members.



3. Team members frequently duplicate work and appear unclear about responsibilities.



4. Important decisions are often made through informal conversations that some team members are excluded from.



Theory Match Up – Which Theory Explains Best? (2)



5. Feedback is regularly delivered in a group chat and is often viewed as criticism rather than support.



6. Alex emphasises targets, monitors performance closely and focuses discussions on correcting mistakes.



7. Team members are reluctant to challenge one another even when they disagree with decisions.



8. The team is under pressure to improve performance within six weeks and morale is declining.



Debrief

- ✓ **Samira** → Psychological Safety
- ✓ **Dylan** → Equity Theory
- ✓ **Duplicate work** → Tuckman/Belbin
- ✓ **Informal decision-making** → Inclusion & Communication
- ✓ **Group-chat feedback** → Emotional Intelligence/Psychological Safety
- ✓ **Alex's approach** → Transactional Leadership
- ✓ **Reluctance to challenge** → Psychological Safety
- ✓ **Performance pressure** → Goal Setting and Motivation

Can more than one theory explain the same behaviour?

The PEAR Formula

P = Point Answer the question

E = Explain Introduce theory

A = Apply Use case evidence

R = Recommend Provide actionable solutions

PEAR Answer Construction



QUESTION: Compare two leadership approaches and recommend which Alex should use during the six-week improvement period.



P – What's the main point?



E – Which theories apply?



A – Which evidence from the case?



R – What specifically should Alex do?



Model Answer

Alex should adopt a predominantly transformational leadership approach to improve team performance, although some transactional elements may also be beneficial. Transactional leadership focuses on monitoring performance, setting targets and addressing underperformance, whereas transformational leadership aims to inspire, engage and develop employees.

The case suggests that Alex currently uses a largely transactional style through close performance monitoring and a focus on correcting mistakes. While this may help achieve short-term objectives, it has not addressed underlying issues such as declining morale, low participation and poor communication. For example, Samira has become reluctant to share ideas and team members appear hesitant to challenge decisions. This indicates a lack of psychological safety and engagement.

Therefore, Alex should adopt a more transformational approach by encouraging open communication, involving employees in decision-making and recognising contributions. This is likely to improve motivation, collaboration and overall team performance while still supporting the six-week improvement target.

Would this get marks? (1)

- QUESTION: Explain how leadership could improve team performance at BrightPath.
- Alex should improve their leadership style because the team is not working effectively. Team members are not communicating well and some employees are unhappy. Alex should hold more meetings and make sure everyone works harder. This would improve teamwork and help the team achieve its targets. Good leadership is important because employees need guidance and support to perform effectively.

- ✓ Relevant to the question
- ✓ Some practical suggestions
- ✗ No theory
- ✗ Very descriptive
- ✗ Little use of case evidence
- ✗ No explanation of *why* leadership would improve performance

Would this get marks? (2)

- QUESTION: Explain how leadership could improve team performance at BrightPath.
- Transformational leadership could improve team performance by increasing employee engagement and encouraging collaboration. Unlike transactional leadership, which focuses on monitoring performance and correcting mistakes, transformational leadership seeks to inspire and motivate employees through a shared vision. In the case, Samira has stopped contributing ideas and team morale appears to be declining. This suggests low engagement and psychological safety. By encouraging employee voice, recognising contributions and involving team members in decision-making, Alex could improve trust and motivation. As a result, employees may be more willing to share ideas, collaborate effectively and contribute towards the team's six-week performance targets.

- ✓ Uses leadership theory
- ✓ Compares approaches
- ✓ Applies evidence from the case
- ✓ Explains impact on performance
- ✓ Provides a justified recommendation

Individual Exercise

One theory I understand

One case example I can use

One area I still need to revise

Any questions?

