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Leadership Skills

Jon Boyes
Employability and Graduate Development

Session objectives

- **What is leadership?**
- **Identify the traits and skills of an effective leader**
- **Key leadership theories**
- **Examine the role, duties and responsibilities of a Team Leader in the workplace**
- **Understand the limits of authority in a Team Leader role**
- **Develop a plan to develop your own leadership potential**

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Understanding Leadership

- **What is leadership?**
- **Why is leadership important – why do we need leaders?**
- **Leaders – born or bred?**

*"Leadership is a function of knowing yourself, having a **vision** that is well communicated, **building trust** among colleagues, and **taking effective action** to realize your own leadership potential."*

Prof. Warren Bennis

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Exercise In pairs

- Discuss examples you have come across of strong and weak leadership

- You can use examples from employment, academic studies or participation in sports clubs and societies (keep anonymous)

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Leadership Theory

Early Theories:

Great Man Theories

- Leaders are exceptional people, born with innate qualities, destined to lead
- Term 'man' was intentional - concept was primarily male, military and Western

Trait Theories

- Research on traits or qualities associated with leadership are numerous
- Traits are hard to measure. For example, how do we measure honesty or integrity?

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Leadership Traits

Group Exercise:

- Choose leaders YOU admire
- What personality traits and skills do they have?

Leadership Traits and Skills

Traits

- Adaptable to situations
- Alert to social environment
- Ambitious and achievement orientated
- Assertive
- Cooperative
- Decisive
- Dependable
- Dominant (desire to influence others)
- Energetic (high activity level)
- Persistent
- Self-confident
- Tolerant of stress
- Willing to assume responsibility

Skills

- Clever (intelligent)
- Conceptually skilled
- Creative
- Diplomatic and tactful
- Fluent in speaking
- Knowledgeable about group task
- Organised (administrative ability)
- Persuasive
- Socially skilled

Stogdill, 1974

Leaders will also use:

Integrity, Honesty, Compassion, Humility

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Leadership Theory

Functional Theories (John Adair, Action Centred Leadership, 1970)

Leader is concerned with the interaction of 3 areas:

- **Task** – goal setting, methods and process
- **Team** – effective interaction/communication, clarify roles, team morale
- **Individual** – attention to behaviour, feelings, coaching, CPD
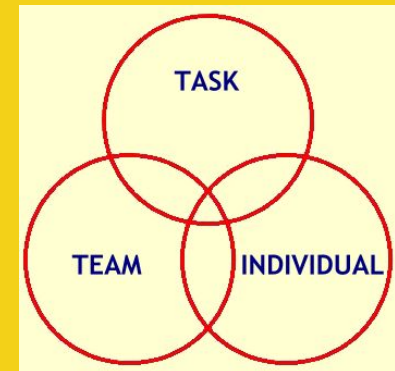
Behaviourist Theories (Blake and Mouton, Managerial grid, 1964)

- Leaders behaviour and actions, rather than their traits and skills e.g. production orientated or people orientated
- Different leadership behaviours categorised as 'leadership styles' e.g. autocratic, persuasive, consultative, democratic
- Doesn't provide guide to effective leadership in different situations

Leadership Theory

Situational/contingency Leadership (*Hersey-Blanchard,* 1970/80)
Leadership style changes according to the 'situation' and in response to the individuals being managed – their competency and motivation

Competency	Low competence	Some competence	High competence	High competence
Motivation	Low commitment/ Unable and unwilling or insecure	Variable commitment/ Unable but willing or motivated	Variable commitment/ Able but unwilling or insecure	High commitment/ Able and willing or motivated
Leadership style	**DIRECTIVE (Telling)**	**COACHING (Selling)**	**SUPPORTIVE (Participating)**	**DELEGATORY (Observing)**

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New Leadership Theory

Transformational Theory (Bass and Avolio, 1994)

- Leaders inspire individuals, develop trust, and encourage creativity and personal growth

- Individuals develop a sense of purpose to benefit the group, organisation or society. This goes beyond their own self-interests and an exchange of rewards or recognition for effort or loyalty.

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Leadership Philosophies

Ethical Leadership

- CSR, sustainability, equality, humanitarianism
- Four P's - Purpose, People, Planet, Probity

Alan Chapman, 2006

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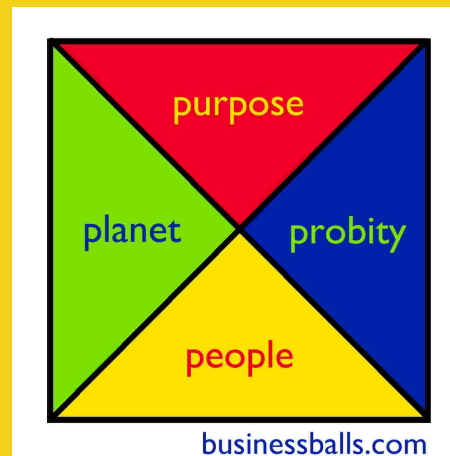
Group Exercise

Examine and discuss the Team Leader

Job descriptions

- What are the key responsibilities of the team leader role?

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Key Team Leader Responsibilities

1. **Guide/coordinate team** members – encourage teamwork and motivate individuals

2. **Provide structure** for team – set mission and purpose, clarify roles and responsibilities, allocate tasks and set objectives

3. **Clarify working methods**, practises and protocol

4. **Focus on performance** – anticipate challenges, monitor performance, delegate and provide CPD support

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Responsibility Vs Accountability?

What does having authority mean?

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Accountability, Responsibility, and Authority

- **Accountability the state of being accountable, liable, or answerable**

- **Responsibility (for objects, tasks or people) can be delegated but accountability can not – buck stops with you!**

- **A good leader accepts ultimate responsibility:**
  - **will give credit to others when delegated responsibilities succeed**
  - **will accept blame when delegated responsibilities fail**

- **Accountability can not operate fairly without the leader being given full authority for the responsibilities concerned**

- **Authority is the power to influence or command thought, opinion or behaviour**

- **Cross-functional team – less authority - more difficult to manage**

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Group Exercise

When have you experienced an issue as a leader that you did not have the authority to resolve?

How did you know you did not have the authority?

Who did you refer to for help?

Use examples from your own current experience – work, volunteer, club /society

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Team Leader Authority

Team Leader authority will vary from role to role dependent on the scope of duties and organisational structure

A Team Leader may refer to line management or other authorities for the following:

- **HR (**staff recruitment and training, performance and discipline, racism or bullying)
- **Policy and procedures** (Health and Safety, changes to working practises)
- **Budget & resources** (allocation and management)
- **Organisational objectives** (strategy, targets)
- **Managing change** (department restructure, office move)
- **Line management** (support and advice, own CPD)

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How to improve your leadership skills

- **Reflect and identify the skills YOU need to lead effectively and create your action plan to develop them**

- **Ask for feedback from work colleagues, line managers, tutors, your 'followers'**

- **Practise! Take on responsibility (work, volunteering, clubs & Societies) and reflect on your performance
SIFE - www.youtube.com/watch?v=KB2fOF_gYBg**

- **Find a mentor – learn from positive leadership role-models**

- **Attend further leadership and management training**

- **Use the resources on Exeter Leaders Award ELE pages**
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Review your performance as a Leader
Individual Exercise:

1. **Assess yourself as a Leader**

   - **Conduct a SWOT analysis - Strengths, Weaknesses, Opportunities, Threats**

   (Use the Results of Leadership Questionnaire you have been completed prior to attending the session)

2. **Develop an Action Plan to improve as a leader**

   - **list 2 actions you will undertake to address Weaknesses or capitalise on Opportunities identified**

   - **Apply SMART targets to your actions – Specific, Measurable, Achievable, Realistic, Time-bound**

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