

1 Leadership and teambuilding

This chapter of the book is divided into two parts:

- 1 Leadership and
- 2 Teambuilding.

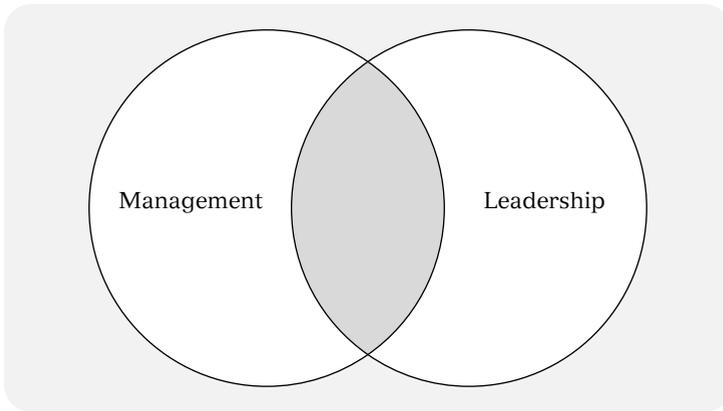
SECTION 1: Leadership

A survey of successful chief executives on the attributes most valuable at top levels of management indicated the following in order of rating:

- 1 Ability to take decisions
- 2 Leadership
- 3 Integrity
- 4 Enthusiasm
- 5 Imagination
- 6 Willingness to work hard
- 7 Analytical ability

- 8 Understanding of others
- 9 Ability to spot opportunities
- 10 Ability to meet unpleasant situations
- 11 Ability to adapt quickly to change
- 12 Willingness to take risks
- 13 Enterprise
- 14 Capacity to speak lucidly
- 15 Astuteness
- 16 Ability to administer efficiently
- 17 Open-mindedness
- 18 Ability to 'stick to it'
- 19 Willingness to work long hours
20. Ambition
- 21 Single-mindedness
- 22 Capacity for lucid writing
- 23 Curiosity
- 24 Skill with numbers
- 25 Capacity for abstract thought

There is (has and probably always will be) a debate about the differences and overlaps of leadership and management. Current opinion is that they are different concepts but they overlap considerably.



Perhaps management has the overtone of carrying out objectives laid down by someone else. It is certainly true that a well-managed business, in the sense of having perfect organisation, still needs that extra something.

Leadership has five distinctive nuances not found in management. A leader must:

- 1 Give direction**
- 2 Provide inspiration**
- 3 Build teams**

4 Set an example

5 Be accepted.

Henri Fayol (in 1916) divided the activities of an industrial company into six main groups:

1 Technical – production, manufacture and adaptation.

2 Commercial – buying, selling and exchange.

3 Financial – search for and optimum use of capital.

4 Security – protection of property and people.

5 Accounting – stocktaking, balance sheets, costs and statistics.

6 Administration – forecasting and planning, organising, commanding, co-ordinating and controlling.

Good administration is the hallmark of good management and the proper and efficient use of resources. Managers become leaders when their personality and character, their knowledge and functional skills of leadership are recognised and accepted by the others involved.

Leadership can be 'specific to the particular situation' and its 'authority' can derive from:

- 1 **position** (as in job title, rank or appointment),
- 2 **personality** (as in natural qualities of influence) and
- 3 **knowledge** (as in technical professional skills).

Fayol listed these following qualities as being needed by a person in 'command'. A person in command should:

- have a thorough knowledge of employees
- eliminate the incompetent
- be well versed in the agreements binding the business and its employees
- set a good example
- conduct periodic audits of the organisation and use summarised charts to further this review
- bring together the chief assistants by means of conferences at which unity of direction and focusing of effort are provided for
- not become engrossed in detail
- aim at making unity, energy, initiative and loyalty prevail among all employees.

The seven qualities of leadership

A leader is the kind of person (with leadership qualities) who has the appropriate knowledge and skill to lead a group to achieve its ends willingly. This section will look at the qualities and functions of leadership.

Personality and character cannot be left out of leadership. There are certain generic leadership traits, the seven important ones are:

1 Enthusiasm

Try naming a leader without it!

2 Integrity

Meaning both personal wholeness and sticking to values outside yourself, primarily goodness and truth – this quality makes people trust a leader.

3 Toughness

Demanding, with high standards, resilient, tenacious and with the aim of being respected (not necessarily popular).

4 Fairness

Impartial, rewarding/penalising performance without 'favourites', treating individuals differently but equally.

5 Warmth

the heart as well as the mind being engaged, loving what is being done and caring for people – cold fish do not make good leaders.

6 Humility

The opposite of arrogance, being a listener and without an overwhelming ego.

7 Confidence

Not over-confidence (which leads to arrogance), but with self-confidence which people know whether you have or have not got it.

In testing whether or not you have the basic qualities of leadership, you should ask yourself these questions.

	Yes	No
Do I possess the above mentioned seven qualities? (This 'test' will subsequently reveal whether or not you really do!)	<input type="checkbox"/>	<input type="checkbox"/>
Have I demonstrated that I am a responsible person?	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	No
Do I like the responsibility and the rewards of leadership?	<input type="checkbox"/>	<input type="checkbox"/>
Am I well-known for my enthusiasm at work?	<input type="checkbox"/>	<input type="checkbox"/>
Have I ever been described as having integrity?	<input type="checkbox"/>	<input type="checkbox"/>
Can I show that people think of me as a warm person?	<input type="checkbox"/>	<input type="checkbox"/>
Am I an active and socially participative person?	<input type="checkbox"/>	<input type="checkbox"/>
Do I have the self-confidence to take criticism, indifference and/or unpopularity from others?	<input type="checkbox"/>	<input type="checkbox"/>
Can I control my emotions and moods or do I let them control me?	<input type="checkbox"/>	<input type="checkbox"/>
Have I been dishonest or less than straight with people who work for me over the past six months?	<input type="checkbox"/>	<input type="checkbox"/>
Am I very introvert, very extrovert (or am I an ambivert – mixture of both – as leaders should be)?	<input type="checkbox"/>	<input type="checkbox"/>

If leadership depends on the situation, you need to ask yourself, whatever your qualities, whether you are right for the situation:

	Yes	No
Are your interests, aptitudes and temperament suited to your current field of work?	<input type="checkbox"/>	<input type="checkbox"/>
If not, can you identify one that would better suit you where you would emerge as a leader?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have the 'authority of knowledge' in your current field (and have you acquired all the necessary professional and specialist skills through training that you could have done at this point in your career?)	<input type="checkbox"/>	<input type="checkbox"/>
Are you experienced in more than one field/industry/function?	<input type="checkbox"/>	<input type="checkbox"/>
Are you interested in fields adjacent and relevant to your own?	<input type="checkbox"/>	<input type="checkbox"/>
Do you read situations well and are you flexible in your approach to changes within your field?	<input type="checkbox"/>	<input type="checkbox"/>

Functions of leadership

In leadership, there are always three elements or variables:

1 The leader

Qualities of personality and character.

2 The situation

Partly constant, partly varying.

3 The group

The followers: their needs and values.

This section of the book looks at leadership functions in relation to the needs of work groups. These needs can be seen as three overlapping needs:

1 Task need

To achieve the common task.

2 Team maintenance needs

To be held together or to maintain themselves as a team.

3 Individual needs

The needs which individuals bring with them into the group.

These three needs (the task, team and individual) are the watch-words of leadership and people expect their leaders to:

- help them achieve the common task
- build the synergy of teamwork and
- respond to individuals and meet their needs.

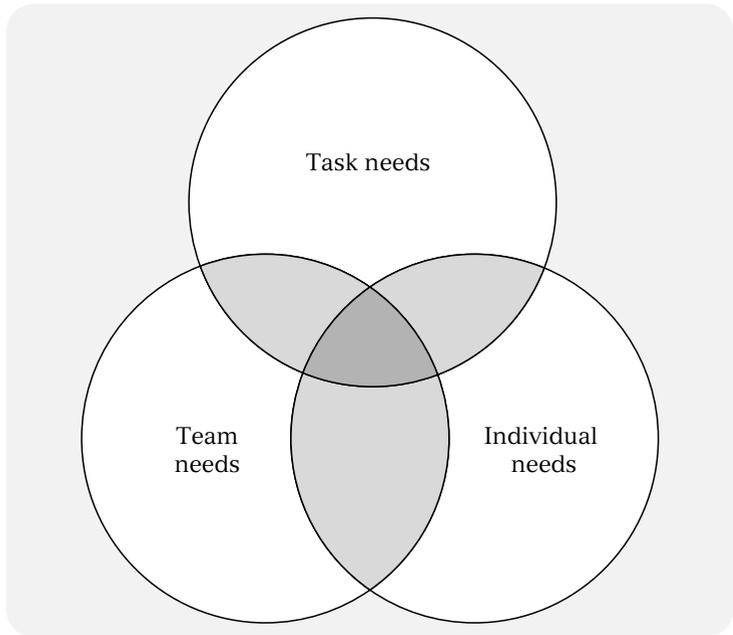
The **task** needs work groups or organisations to come into being because the task needs doing and cannot be done by one person alone. The task has needs because pressure is built up to accomplish it to avoid frustration in the people involved if they are prevented from completing it.

The **team maintenance** needs are present because the creation, promotion and retention of group/organisational cohesiveness is essential on the 'united we stand, divided we fall' principle.

The **individual** needs are the physical ones (salary) and the psychological ones of:

- recognition
- a sense of doing something worthwhile
- status
- the deeper need to give and to receive from other people in a working situation.

The Task, Team and Individual needs overlap:



This overlapping is evident in that:

- achieving the task – builds the team and satisfies the individuals involved
- if team maintenance fails (the team lacks cohesiveness) performance on the task is impaired and individual satisfaction is reduced
- if individual needs are not met – the team will lack cohesiveness and performance of the task will be impaired.

Leadership exists at different levels:

Team leadership

Of teams of about 5 to 20 people.

Operational leadership

A significant must in a business or organisation comprising a number of teams whose leaders report to you.

Strategic leadership

A whole business or organisation, with overall accountability for the levels of leadership below you.

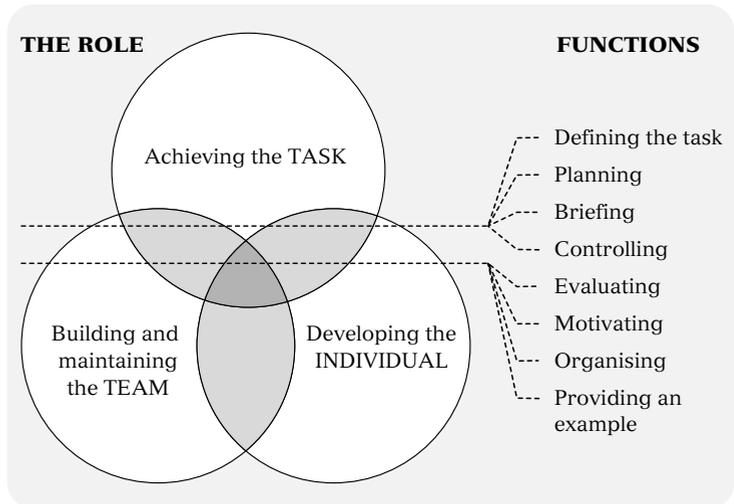
At whatever level of leadership, Task, Team and Individual needs must be constantly thought about. To achieve the common task, maintain teamwork and satisfy the individuals, certain functions have to be performed. A function is what leaders do as opposed to a quality which is an aspect of what they *are*.

These functions (the functional approach to leadership, also called action-centred leadership) are:

- Defining the task
- Planning
- Briefing
- Controlling
- Evaluating

- Motivating
- Organising
- Providing an example

Leadership functions in relation to Task, Team and Individual can be represented by this diagram:



LEADERSHIP FUNCTIONS

These leadership functions need to be handled with excellence and this is achieved by performing those functions with increasing skill. Before examining the skills of leadership, it is worth seeing where certain **qualities** of leadership can be viewed as having functional value. These can be examined as leadership characteristics.

Leadership characteristics

The need	Quality	Functional value
Task	Initiative	gets the group moving
	Perseverance	prevents the group giving up
	Efficiency	work done well knowing costs (energy, time and money)
	Honesty	establishing facts
	Self-confidence	facing facts
	Industry	steady application pays dividends
	Audacity	when not to be restrained by rules or convention
	Humility	facing up to mistakes and not blaming others
	Team	Integrity
Humour		relieving tension and maintaining a sense of proportion
Audacity		inspire through originality or verve
Self-confidence		trusted by others

The need	Quality	Functional value
Team <i>continued</i>	Justice	fair dealing builds group discipline
	Honesty	wins respect
	Humility	not selfish, shares praise, not arrogant and divisive
Individual	Tact	sensitive in dealing with people
	Compassion	sympathetic awareness and help
	Consistency	people know where they stand
	Humility	recognises qualities/abilities and gives credit
	Honesty	wins individual respect
	Justice	fair-dealing encourages individuals