

NCFE Level 2

Certificate in Principles of Team Leading

CUSTOMER SERVICE

MOTIVATION

INFORMATION MANAGEMENT

SAMPLE

LEADERSHIP ROLES

SUPPORT

EQUALITY AND DIVERSITY

Workbook 1

Section 1: Principles of team leading

Introduction

This section of the workbook deals with leadership styles in organisations. We will look at team dynamics, techniques used to manage the team's work, organisational change and team motivation.

Leadership styles

Please read the following as it will help you to answer questions 1, 2a, 2b, 3 and 4.

Leadership and management go hand in hand. Managers and team leaders need a balance of management and leadership skills. Some will be excellent managers, but they may not be very good leaders. Others will be inspirational leaders, but not very good at management functions.

Team leaders need a good balance so that they can cope with the various demands of the role and be effective members of their organisation.

What is management?

Dictionary definition of management:

The process of dealing with or controlling things or people

In simple terms, management is the achievement of an organisation's objectives through people and other resources. Managers use their own time, energy and expertise to achieve the best return from the organisation's resources – people, materials and a budget.

What is leadership?

Dictionary definition of leadership:

The action of leading a group of people or an organisation

Leadership is about influencing people. Leaders are innovative and they inspire others to give their help and support to accomplish common tasks.



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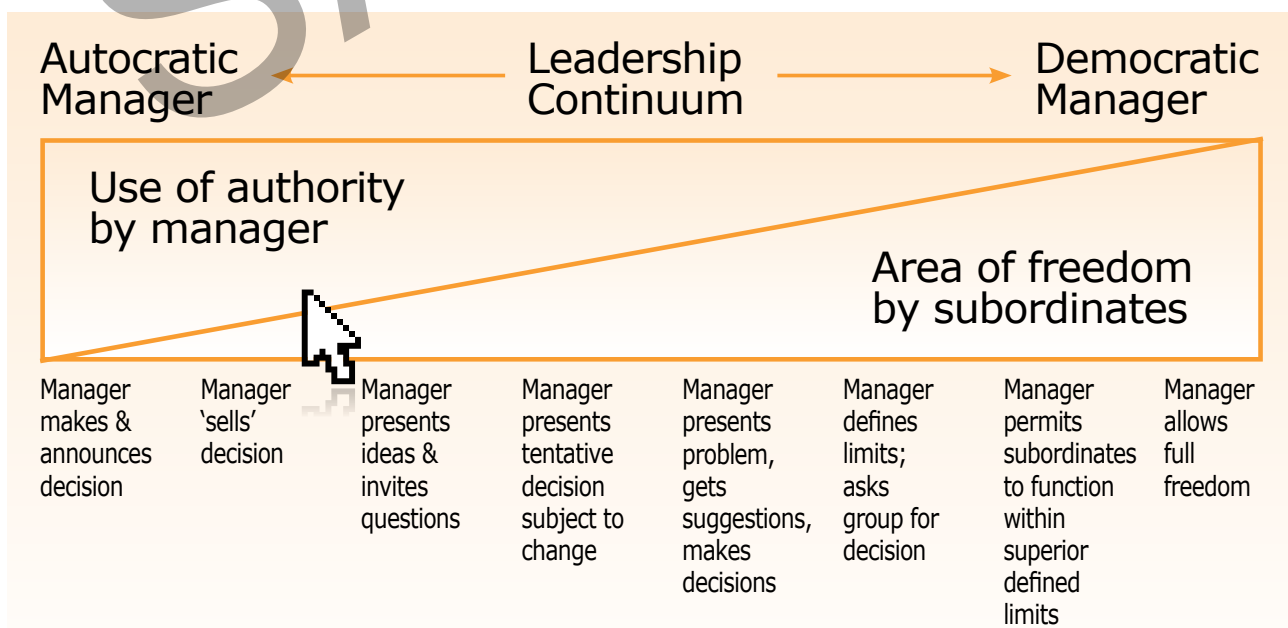
or guidance if required. However, if there is an emergency in the workplace, such as a machine breaking down and becoming dangerous, they need to become autocratic so that they can call out instructions and take quick control of the situation.

The same team leader might be democratic in other situations. For example, in a team meeting, they might let the team members discuss and choose who will do which task, instead of allocating work and telling them what they are going to do. This democratic approach can increase the team members' confidence and involvement, but it can also diminish respect for the team leader if it happens too often.

We have seen **Kurt Lewin's theory** of leadership styles being identified as autocratic, democratic or laissez-faire. There are many other leadership theories and models, and another one is by **Tannenbaum and Schmidt**.

Tannenbaum and Schmidt's Continuum of Leadership Behaviour was written in 1958, and updated in 1973. It is often referred to as 'Tells, Sells, Consults and Joins'. The four main leadership styles covered by the theory are:

- **tells** – the leader identifies a problem, makes decisions unilaterally without consulting anyone, and without giving much thought to their subordinates
- **sells** – the leader maintains control but they spend time persuading staff about the benefits of their decisions
- **consults** – the leader identifies the problem but does not make the final decision until the team members have suggested solutions
- **joins** – the leader defines the limits of the possible decisions that can be made by the team, then makes the final decisions along with the team members



Leadership Continuum – Tannenbaum, Schmidt

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Did you know?

You can find out more about leadership theories on these websites:

www.change-management-consultant.com/kurt-lewin.html

www.lindsay-sherwin.co.uk/guide_team_leadership/html_leadership_styles/4_tannenbaum_schmidt.htm

How leaders can motivate their teams

An important part of a team leader's work is motivating the team. As the team leader often has access to wider information about an organisation's standards, goals, problems, customer feedback and so on, it is part of their role to encourage and motivate their team to make a useful contribution.

Team leaders are usually at the 'sharp end' of the organisation's operation, in charge of the people who actually 'do the job' – e.g. in charge of food production operatives in a food factory, or a team of hospital cleaners who clean the wards. This means that the team leader's role is vital for maintaining or improving standards, introducing new services or products, reaching targets, and so on.

There are a number of strategies that can be employed to engage and motivate team members. These include:

Sharing vision and values – the team members need to know and understand the values, standards, goals and ambitions of the organisation. By understanding these, the team members can focus their own work to achieve the necessary standards of work, meet deadlines, and be part of the organisation's plans and vision for the future.

For example: in a car plant, the team leaders can motivate their teams by making sure that they know and achieve the standard of finish required, and aim for the company's goal to be the best manufacturer in the country. The employees benefit from being associated with a top-quality product and a successful company, and from the better job prospects and security that usually come as a result.

Valuing people – by making team members feel valued, the team leader can help to motivate each individual.

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- a good reputation for effective delivery of goods and services and excellent customer service
- reduced waste and increased productivity and profitability
- the ability to seek out new trends, ideas and business challenges
- effective and imaginative solutions to problems
- energy and enthusiasm
- a balanced and positive attitude to change
- clear focus on objectives

Knowledge Activity 1: Think about managers and leaders that you have met and seen in action. This can be at work, in a previous job, in a business that you know, or from a relevant TV programme or movie you have seen. Make a few notes about their leadership style and how you would feel (or do feel) working for them. Points to consider could include:



Your motivation

Your confidence

Your willingness to engage and contribute ideas and suggestions

Respect for the manager and confidence in their ability to lead

