Effective Team and Performance Management

MOD 003554  Sem 2 – 2014

Week 7 – Leadership & Management

Dr Caroline Rook
Last week
At the end of the session you should be able to:

1. **Identify** the key features of leadership and its relationship to teamwork
2. **Evaluate** leadership styles using practical case study examples
3. **Differentiate** between leadership & management
What are features of leadership?

Leadership is a process of influence towards goal attainment that occurs in a social context. (Northouse, 2004)

Differing philosophical perspectives (Grint 2001; 2005)
– Leadership as a person
– Leadership as results
– Leadership as a position
– Leadership as a process
– Leadership and morality
Do we need leadership?

Factors that reduce leadership importance include:
- Follower characteristics
- Job characteristics
- Organisational characteristics
Leaders (?)
The main theoretical perspectives

- **Traits/qualities** – WHO leads?
- **Styles/behaviours** – what do they DO?
- **Situational/contingency** – what is the role of CONTEXT?
- **Leader-follower** – what is the role of FOLLOWERS?
- **Transformational/charismatic/authentic** – why do people FOLLOW?
- **Distributed/shared** – what is the PROCESS of leadership?
Management versus Leadership

‘Most U.S. Corporations today are over-managed and under-led’

‘No one yet has figured out how to manage people effectively into battle; they must be led’.

(Kotter, 1990)
Management versus Leadership

‘Management ensures plan accomplishment by controlling - problem solving – and monitoring results’.

‘But for Leadership, achieving a vision requires motivating and inspiring - keeping people moving in the right direction despite major obstacles to change.’

(Kotter, 1990)
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2. **Evaluate** leadership styles using practical case study examples

3. **Differentiate** between leadership & management
Read the following for next week and answer the following questions…


1. What is the importance of leadership in terms of team work?
2. Why are different styles of leadership needed for different teams?
3. Identify whether teams can really substitute leaders
Team Leadership

Gil, Fransisco et al 2005 ‘Change oriented leadership, satisfaction and performance in work groups: Effects of team climate and group potency’, *Journal of Managerial Psychology*, vol.20, No. 3- 4: 312-328.


Leadership Landscape


