

## FACT SHEET 1 – UNDERSTANDING LEADERSHIP

*“Effective leaders take a personal interest in the long term development of their organisation and use tact and other social skills to encourage people to achieve their best. Leadership is about tapping into individual and group motivations in the interest of furthering an organisational goal.”* (W. Prentice, Harvard Business Review)

There is no one leadership approach and you don't have to have the title of 'leader' or manager to take a leadership role within your organisation. Anyone can lead and be a leader.

Being an effective leader means;

- having a vision for yourself and your organisation
- inspiring and motivating others to a common goal
- paying attention to other people's views and respecting differences
- stimulating questions and seeking solutions not constrained by old assumptions and approaches
- building support and networks to develop the ability and 'power base' to influence others
- managing your own duties and responsibilities well
- embracing change
- being emotionally aware of your own behaviours and perception of others to situations

Two of the most common leadership models, Functional and Situational Leadership require leaders to balance two important issues;

1. The task that needs to be done, and
2. The maintenance of the group implementing the task.

### Functional leadership model

In the Functional Leadership model, leadership does not rest with one person but rests on a set of behaviours by the group that gets things done. Any member of the group can perform these behaviours, so any member can participate in leadership. The Functional model places greater emphasis on **how** an organisation or task is being led rather than **who** has been formally assigned a leadership role. To be effective the group must clearly establish and understand the task, delegate responsibilities, identify resources and establish accountabilities and evaluate progress. The maintenance of the group requires all participants to work together in a co-ordinated approach and in the same direction with opportunities and recognition of all participant efforts. Functional Leadership is effective if the leadership functions (task and maintenance) are applied by any member of the group.

A sport example of this model would be a group or committee that has been established to determine the club's social activities for the season. The group would discuss the range of activities, identify tasks, determine individual roles and responsibilities and meet to keep abreast of progress and issues that may have arisen. Each person would contribute to the development and implementation of the agreed activities and share the work load without having to be guided by anyone 'designated leader'. Each person in the group takes a lead in their respective task/responsibility and is accountable to the group.

## Situational Leadership Model

The Situational Leadership model considers both task and relationship behaviour. Task behaviour is the extent to which the leader outlines the duties and responsibilities of the group by giving direction and setting goals including the what, how, when, where and who of the task. Relationship behaviour is about the way the leader engages with the group in two-way communications, including listening, facilitating, providing support and encouragement, mentoring and coaching to ensure the task is achieved.

For example Sue, a member of a state sporting association Board, has been asked by the Board to chair the Umpires Development Committee. Sue meets with the Umpires Committee and outlines the Board's desire to increase the number of accredited umpires in the sport and to help fast track potential state and national umpires to improve their representation in the national arena. Sue seeks comment and input from the committee as to how this may be achieved and facilitates the group to consider a number of options and asks them to consider the pros and cons of each option. Sue encourages the group to consult widely within the sport to gather more information to bring to the discussion. If the committee comes up with hurdles that prevent the Board's request being met, she questions how these might be overcome and what the implications are. Sue's style is to question, listen, facilitate and keep the group on task to achieve a successful result.

*"Leadership is the art of getting someone else to do something you want done because they want to do it"*

(Dwight Eisenhower)

*"Management is about doing things right, leadership is doing the right things."* (P Drucker)