

# LEADERSHIP DEVELOPMENT

Within Sporting Organisations



**Sport Tasman**

# What is Leadership?

- Leadership is the process whereby an individual takes other group members towards the attainment of defined group or organisational goals.



# Frances Hesselbein

- The successful leader builds dispersed and diverse leadership – distributing leadership to the outmost edges of the circle to unleash the power of shared responsibility.



# Visionary Leaders

Chairman, Principal, Senior Executive

- Mission statement
- Vision and values,
- Organisation structure,
- Response to the environment,
- Please the stakeholders,
- Organisational survival



# Integration Leaders

General or Site Manager, Department head,

- Link into the vision and mission,
- Develop organisations infrastructure,
- Reconcile conflicting interests,
- Develop a strong culture and style,
- Ensure effective operations,
- Recruit and retain talent,
- Innovate and use existing methods,



# Fulfillment Leaders

Project Manager, Team leader, Supervisor

- Please the clients,
- Deliver results on time,
- Make continuous improvements,
- Unlock individual potential,
- Increase productivity,
- Uphold the standards,



# Leadership system:

- By optimising the Leadership System, we enhance each individuals vital force and therefore the collective vital force of the organisation



# Leadership as a System

- Inputs:

- people
- Timing
- Resources

- Process:

System/context that people and resources interact over time

Outcomes:

Levels of motivation and performance we expect to achieve after optimising full potential of the leadership system.





# Leadership is:

- Knowing how to chart a course
- Providing direction for others
- Developing a vision – a collective vision
- Developing the social and psychological environment
- Developing the team culture
- Translating vision into reality
- Emphasising personal relationships



# What Leaders do...

Leaders exhibit certain behaviours that make them leaders...

- Work with groups to set goals
- Provide direction for the group to take
- Take the team from the present to future
- Communicate the direction



# Leaders also:

## Provide Vision

- Source and interpret information
- Use intelligence
- Have knowledge to make vision happen

## Provide Insight

- Change angles – think outside the square
- Allow thinking time to make educated decisions
- Totally prepare
- Allow input from group and others



# EFFECTIVE LEADERS ARE USUALLY:

- Assertive
- Self-confident
- Persuasive
- Flexible
- Motivated by self
- Success motivated
- Internally controlled
- Highly self aware
- Optimistic
- Empathetic
- Aware of needs
- Developers of trust
- Self-controlled
- Self-developed
- Appreciative of others
- Responsive to time
- Flexible and down-to-earth



# STYLES OF LEADERSHIP

There are three **common** styles of leadership

- **AUTOCRATIC** - Command style – do as I say
- **DEMOCRATIC** - Giving those being led some ownership – do as we say
- **SITUATIONAL** - Situation dictates the leadership style



# SITUATIONS CAN AFFECT YOUR LEADERSHIP STYLE

- Tradition – what is expected?
- The time you have available.
- Group numbers.
- Having an assistant in the situation.

There is no perfect leadership style. It is dynamic and ever-changing. Your style is determined by what, who and where you are teaching, coaching or leading.



# Instructors verses Leaders

## INSTRUCTOR

## LEADER

<p>1. An instructor's job is to teach a skill, a technique, an activity, a game or a subject</p>	<p>1. A Leader's job is to influence the growth and development of the group</p>
<p>2. His or her main aim is to improve the skill of the individual.</p>	<p>2. A Leader's main aim is to improve character and life.</p>
<p>3. An instructor is primarily activity-centered.</p>	<p>3. A leader is person-centred as well as activity-orientated.</p>
<p>4. Instructors are mainly concerned with how well a person can perform now, in the activity or game.</p>	<p>4. A leader is more concerned by how well people will preform in the future, what goals they will reach for.</p>



# Instructors verses Leaders

<p><b>5.</b> Instructors watch what is happening to the ball and its effect on the scoreboard.</p>	<p><b>5.</b> A Leader is concerned with what is happening to the followers.</p>
<p><b>6.</b> Instructors want results now.</p>	<p><b>6.</b> A Leader aims for results in the future.</p>
<p><b>7.</b> An instructor stresses and uses position, rank and authority to get compliance.</p>	<p><b>7.</b> A Leader uses influence to create the desire to follow the advice being given.</p>
<p><b>8.</b> An instructor considers the game, the activity, the program an end in itself.</p>	<p><b>8.</b> A Leader uses activities as tools to teach attitudes and ideals.</p>
<p><b>9.</b> An instructor is content to work with those who come to the activity.</p>	<p><b>9.</b> A Leader is concerned about those who don't come,</p>





# Examples of sport leadership roles:

- **Administrator**
- **Referee/Umpire**
  - **Coach**
  - **Captain**

Each of these sport leadership roles requires specific qualities and characteristics.



# What People Wish For:

- To be treated fairly and equitably
- To belong and be accepted
- To be respected and have influence
- To be liked and appreciated
- To enjoy work, happy when involved
- To have harmonious relationships
- To be effective and successful
- To satisfy their own personal interests



# When wishes are not considered

You will hear them saying !

- Management has double standards
- Management doesn't trust us to do the job
- Management treats people like dirt
- Mistrust between employees
- Blaming people before finding a solution
- Because we have always done it this way
- Politics make the simplest decisions hard
- Staff treated like mushrooms



# Good Leaders Give People Meaning by:

- Honesty and Openness
- Respect
- Inclusion
- Justice
- Equality
- Pride in the enterprise
- Fun and Excitement



# Different strokes for different Folks

Strokes are the currency Leaders use to exercise influence

- Positive
- Encouraging
- Recognising
- Solution orientated
- Having Fun
- Negative
- Blaming
- Criticising
- Sarcasm
- Arguing

Encouragement for good performance, brings out the best in people.

Grows submission and compliance, brings out the worst in people.



# Sunshine Management or Commitment Leadership

The unapproachable Monster upstairs  
Verses

The “I could really work for him/ her.

Committed people deliver better quality, better products  
and services, better productivity and a better future than  
conscripts ever could.



# The levels of Power:

Influence means exercising power, leaders can leverage different kinds of power:

- Reward Power:
- Coercive Power:
- Legitimate Power:
- Referent Power:
- Expert Power



# Dominance verses Commitment

- Putting people down
- Centralising control
- Manipulating rewards and punishment
- Increasing the dependence on the leader
- Manipulate opinion
- Withholding information
- Delegating authority
- Sharing information
- Encouraging participation
- Build skills and confidence in followers
- Builds commitment to the organisation
- Gives a positive example
- Building people up





# Star Teams

Ordinary people doing extraordinary things

- Effective means for pooling talents and skills
- Increases cooperation and communication
- Solve problems more effectively and quickly
- Coordinate and integrate efforts of departments
- Increases commitment to combined decisions
- Enhances the individuals sense of identity and belonging.



# What leaders do to make STAR teams

- Support
- Structure
- Purpose
- Climate
- Process
- Connections



# Aspirations for the Future

- Everything is up for grabs. All the things we used to take for granted about our organisations – the markets we were in, who our customers were, our competitors – need to be questioned
- Sir Iain Vallance, British Telecom



# Summary

- Leaders can be born or made.
- There are different leadership styles.
- Distributed leadership options.
- Leadership systems.
- What people wish for.
- Different strokes.
- Leadership Power.
- The future.



# SUPPORT FROM SPORT TASMAN

- Sport Tasman has offices in Nelson, Blenheim, Richmond, Motueka and Westport.

You should never hesitate to ask for assistance with how to best implement this resource for your sport in your region.

***We are here to help you.***

