

Assignment brief

Learning Outcomes and Assessment Criteria 2018-19

Sample number: 3

Unit Title: Team Building – AF5/3/AA/02G

Overview of assessment task

You are required to produce a briefing paper titled *Team Leadership Skills*. The paper would offer evidence based advice on how to get a quality performance through effective team leadership.

Your briefing paper should:

1. Demonstrate an understanding of how a team functions effectively making specific reference to team roles and team dynamics and citing specific work based examples on how the two factors can influence team effectiveness.
2. Compare and contrast a variety of team leadership characteristics. It must also offer an analysis of the way these leadership characteristics might have a positive or negative effect on a team.
3. Make a judgement on a variety of team leadership styles assessing pros and cons of each style or leadership approach.

Your paper should be written using a formal style of writing and points should be supported with evidence from credible sources. 1200 words (+/- 10%)

Learning outcomes and assessment criteria

Learning Outcomes	Assessment Criteria
1. Understand the role and characteristics of a success team leader	1.1. Compare and contrast a variety of leadership characteristics 1.2. Analyse their effects in an organisational context
2. Understand leadership skills and own preferred style	2.1. Evaluate a variety of leadership styles
3. Understand team roles and the importance of mixed personalities	3.1. Compare and contrast team and individual roles 3.2. Analyse team dynamics 3.3. Comment on how this can influence team interactions

Grading Descriptors and Components 2018-19

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GD 2: Application of knowledge

Merit	Distinction
The student, student's work or performance: a. makes use of relevant <ul style="list-style-type: none">• ideas and c. very good levels of <ul style="list-style-type: none">• insight	The student, student's work or performance: a. makes use of relevant <ul style="list-style-type: none">• ideas and c. excellent levels of <ul style="list-style-type: none">• insight

GD 7: Quality

Merit	Distinction
The student, student's work or performance: c. taken as a whole, demonstrates a very good response to the demands of the brief/assignment	The student, student's work or performance: c. taken as a whole, demonstrates an excellent response to the demands of the brief/assignment

Team Leadership Skills

In this briefing paper I.A.B Textiles will be looking at how to get a quality performance through effective team leadership. Through comparing and contrasting a variety of leadership characteristics and skills. That will help us understand the importance of team dynamics and the roles within the company.

1.1,1.2

The role and characteristic of a successful team leader is a transferrable skill, which every good leader should possess in order to influence and motivate their team towards the same goals. Therefore, having good communication skills is a way to be able to converse with them and express your visions. This is by listening to their ideas, asking questions and answering any queries they may have in order to build trust within your team, this will help keep the workforce motivated and committed (eba, 2016)

A similar characteristic is confidence, as being confident in situations can help team member's morale and keep productivity up. The team want a leader who has the knowledge to solve problems and come up with solutions. However, have the confidence to admit when they lack the knowledge, so they can find the correct solutions together as a team. The influential characteristics of a good team leader start with you showing commitment to the brand. Therefore, leading by example shows a good work ethic. Respecting your team members and sticking by your commitments will encourage the team to fulfil their obligations to their full potential. A similar characteristic is honesty, as being honest, open and truthful with your team members helps the team know where they stand. Furthermore, a leader must always be keeping up certain standards, by being able to uphold these values of being open and honest with our team members. (self, 2015)

A team leader who lacks vision will eventually fail, as they cannot inspire their team to perform or create a clear or achievable goal. Therefore, negative characteristics of a team leader is poor communication skills. This happens when leaders are constantly flummoxed by the members of the team, communication breaks down and becomes a problem. The leader must be confident and understand the meaning of "service above self" or they will not be able to gain the trust, confidence and the loyalty of the team members. A team leader is only as good as the team and must have the discipline to focus on the end result. Furthermore, if the commitment is lost from lack of performance and focus from the team leader then the growth of the business cannot lead a growing enterprise, which will end up with them failing themselves and the team. This happens when a team leader is not honest with the team members and doesn't listen or admit to their faults. Therefore causing it to become an ineffective team who don't function well together well. (forbes, 2012)

2.1

A leadership style is the way that a function of a leadership is carried out and the way a leader behaves when making decisions. There is a variety of leadership styles such as; Authoritarian, Democratic and Laissez- faire.

An Autocratic leader (Authoritarian) is one person who holds onto as much power and decision making as possible and all the focus is with the manager. Therefore,

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communication is one way with a formal system of control and command, which means quick decisions can be made with very little delegation and minimal consultation. This approach is most likely used on new employees when the leader does not trust the new team member and their ideas are not of value. Furthermore, pushing the new member to prove their worth and dedication to the company. This is gradually shifting to create a better workforce and putting on pressure for greater employee involvement.

A Democratic leader is more focused on the team as a whole and the employees have a greater involvement in making the decisions. Therefore, delegating and consultations are a vital part of making decisions within the team in order to complete the aims and objectives. Furthermore, is a most effective way used to better motivate the team and keep up their morale. This leadership style is very popular way to involve the team, but takes longer to make decisions and team members don't always get involved.

A Laissez-faire leader means to be "left alone".

This means that leader has little input with the day to day decisions made within the company. Therefore, managers and employees have the freedom to do what they think is best for the company. However, this approach is often criticised as it can result in not having managers. This is only effective when the team are willing to take on the responsibilities. (tutor2u, 2015)

3.1,3.2,3.3

A team functions through a variety of different ways, from team roles to team dynamics. According to Meredith Belbin's theory team roles or functions are often used to investigate how individuals behave or what functions they perform in a team. He believed everyone had a tendency to behave in a particular way when working with other people and that it doesn't mean that they will always behave like that. Belbin found over a period of time of observing real teams that he could predict whether a team would fail or succeed just by knowing the mix of roles within the team. Therefore, if team members share and discussed their team roles then it improves how people work. (mackechnie)

Belbin identified nine different clusters of behaviour displayed in the work place. These are a few examples; A Resource Investigator, who uses their inquisitive nature to find ideas to bring back to the team.. Their weaknesses are that they can be over optimistic and lost interest easily. Team Worker, who helps the team to gel using their versatility to identify the work required and complete on behalf of the team. Their weaknesses can be indecisive in situations and tend to avoid confrontation. A Co-ordinator focuses on the team objectives, draws out team members and delegates work appropriately. Their weaknesses are that they can be manipulative and my offload their share of the work. A plant tends to be highly creative and good at problem solving in unconventional ways. Their weaknesses are they might ignore incidents, and may be to preoccupied to communicate effectively. (Belbin)

According to Bruce Tuckman theory as the team develops maturity and ability, relationships establish and the leader changes their leadership style. At this point the team may produce a successor leader and the previous leader can move on to develop a new team. Tuckerman developed a four stage model to understand the progression of a leader. The four stages are: Stage 1 Forming, a high dependence

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on a leader for guidance and direction, with little agreement on the teams aims other than received from the leader. The individual roles and responsibilities are very unclear. The leader must be prepared to answer lots of questions about the teams purpose, objectives and external relationships. Stage 2 Storming, the decisions don't come easy within the group and team members have to attempt to establish themselves in relation to other team members and the leader, who may receive challenges from team members. Plenty of uncertainties persist and their may be a power struggles. The team may have to compromise to progress. Stage 3 Norming, is an agreement that largely forms among the new team, and they then respond well to the leader. Roles and responsibilities are clear and accepted. Smaller decisions may be delegated to individuals or small teams. The team may engage in fun social activities and have a general respect for the leader. Stage 4 Performing, the team is more strategically aware and the team knows clearly why they are doing what it is doing. They have a shared vision and is able to stand on it's own two feet with no interference or participation from the leader. They focus on over achieving goals, and the team makes the majority of the decision against a criteria agreed with by the leader. Disagreements do occur but are resolved within the team positively, and the necessary changes to process and structure are made by the team. This enables the team to work towards achieving the goal. The team dynamics is the behavioural relationship between members of a group that are assigned to tasks within the company. Dynamics are affected by the roles and responsibilities and have a direct result on productivity. This can effect team interations as they can strongly influence how a team reacts, behaves or performs. A strong friendship can influence the rest of the team " natural force" and this can manifest in various ways, either positively or negatively. (technology)

Bibliography

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