

PE2 UNIT GUIDE

Content Title: Leadership

Key points

- Characteristics of effective leadership
- Different leadership styles
- Factors that control the ability of a person to lead. Situation characteristics, member characteristics, leadership style

**DEFINITION - ‘The process of influencing individuals and groups towards set goals.’
Baron (1977)**

What makes an effective leader?

Research has found that effective leaders are likely to possess the following qualities:

- They act like leaders – they are not one of the ‘boys’ or ‘girls’.
- They are not only problem solvers they are problem finders – they look to identify problems in the early stages of development, and then take corrective action.
- They develop trust in others by being reliable and being tirelessly persistent.
- They have self-control.
- They constantly strive to develop and improve their own skills.
- They esteem others, helping others to develop self-worth.
- They are effective communicators and time managers.
- They are flexible but organised.

Different leadership styles:

- **Democratic** – share decisions, person-oriented – show interest in individuals.
- **Autocratic/Authoritarian** – dictatorial in style, make most of the decisions.
- **Laissez Faire** – make few decisions; give little feedback, athletes do as they wish.

Factors affecting leadership styles

AUTOCRATIC STYLE	DEMOCRATIC STYLE
Win-centred	Athlete-centred
Command style approach, i.e. tends to make all of the decisions. Takes no account of group preferences.	Co-operative style, i.e. shares decisions with the group and is often ready to delegate responsibility
Task-oriented	People-oriented – develops inter-personal relationships within the team
<p>PREFERABLE STYLE WHEN:</p> <p>Working with a large group.</p> <p>Working with young people/beginners.</p> <p>The activity is potentially dangerous.</p> <p>Time is short.</p>	<p>PREFERABLE STYLE WHEN:</p> <p>Working with more experienced groups of athletes.</p> <p>Working with smaller groups/ teams.</p> <p>When there are no time constraints.</p>

Leadership models:

- **Chelladurai's Multidimensional Model** – 5 types of leadership behaviour, which can be measured using the Leadership Scale for Sport. A good leader will demonstrate all 5 types of behaviour. He states that there are **THREE** factors that control a person's ability to lead:
 - I. **Situational** characteristics (size of group, experience of group, type of task etc.)
 - II. **Leader** characteristics (autocratic/democratic/laissez-faire)
 - III. **Member** characteristics (athlete's preferred leadership style and their expectations).

Summarised Chelladurai believes that the more the actual leader's behaviour matches the expectations and preferences of the **members** of the group, and the specific demands of the **situation**, the greater the group's satisfaction, enjoyment and performance is.

- **Fiedler's Contingency Model** – looks at the way the leader interacts with the situation. He saw that the effectiveness of the leader depended on the favourableness of the situation i.e. the relationship between leader and group, the task and the leader's power/authority. According to Fiedler:
 - **AUTOCRATIC TASK-ORIENTED LEADERS** are more effective in both the most and least favourable conditions.
 - **DEMOCRATIC PERSON-CENTRED LEADERS** are more effective in moderately favourable conditions.

Practical Application/Explanation



COMPONENTS FOR LEADERSHIP (Adapted from Chelladurai, 1984)

It is half-time and your hockey team is losing – explain how knowledge of Chelladurai’s model could help a coach in this situation.

There would be limited time available so an unfavourable situation – even if they were usually a democratic leader, the situation would better suit an autocratic approach.

Top Tips:

When questions arise regarding characteristics of a leader or leadership styles, then use your own personal knowledge based on the different coaches, teachers, captains you have experienced in your sporting career. When drawing on such knowledge, it is also important to use specific examples of when coaches/teachers have demonstrated such characteristics e.g. the coach demonstrated excellent communication with the clear explanation of both our attacking and defensive game plan. It was clear from the instructions that every player knew their role in the plans.

Link their behaviour to the different styles/models.



Exam Style Questions

1. (i) Explain why successful coaches might adapt their leadership style to accommodate the components shown in the diagram. [3]
2. Successful coaches need to have an understanding of personality, cohesion and leadership.
 - (a) What is meant by the term cohesion and how may a coach help a team to become more cohesive: [4]
 - (b) From your own sporting experiences describe the qualities necessary to be an effective leader. [3]

Answers 