

Adventurer's MK

TEAM LEADER

I'm A Young Leader

Taking the Lead

Objectives

- Understand the different leadership styles
- Understand when to use each one
- Understand which style you prefer

There are several key leadership styles, we'll look at each one in turn, we'll also talk about when it's best to use each one. Also which style you prefer, you could prefer more than one, some people are comfortable in using more styles than others. Think about it like rooms in a house.

What is a leader?

Manager?

Boss?

Mentor?

What is leadership used for?

Inspiring?

Establishing Direction?

Motivating People?

Creating the Right Environment?

Styles of leadership

We all know that there are different leadership styles. Teachers, Leaders in Scouting and perhaps others like sports coaches will have used different techniques to try and motivate you.

There are about five different leadership styles:

- Informal / Supportive
- Formal / Directive
- Democratic / Team Based
- Passive
- Organiser

Informal/Supportive

Using this style, the young people you are leading may not be aware that that is indeed what you are doing. Being there to help and support is a form of leadership.

Formal/Directive

This is a style that you would most associate with leading – the regimental sergeant-major, giving firm and clear instructions.

Democratic/Team Based

This style involves leading a discussion and including everyone in the final decision.

Passive

This is the most subtle form of leadership. It involves knowing when to let go and let your youngsters take the lead. It is used when there is no risk to their safety involved and gives them the opportunity to make their own decisions.

Organiser

This is a planning style as much as a leadership style. You take responsibility for getting things organised in such a way that the outcome that you desire is achieved.

Informal/Supportive

Using this style, the young people you are leading may not be aware that that is indeed what you are doing. Being there to help and support is a form of leadership.

Examples of when good to use:

1. Team are planning an expedition, Leader might sit near them, offer occasional suggestions or answer questions when asked, but won't direct the discussions or outcomes.
2. Team doing a craft activity, Leader will be there to help with the activity when asked, will encourage the team to independently work, but won't interfere in design etc.

Tends to work better with older teams that need less formal direction, or when younger teams are doing a non-dangerous craft type activity.

Doesn't work well when promoting new activities or in potentially dangerous situations. The teams involved need a good degree of confidence in what they are doing for leaders to lead in this manner.

Formal/Directive

This is a style that you would most associate with leading – the regimental sergeant-major, giving firm and clear instructions.

Works well with the younger ages or new teams where they have to be explicitly told what to do. Essential when learning new skills, e.g. first time an Adventurer goes caving – you want a directive leader there.

Doesn't work well when leaders use this style to "take over" from capable teams, e.g. the teams are trying to plan a camp and the leader continually interrupts telling them where to camp, what to have on the menu, the activities they should be doing etc. In this instance would have been better for the leader to just plan it, rather than asking the teams to plan it and then taking over – the latter is demotivational.

Democratic/Team Based

This style involves leading a discussion and including everyone in the final decision. Includes forums, log chews etc.

Works well when you are trying to create a good environment for teams, or when you are trying to reach agreement on a particular topic, e.g. teams agreeing the rules for a particular games, teams agreeing which country to go to for their international experience, teams discussing the programs they want included in future badges.

Doesn't work well where quick decisions are required

Passive

This is the most subtle form of leadership. It involves knowing when to let go and let your team take the lead. It is used when there is no risk to their safety involved and gives them the opportunity to make their own decisions.

More similar to informal style. For example, ensuring the teams have the skills to take part in an expedition might involve the directive leadership style; an informal style might be used on the practice expedition. Then when they go to do the expedition on their own, the passive style would be in play, with the leader perhaps just meeting up with them when they set off, around lunch time and in the evening.

Doesn't suit younger teams or where teams are not competent in the activity being asked of them

Organiser

This is a planning style as much as a leadership style. You take responsibility for getting things organised in such a way that the outcome that you desire is achieved.

Works well when activities have to be planned might be an upfront style, then you might take on another style during the actual activity.

Often the "behind the scenes" style. Could be planning a meeting, camp, expedition, trip, visit etc. Speaking to the relevant people, raising money, writing letters, getting parental permission, co-ordinating different people, e.g. the mountain bike hire company and the mountain leader to supervise the expedition.

Who Are You?

- Which leadership style(s) suit you most?
- Which do you find most difficult?
- How can you practice the more difficult styles for you?

Group summary of key points

1. there are different leadership styles and different circumstances appropriate for each one
2. People feel comfortable with different styles, but good leaders learn to use all styles and know when to use each one
3. For example, while an informal/supportive role might be useful at a weekly training session, the same approach shouldn't be used when a casualty is waiting for someone to go and fetch help!

Good Leaders:

- Generate ideas.
- Plan.
- Encourage.
- Help people learn.
- ask "Did it work?", "Why?", "Would we change anything?"
- Let people know when they have done a good job.
- Ask for help.
- Are team players.
- Learn by experience
- Work inside the rules.
- Give positive feedback.
- Know their teammates.
- Know their team's strengths and weaknesses.
- Take Time.

Bad Leaders:

- Impose.
- Try to do everything themselves
- Don't listen to others.
- Stick to programmes no matter what.
- Use rules as an excuse not to do things.
- Do not learn by experience and from mistakes.

Discipline

The best kind of discipline arises from the respect and understanding from the troop towards their leader and the leader towards the troop. It is a voluntary act, not something that has been imposed.

Good Discipline is brought by:

- Leading by example that other want to follow.
- Leaders ability to guide the troop.
- Having the ability to accept an individual, not holding grudges against past behaviours,
- Allowing the individual to recognise their own behavioural mistakes

Bringing about Good Discipline:

- By means of a leaders personality, enthusiasm skill and tact.
- Being certain of all fact and extenuating circumstances before taking any action.
- By helping the individual understand how their behaviour brought about an uncomfortable situation.

Good Discipline within the Troop:

Good discipline is an essential feature in the successful operation of the troop. Without it the group goes to pieces. People get bored, work stands still and the leaders become frustrated.

Good discipline does not mean the shouting of orders or the use of threats of punishment – Discipline is knowing what is wanted by the troop as a whole. Young people respect those that explain the reason for the discipline with a smile rather than a snarl.