



Keywords

Word	Definition
Leader	Someone who has influence in helping others to achieve their goals.
Prescribed leader	Appointed from outside the group.
Emergent leader	Appointed from within the group.
Autocratic approach	Leader makes the decisions.
Democratic approach	Decisions are made by group consultation.
Person-orientated leadership	Concerned with interpersonal relationships.
Task leadership	Concerned with getting results.
Required behaviour	What the situation demands.
Actual behaviour	What the leader decides to do in relation to leadership style.
Preferred behaviour	What the group wants.

Key skills

- Examine the role of a sports leader and the factors that influence leadership style using the leadership models of Fielder and Chelladuria.

Leader qualities and styles of leadership

It is essential for the leader to possess certain qualities;

Charisma
Communication
Interpersonal skills
Empathy
Experience
Inspirational
Confidence
Organisational skills



The leadership style is the manner in which the leader chooses to lead the group. The choice of style is crucial to good leadership and if the correct style is used, then the group is more likely to be successful.

Lewin identified three styles of leadership:

1. The autocratic and task-orientated style
2. The democratic and person-orientated style
3. The 'laissez-faire' style

The above styles have their place in helping a group to achieve their goals. It is up to the leader to choose the right style at the right time. There are factors that the leader must take into account in order to choose the right style such as consideration of:

- The situation
- The group
- The leader themselves



An autocratic approach might be needed to eliminate danger in a sport like snowboarding.



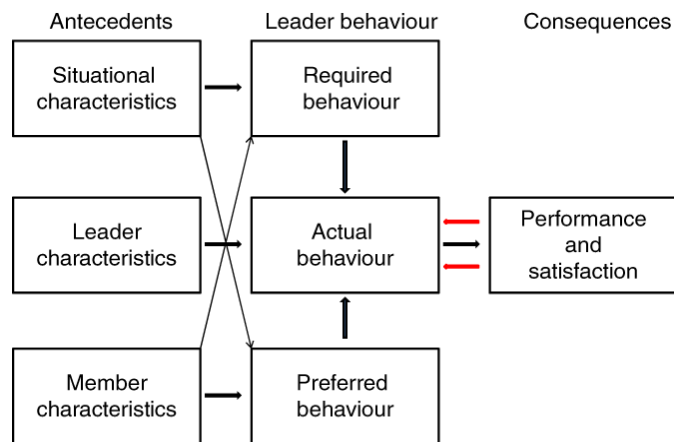
Leadership models

Fiedler's contingency model of leadership

Fiedler took into account one of the factors that influence leadership style; the situation.

TASK ORIENTATED	PERSON ORIENTATED	TASK ORIENTATED
<u>Most Favourable</u>	<u>Moderately Favourable</u>	<u>Least Favourable</u>
Strong leader	Some harmony	Weak leader
Group harmony	Moderate motivation	Group hostility
Respected leader	Need for consultation	Unclear task
High-ability	Some clarity	Little respect for leader
High motivation	Limited support	Low ability
Clear task		Low motivation
Support		Some support

Chelladuria's multi-dimensional model of leadership looked at other factors that influence the choice of leadership style, not just the situation.



Leadership models continued

The more the leader's actual behaviour matches the expectations of the group and the demands of the situation, the greater the group performance and satisfaction.

An example of the Chelladurai model, imagine an activity leader taking a group of Year 6 students climbing. The situation demands an instructive and autocratic approach because of potential danger. The group would want to be instructed since they have little knowledge of the activity. If the leader then uses the style that matches the requirements of the situation and the needs of the group, then the quality and satisfaction from the performance will be high.

Pathway

Previous knowledge: Personality, attitude, achievement motivation, confidence and self-efficacy, attribution, social facilitation and inhibition, arousal, anxiety, stress management, aggression.

Future links: Group dynamics and cohesion, goal setting.

Careers: from curriculum narratives

Cross curricular links