

John Adair's Action Centred Leadership™ Model

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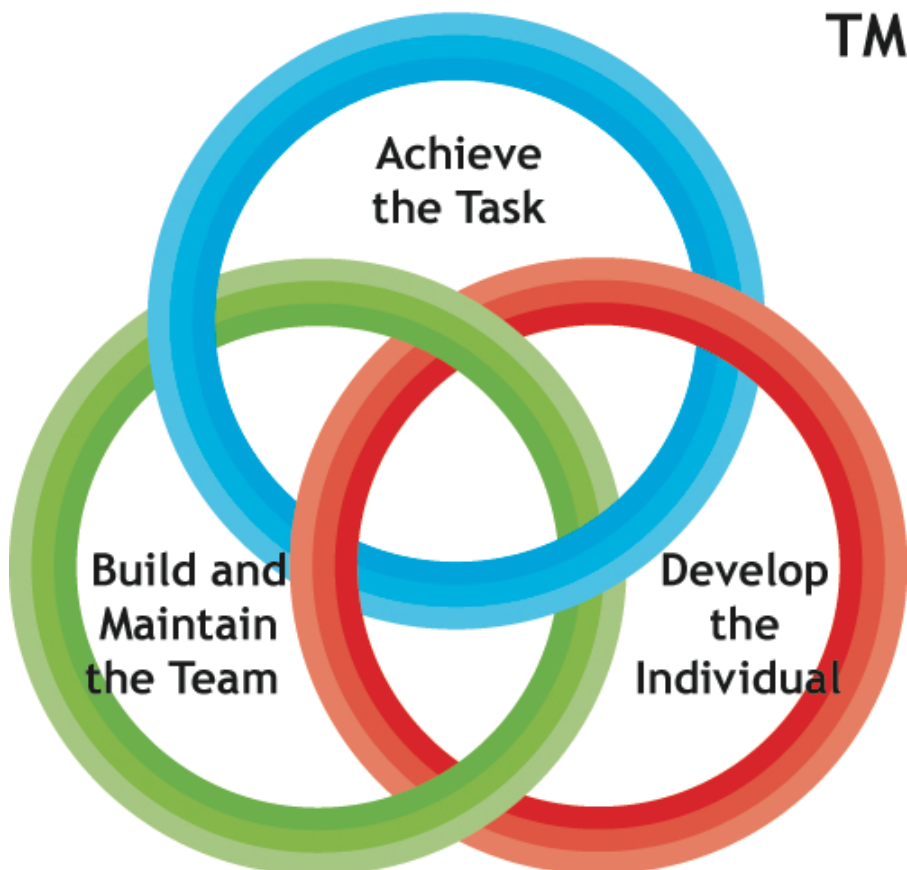
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The Three Circles

The Action Centred Leadership model identifies three generic areas of leadership responsibility:

- i) Achieving the Task
- ii) Building and Maintaining the Team
- iii) Developing the Individual

These are represented as three inter-locking circles, as follows:



This diagram implies that these three areas of leadership responsibility interact. For example: if the group fail to achieve the task, the team spirit will be low and individuals in the team may become dissatisfied or de-motivated. In another case, if an individual feels incapable of contributing to the task due to a lack of experience or knowledge, the team cohesion may suffer and the task will become more difficult to accomplish. Alternatively, if the group are not given the opportunity to bond as a team, the individuals will not get the opportunity to develop themselves within the team and again, the task will become more difficult to accomplish.

Please do use your own relevant examples to demonstrate interactions between the three areas of Leadership Responsibility.

Leadership Functions

In fulfilling the leadership responsibilities outlined above, a leader needs to carry out specific functions. Six of these functions are presented below:

Defining the Task:	Knowing and understanding the aims, objectives and purpose of the task.
Planning:	The process of leading the team in the creation and development of a plan of action.
Briefing:	Communicating the objectives and plans. Being clear and concise.
Controlling:	Working within constraints and to required standards; correcting mistakes and resolving problems.
Supporting:	Recognising and alleviating stress; encouraging people so that they can continue with the task.
Evaluating:	Taking time to reflect upon the outcomes and learning from both failure and success.

As a leader you may wish to consider the following questions when carrying out these functions:

Defining the Task:	<i>What is the overall aim/s? What are/will be your specific objectives and milestones? What does this task actually entail?</i>
Planning:	<i>How do we make a workable plan? What are the priorities? How will you know if you have been successful?</i>
Controlling:	<i>How will you monitor progress on the task? What systems are in place for recording progress? How will you ensure that the required performance standards are maintained?</i>

- Supporting:** *How far have we come/how far have we to go? How can you ensure that people who need to know, know what is happening? What systems are in place to facilitate re-planning?*
- Setting an Example:** *How can you best contribute to achieving the required outcomes? How will you ensure that you do not become too involved in the task?*
- Reviewing:** *Which outcomes have been delivered within the required timescale/constraints? How well did we achieve our aims and objectives? What can we learn from what we have done well?*

Please do use your own relevant examples to demonstrate the application of the different Leadership Functions within the different areas of Leadership Responsibility.

Leadership Exercise: Jigsaw

The following practical leadership exercise may be used to highlight the principles of ACL[®].

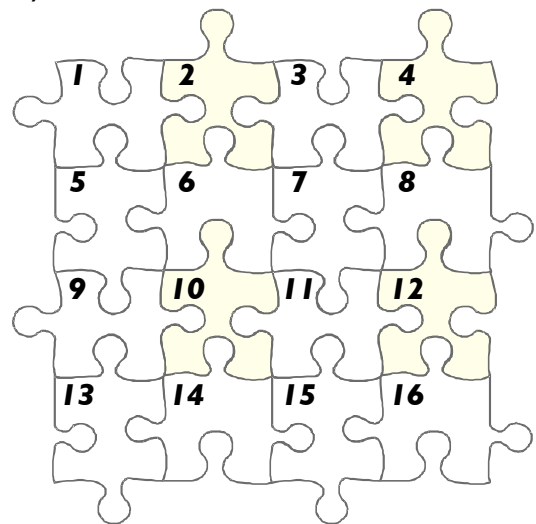
Task Summary

The objective of this task is for the team to reconstruct two different jigsaw puzzles which are mixed up in the same box/bag. The exercise may be conducted with a team of 4 or 5 people undertaking the task. At least one member of the group should be allocated the role of observing the team and leadership processes employed - this is an essential feature of ACL[®] training.

Equipment Required

Two different jigsaw puzzles of moderate difficulty, of a similar style and similar colouring, each containing about 100 pieces and preferably both made of the same wood. Each piece of one puzzle should be numbered in a sequence on the back, (see example): Leave the back of the other puzzle blank.

Put the pieces of both puzzles into one box or bag.



Running the Exercise

Select a team leader and the observers. Give the observers an Observation Sheet (see below) and brief them on their role, while the team leader reviews the Leader's Brief (see below) by themselves. Place the box / bag containing the jigsaw puzzles on the table in front of the team and start the exercise. Once the time has elapsed, stop the exercise and allow the team a few minutes to review the outcome. Now start your debrief.

Conducting the Debrief

Start with the team leader and go around the group asking the following question: *“What went well about the leadership in that activity?”*. Now, go around the group again, this time finishing with the leader and ask the following question: *“What could be most usefully*

improved about the leadership in that activity?". Now, get the observer/s to make their comments, ensure that they stick to specific observations (the leader delegated the time-keeping to John) and not general comments (the leader did not communicate). The group may now discuss the points raised. At the end of the debrief, sum up the groups discussion using their words where possible.

Leader's Brief: Jigsaw

Your task is to construct two different jigsaw puzzles which are mixed together in the box / bag. You may organise your team in any way you see fit, however, you only have 20 minutes to complete this task. Some of the pieces are numbered – this is significant, but it is up to you to find out in what way. Please do not mark the pieces; both puzzles are complete. If time runs short it is better to complete one puzzle rather than have two incomplete.

YOUR TIME STARTS WHEN THE COURSE LEADER INFORMS YOU TO OPEN THE BOX / BAG.

Observation Sheet: Jigsaw

	Task	Team	Individual
Define the Task			
Planning			
Briefing			
Controlling			
Supporting			
Evaluating			