Patrick Moran
July 2015

VALUED Team Leadership Model

VALUED Team Leadership model (not to be confused with Value or Values Based

Leadership) puts the emphasis on the team rather than on the follower. The model has elements

that are intrinsic to different leadership theories such as Bass' Transformational Leadership,

House's Path-Goal theory, Hersey and Blanchard's Situational Leadership, and some attributes

of Servant Leadership. In this model, the leader first takes his or her cue on the strategic needs of

the organization. The leader then focuses his or her efforts towards building a more efficient

team through core actions. The VALUED Team Leadership model is a balanced approach

between task-related and relation/change-oriented behaviors, which are both infused within the

six core actions of the model, as they are equally indispensable in a team environment.

***Leadership is the art of motivating and positively influencing a team, towards the
achievement of a common goal, while experiencing little to no resistance.***

Just like the cogs of an intricate piece of machinery, there is one cog that has the driving

force behind it, which will affect all other cogs. The efficient means by which the team operates

will positively affect the individual follower and the organization. Once the team shows signs of

efficacy in its everyday undertakings, the needs of the follower and the organization will

essentially have been met. A VALUED Team is one that offers appeal to the individual follower

and the organization. The individual follower will feel a sense of purpose and importance, be

more motivated, experience an increase in job satisfaction, display increased performance, and

demonstrate signs of altruistic behavior. The individual follower will be more committed and

loyal towards the other team members and the team as a whole, including the leader. The

organization will be rewarded with a valuable asset in the form of a supportive and dedicated

team, as well as an efficient and nimble work unit dedicated to the achievement of organizational

goals.

Figure 1: VALUED Team Leadership Model

Follower
Job Satisfaction
Motivation
Increased Performance
Sense of Purpose
Trust

Valued Team
Visualize
Assess
Listen
Unify
Empower
Direct or Delegate

Organization
Support from Team
Increase in Loyalty
Achieviement of Goals

Visualize

Envision, craft, and clarify a team vision based on the strategic needs of the organization.
Effectively communicate the vision with the team (objectives, goals). The leader should convey
transparency, project a sense of accessibility, vow support for the team, and express a desire to

remove any obstacles that stand in the way of success. The aim is to express a shared goal, inspire, and secure buy-in from the team.

Assess

Assess the team's performance. Assess the needs of the team required to accomplish the objectives and goals as prescribed by the team vision. Assess team members individually in order to determine their skill level and professional needs. Treat the team and its members as if they were "clients". Put team members on training to increase skill levels if necessary. At the very least, institute a mentoring and coaching program within the team. Provide the team with the tools necessary to succeed in the achievement of the team goals. Finally, know your team members. Some individual followers respond best to task-oriented leadership, while others are better suited for a relationship-oriented approach. Some followers prefer to take the reigns while others are more comfortable with being directed. And not all individual followers feel the need to be empowered.

Listen

Listen to the team. Team members will have professional opinions and they should be granted the space and the forum to voice those opinions. This may be done on a one-on-one basis, or in a group meeting. Listen and monitor the team's physical and emotional health. Look for signs of burn out. Individual followers may have distracting personal or professional issues that could hinder the team's ability to complete a collective task. It is then the leader's responsibility to look after the team's overall welfare, and consequently, the individual follower's welfare. Again, treat the team and its members as if they were "clients".

Unify

Unify the team by ensuring that there always exists team cohesion: Re-iterate the team objectives, goals, and vision. Individual followers should be encouraged to help one and other. Address any source of conflict within the team. Have occasional off-site gatherings to boost morale and a sense of camaraderie. Praise the team as a whole in a genuine and meaningful fashion.
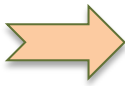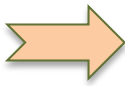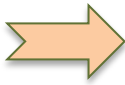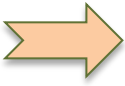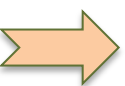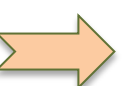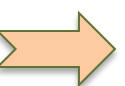
Empower

Engage with individual followers, concentrating on their basic motivation and confidence. Present an impetus for change and innovation. Challenge the team to come up with innovative solutions to different operational situations (from routine to extreme crisis situations). Create a supportive organizational climate where individual needs and differences are acknowledged as well as respected. Challenge the team to increase their knowledge. Engage in intellectual stimulation. The idea is to build a team that is confident, able to take the initiative, and self-reliant.
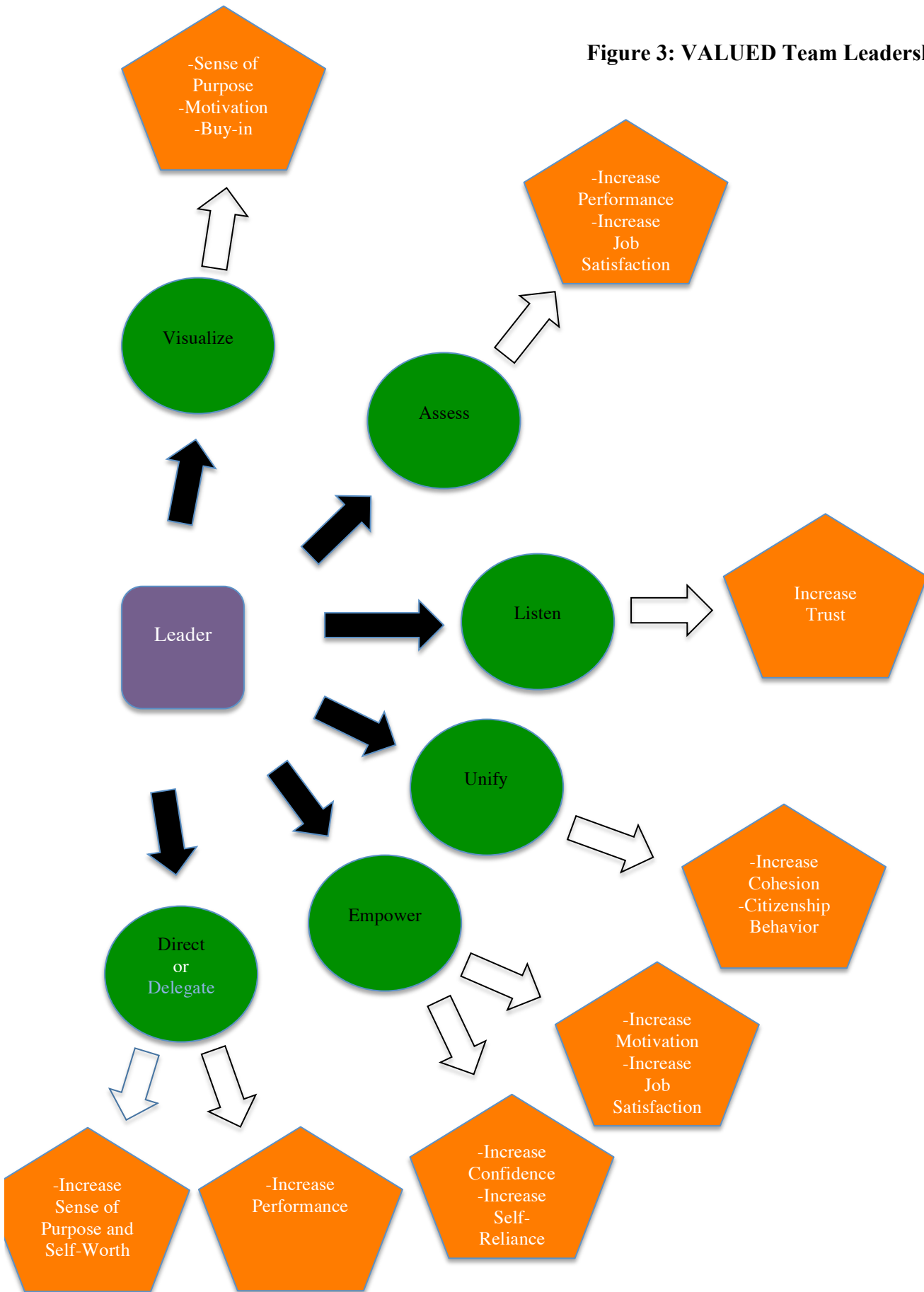
Direct or Delegate

Direct the team if it does not yet have the skills or competence to perform independently in a given situation. Directing requires the leader to elucidate the situation, objective, control

(who's in charge), individual task assignments, communications (method), and concurrent activities if applicable. By contrast, delegating entails that the leader keep their hands off except to answer questions, and give solicited advice. When possible, the leader should delegate control to those that have the aptitudes, and a desire to lead. It is not a total abdication, but a shared accountability.

Figure 2: VALUED Team Leadership Follower Outcomes

Leader Actions	Descriptions	Team and Follower Outcomes
Visualize	- Envision, craft, clarify, and communicate the team vision - Vow support, and to remove any obstacles	- Increased motivation - Sense of purpose - Buy-in from team
Assess	- Assess the needs of the team - Assess skill and readiness level - Provide tools for professional success - Know your team	- Increase in performance - Increase in job satisfaction
Listen	- Listen to the team - Grant forum to voice opinions - Monitor team's physical and emotional health - Look after team's welfare - Treat team as "clients"	- Increased trust
Unify	- Promote teamwork - Promote altruism - Address any conflict - Praise team	- Team cohesiveness - Citizenship behavior
Empower	- Challenge team to increase knowledge - Engage in intellectual stimulation - Challenge team to come up with innovative solutions - Foster a supportive climate	- Increased motivation - Increase in job satisfaction - Increase in confidence - Increase in self-reliance
Direct Or	- Direct team members that require supervision and structure	- Increase in performance
Delegate	- Delegate to those that are competent and show a desire to lead	- Increased sense of purpose and self-worth

Figure 3: VALUED Team Leadership Cog

Transformational Leadership: The Impact on Organizational and Personal Outcomes:
http://www.regent.edu/acad/global/publications/elj/issue1/ELJ_V1Is1_Givens.pdf

Listening and Leadership: A Study on their Relationship:
http://www.usfa.fema.gov/pdf/efop/efo29219.PDF

Instructor Transformational Leadership and Student Outcomes:
http://www.regent.edu/acad/global/publications/elj/vol4iss1/Harrison_V4I1_pp91-119.pdf

Measurement of Transformational Leadership and its Relationship with Team Cohesion and Performance Level:
http://www.researchgate.net/publication/240239742_Measurement_of_Transformational_Leadership_and_its_Relationship_with_Team_Cohesion_and_Performance_Level

Leadership theory and educational outcomes: The case of distributed and transformational leadership:
http://www.icsei.net/icsei2011/Full%20Papers/0125.pdf

Situational Leadership and Performance Coaching:
http://www.aboutiwp.com/Leadership%20and%20Coaching.pdf

The Relationships Between Servant Leadership, Trust, Team Commitment and Demographic Variables:
http://regent.edu/acad/global/publications/sl_proceedings/2006/dannhauser_boshoff.pdf

Path-Goal Analysis:
http://www.sagepub.com/northouseintro2e/study/chapter/encyclopedia/encyclopedia10.1.pdf

Leadership: Strategies for Supervisory Success:
http://www.au.af.mil/au/awc/awcgate/fema/lsiiism.pdf