The leader of a group of persons helps them to become a team by involving persons and the group in planning and decision making. This leadership style cares for persons and helps them accomplish tasks. This leader is an “enabler.”

The “enabler” tries to involve all members of the team at some level of the life of the group. The “enabler” pays special attention to helping each team member:

- Develop relationships.
- Maintain open communications.
- Participate fully in planning and decision making.
- Accept a “fair share” of the tasks to be done.

**Skills**

The “enabler” must use two primary skills:

1. Involvement
2. Delegation

The leader using the “enabler” leadership style helps the group to:

- Ask the interests of the individual.
- Design learning experiences around interests shared by several individuals.
- Invite persons to help with programs which meet their interests.
- Say “thank you” for helping.
- Ask whether the learning experience satisfied interests expressed.
- Encourage individuals to explore their interests in a new way or identify new interests.

The skill of involvement enables the person to grow through participating in the life of the group. The leader using the “enabler” leadership style helps the group identify the many tasks which must be done in order to accomplish its goals and its program. The leader sees that a plan is created which gives each member of the team a role; the tasks are organized into jobs which can be easily shared among team members. The leader does not do the tasks; the leader makes it possible for team members to do the tasks. The skill of delegation enables the group to accomplish its work.
Skills of Involvement

- Getting acquainted
- Asking questions
- Listening
- Identifying needs and interests
- Expressing feelings
- Being sensitive to others

Skills of Delegation

- Organizing ideas
- Setting priorities
- Clearly defining tasks
- Delegating “segments” that make sense
- Matching the person with the task
- Expecting the person to do the task
- Expecting the person to make the decisions which relate to the task
- Providing resources and training
- Providing accurate, honest feedback

The Role of Team Leader: Coordination

The role of the leader of the team is that of a coordinator. The leader helps members of the team cooperate, to act together in a smooth and concerted way. The leader does this by facilitating an managing.

- The leader facilitates relationships by being a friend to each team member and offering personal support as the team member tries a new task.
- The leader manages tasks by delegating responsibility and by overseeing the implementation of plans the group has made.

Leadership Styles

Leadership style is created by the balance of concern for relationships with concern for task accomplishment. The “enabler” has a high concern for relationships and a high concern for task accomplishments.

- A leader who has a high concern for getting the job done but a low concern for people works in the style of an “autocrat.”
- A leader who enjoys being with other persons but has a low concern for getting the job done works in the style of a “nice guy.”
- The person who is concerned neither for other persons or for getting the job done is seldom invited to assume a leadership role; the style would be described as “laissez faire.”
Climate

The climate of a group is influenced by the style in which the team leader works. An “enabler” style produces the open, flexible climate in which team work flourishes. The “nice guy” style produces a climate just right for a party. The “autocrat” style has the feel of “oughtness” – obedience and conformity are important. The “laissez-faire” style allows the group to degenerate to chaos. Each style is necessary and appropriate at times.

A task must be done; for the welfare of the club, the leader does it.

– OR –

A decision must be made quickly; it is made without consulting team mates. (The leader is acting in the style of the “autocrat.”)

A person needs to be heard; a task is neglected or postponed. (The leader is acting in the style of the “nice guy.”)

The group is busy; the leader stands aside, temporarily withholding influence. (The leader is acting in the “laissez-faire” style.)

Each style has its hazards and its benefits. The leader of the team works in the “enabler” style as often as possible. The team leader knows that the enabler style is the most effective style for developing the spirit and efficiency of the team.

Teamwork Is a Process

The degree to which a group can function as a team will vary from year to year. Persons who enter and leave the team bring different sets of skills and experiences. Each new team leader brings a personal uniqueness and style. The leader of the team helps the group grow toward teamwork by seeking:

- Greater involvement for more persons
- More adequate communication
- A more democratic process for shared decision making
- A more even distribution of tasks among team members

To become a team is a goal. It is a process built on sharing and cooperation. The leader of the team who is an “enabler” is always moving from “leader-centered” decision making toward “person-centered” or “group-centered” decision making.

What Leadership Style Do You Use?

<table>
<thead>
<tr>
<th>Leadership Style</th>
<th>Number of Decisions</th>
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<tr>
<td>Leader-Centered</td>
<td>Leader makes most decisions</td>
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<tr>
<td></td>
<td>Leader makes some decisions</td>
</tr>
<tr>
<td>Group-Centered</td>
<td>Group makes some decisions</td>
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<td></td>
<td>Group makes most decisions</td>
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</tbody>
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Who Makes the Decisions?

Adapted for use in Arkansas from materials developed by Faye Caskey, Agricultural Extension Service, University of Minnesota.