

Learning Objectives

- ◆ Explain why control is necessary to the group to coordinate individual effort
- ◆ Explain why control is a function of leadership
- ◆ Identify five basic ways a leader can control or influence group performance

Learning Objectives

- ◆ Teach group members to control themselves
- ◆ Explain how to use reflection to control group behavior

Definition of Leadership

“Leadership is the process of persuasion or example by which an individual influences a group to pursue objectives held by the leader and shared by his followers.”

When to Control

- ◆ Always, in whatever a group is doing
- ◆ As the work progresses, so he knows it's going well and can make corrections if it isn't
- ◆ When the job is finished (evaluation)

Whom to Control

- ◆ The entire group
- ◆ Certain members, those unfamiliar with the skills or those needing improvement in work habits
- ◆ The group with the most important job or the largest group (when controlling more than one group)

What to Control

- ◆ The work schedule
- ◆ Quality of work
- ◆ Quantity of work
- ◆ Delegation of tasks to the proper people
- ◆ Himself—is he doing his job of leading as well as he knows how?

How to Control

*Five Methods of Controlling
the Group:*

- ◆ Observing
- ◆ Instructing
- ◆ Helping
- ◆ Inspecting
- ◆ Reacting

Observing

- ◆ Take a position where you can see the group and be seen by them
- ◆ Be available, your presence is reassuring
- ◆ Don't stand over people
- ◆ Praise good work; suggest—rather than order—improvements

Instructing

- ◆ Speak clearly—communicate clearly
- ◆ Use the skill of effective teaching
- ◆ Give a minimum of instructions as the work progresses

Helping

- ◆ Do your own job well. Set an example.
- ◆ Take a positive approach
- ◆ Give a helping hand *only* when it is needed—and only when it's help, not implied criticism

Inspecting

- ◆ Know what you should expect to see. Know the plan and the skills involved
- ◆ Be sure you can clearly see the work
- ◆ Use a checklist
- ◆ If the work isn't correct use evaluation. Turn the experience into a discovery

Reacting

- ◆ Praise if the work is good, but be sincere about it
- ◆ If the work is not correct, praise the parts that were done well
- ◆ Consider the whole job. Don't focus only on the obvious weak points

Using Control to Ensure Success

- ◆ Ensure that the job is done, at the right time, at the right place, and in the right way
- ◆ Ensure that everybody is involved, that they take part and enjoy the effort, and that they are motivated and ready for the next challenge

Control and Other Leadership Skills

- ◆ Knowing and using the resources of the group
- ◆ Communicating
- ◆ Understanding the needs and characteristics of the group
- ◆ Effective teaching
- ◆ Counseling
- ◆ Evaluating
- ◆ Planning
- ◆ Representing the group

Controlling Group Performance