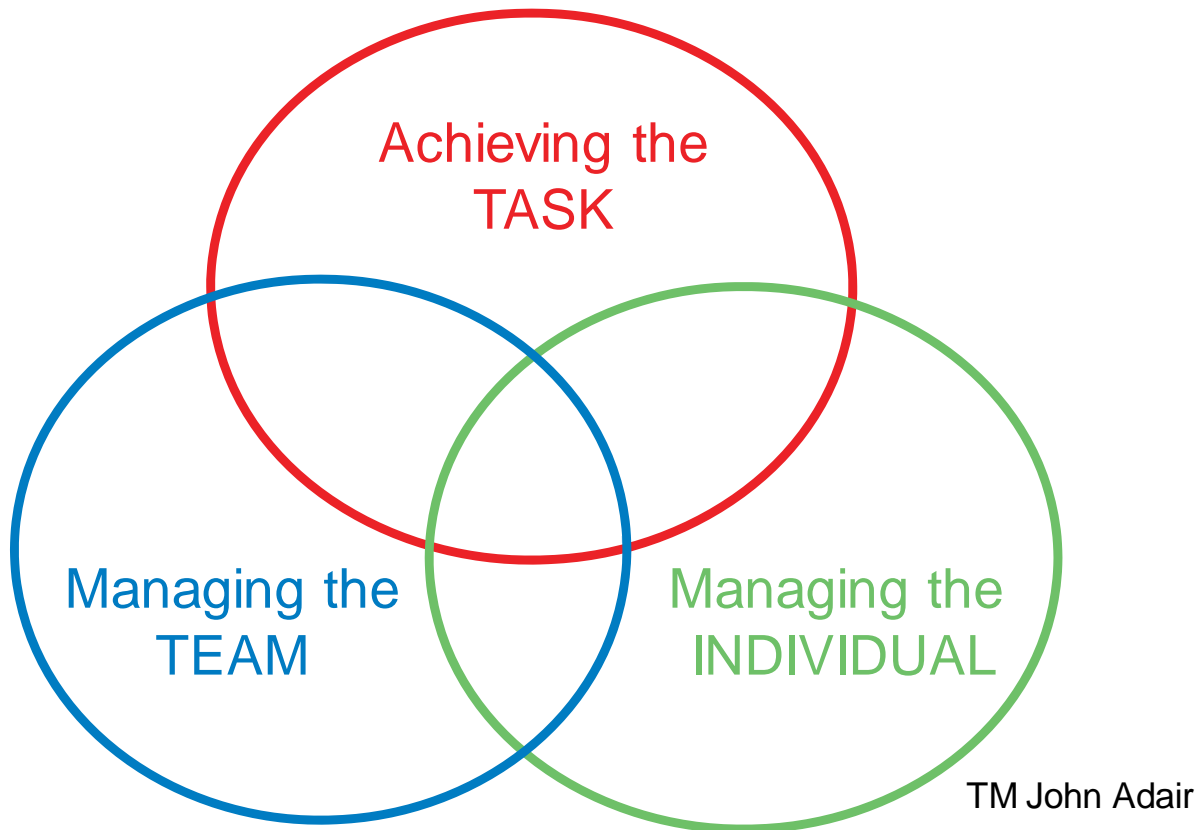


Action Centred Leadership



Action Centred Leadership is trademarked to John Adair and is used here with his permission.

It is a simple leadership model, easy to remember, apply and adapt to your own situation.

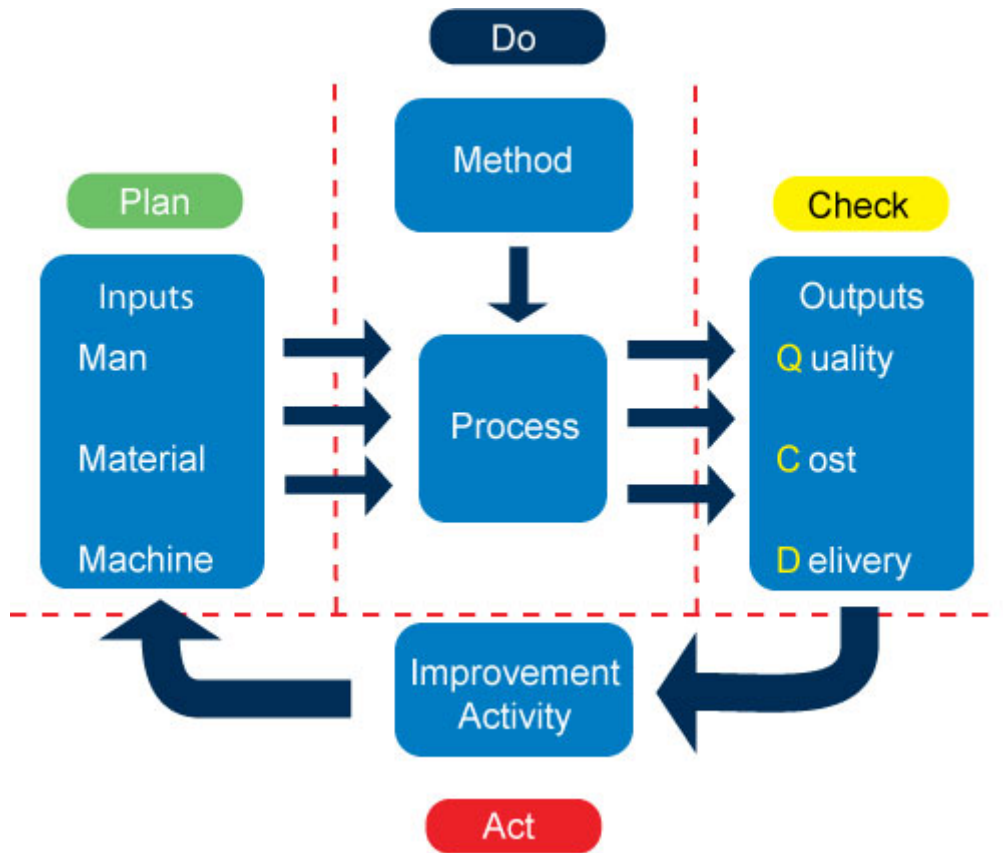
Each circle represents an area of core responsibility of the leader.

Good leaders should balance undertaking their core functions for all three areas of responsibility. E.g. Plan the inputs required for the task (man, machine, material), plan how to manage and develop the team to achieve the task, plan how to manage and develop individuals within the team.

Using a structured method to manage a team is key to making the team effective. Action Centred Leadership is one such structure.

Action Centred Leadership

Managing the Task



It is important that responsibilities are clearly defined and the emphasis is on achieving the task.

Listed below are example tools and processes that can be used to support the process of achieving the task.

- | | |
|--------|---|
| Plan: | Skills matrix, flexible manpower systems. |
| Do: | Standard Operations documents, organisations health and safety procedures, conducting risk assessments, Takt time. |
| Check: | Short Interval Monitoring (see QCD and Data Analysis for more information) or hourly count monitor, and checking using Standard Operations. |
| Act: | Data trail analysis, running problem solving teams. |

Managing the individual

- Identify and agree responsibilities and objectives.
- Identify, develop and utilise capabilities and strengths.

- Train and develop.
- Assist and support individuals.
- Reward with recognition, praise, extra responsibility, advancement, status.

Action Centred Leadership

These are examples of the main tasks relating to managing the individual that the team leader has in this area of responsibility.

Managing the team

- Establish and maintain standards of performance, behaviour and discipline.
- Encourage team towards objectives and aims.
- Develop team working, cooperation, morale and team spirit.
- Progressively increase team authority.
- Identify and meet group training needs.
- Facilitate effective internal and external group communications – progress and feedback.

These are examples of the main tasks that the team leader has in terms of managing the team in this area of responsibility.