

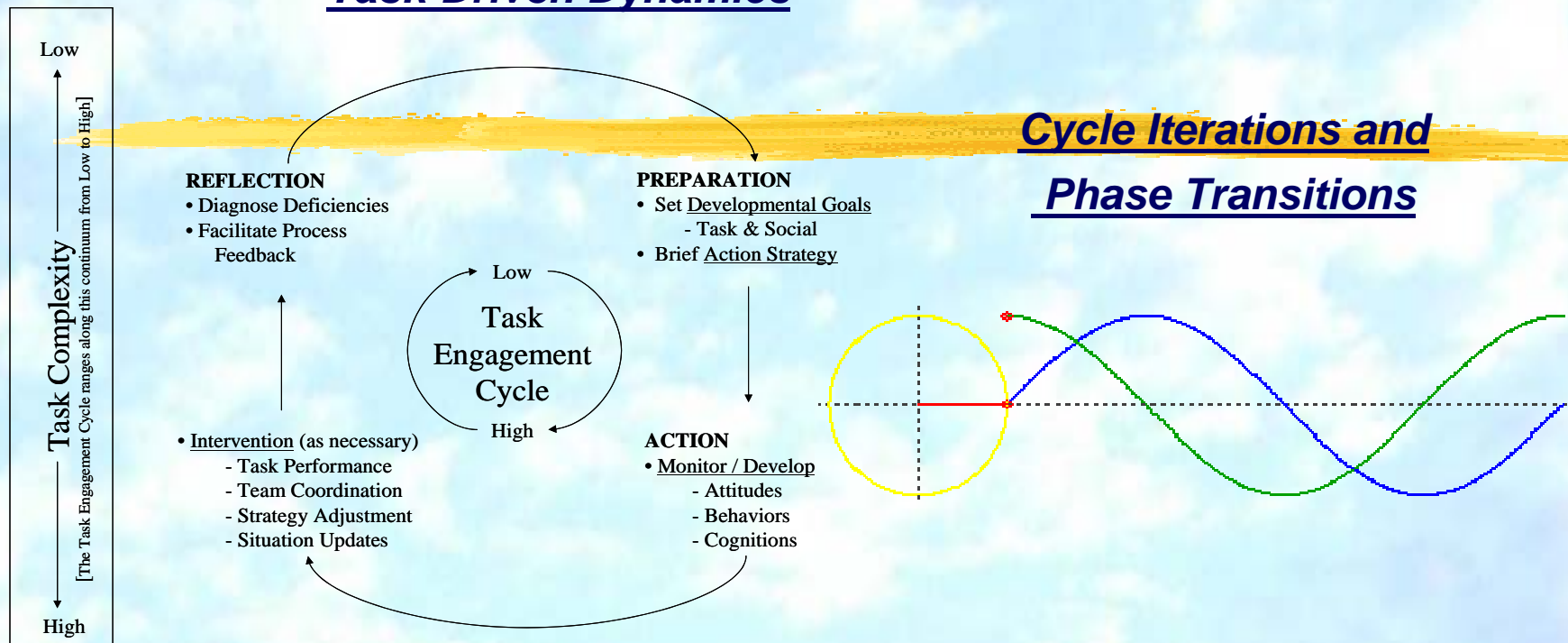
Team Leadership: Dynamic Contingencies – Three Key Sources



- (1) System or Task Environment => Team Task Impact
- (2) Team Task Cycles / Episodes => Ebb and Flow of Task Engagements
- (3) Developmental Progression => Improvement Over Time

Figure 1. Core Dynamics: Variations in Task Complexity, Task Engagement Cycles, Phase Transitions, and Developmental Progression.

Task-Driven Dynamics



Team Development Dynamics

<u>Phase</u>	<u>Formation</u>	<u>Task/Role Development</u>	<u>Team Development</u>	<u>Refinement</u>
<u>Team</u>	New	Novice	Expert	Adaptive
<u>Leader</u>	Mentor	Instructor	Coach	Facilitator
<u>Focus</u>	Identification & Commitment	Taskwork Capability	Teamwork Capability	Adaptive Capability

Other Dynamic Features of the Theory



- Leader progresses from social to task to balanced emphasis
- Shifts from leader internal focus on team process to external focus on environment and resource management
- Over time, leader evolves from building self-regulatory skills to team regulatory skills, enabling team self-management and adaptation

Implications



- The theory treats leadership as a dynamic and adaptive process, rather than a set of static characteristics
- It identifies shifting environment, task, and team contingencies that dictate adaptation of leadership functions
- It specifies leadership functions/actions to fit the intersection of the three primary contingencies, and the evolution of the leadership functions
- Provides a foundation to specify team leadership competencies