

>> INTRODUCTION

Adair's Action-Centred Leadership model defines leadership in terms of three interlocking, or overlapping circles of responsibility and concern, highlighting the relationship between them. The needs of task, team and individual are the motto of leadership and therefore should be constantly taken into account by the leader.

The three circles typify the core areas of concern for the leader which are: achieving the common task; developing and meeting the needs of individual team members; and building and maintaining the team. If all three elements are satisfied, then the team becomes effective, achieving the required results.

Each element of the model is of equal importance and success comes when the right balance is achieved between all three. An effective leader will vary the degree of emphasis upon the three components in order to respond to any situation, but still be mindful of the fact that each element has an influence upon the other two.

Certain functions need to be performed in order to satisfy each area of responsibility. These functions include: planning; initiating; controlling; supporting; informing; and evaluating.

It is not expected that these functions are performed by one person only; indeed they can be delegated as appropriate. However, it is the leader who remains ultimately accountable for all three areas of concern.

>> HOW CAN THIS HELP ME?

The model can assist leaders at all levels within the organisation to identify areas where they may be over or under performing, clearly indicating where the emphasis is needed, and thus helping to keep a balance and unity between the three areas of leadership responsibility. It also clearly illustrates the impact which each component has upon the other two elements, ensuring that the needs of the individual, task and team are constantly met.

>> ADDITIONAL RESOURCES

Effective teambuilding, John Adair
Aldershot: Gower, 1986

John Adair: action-centred leadership (CMI management thinker 032)

>> THE MODEL

