

Chapter 7

Leadership & Team Building

Leadership and Team Building

“The Truth is that no one factor makes a company admirable. But if you were forced to pick the one that makes the most difference, you’d pick leadership.” Warren Bennis-1998

Lesson Plan:

- Define Leadership
- Leadership Competencies
- Leadership Abilities
- Leadership Framework
- Factors of leadership
- Leadership Styles
- Team Building
- Leadership & Team Building

1.0 Leadership: Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Although the position of a manager, supervisor, lead, etc. gives the authority to accomplish certain tasks and objectives in the organization, this *power* does not make anyone a leader, it simply makes the *boss*. Leadership differs in that it makes the followers *want* to achieve high goals, rather than simply *bossing people around*. Leaders exist at all levels of the organization, their roles differ. The pyramid shown below explains the various levels and the expectations from leaders in an organization.



2.0 Leadership Competencies

"The very essence of leadership is that you have to have a vision. It's got to be a vision you articulate clearly and forcefully on every occasion."

Core Competencies form the foundation of leadership. Without a solid base, the sides of the pyramid will soon crumble away.

- Leadership Competencies form the basic structure (walls) that separates leaders from bosses by building the knowledge and skills required for driving the organization towards the cutting edge of its business. Without these competencies, a leader has a shallow base from which to work.
- Professional Competencies add depth to the pyramid. The main driver of these competencies arrives from experiences and LEARNING from these experiences. While a person might have a firm grasp on the core and leadership competencies, it is only through trial and error, and later through reflection to increase the depth of those experiences, that an average leader grows into a good leader. Each organization requires a different set of professional competencies for each leadership position.

Managers are people who do things right, while leaders are people who do the right thing.

- 2.1 **Leadership abilities** - Displays attributes that make people glad to follow. Provides a feeling of trust. Rallies the troops and builds morale when the going gets tough.
- 2.2 **Visioning** - Applies effort to increase productiveness in areas needing the most improvement. Creates and set goals (visions). Senses the environment by using personal sway to influence subordinates and peers. Gain commitment by influencing team to set objectives and buy in on the process. Reinforces change by embracing it (prevents relapse into prior state).
- 2.3 **Create and Lead Teams** - Develops high-performance teams by establishing a spirit of cooperation and cohesion for achieving goals.
- 2.4 **Foster Conflict Resolutions (win-win)** - Effectively handles disagreements and conflicts. Settles disputes by focusing on solving the problems, without offending egos. Provides support and expertise to other leaders with respect to managing people. Evaluates the feasibility of alternative dispute resolution mechanisms.
- 2.5 **Assess Situations Quickly and Accurately** - Takes charge when the situation demands it. Make the right things happen on time.

- 2.6 Coach and Train Peers and Subordinates** - Recognizes that learning happens at every opportunity (treats mistakes as a learning event). Provides performance feedback, coaching, and career development to teams and individuals to maximize their probability of success.
- 2.7 Implement Employee Involvement Strategies** - Develops ownership by bringing employees in on the decision making and planning process. Provides the means to enable employee success, while maintaining the well being of the organization. Develops processes to engage employees in achieving the objectives of the organization. Empower employees by giving them the authority to get things accomplished in the most efficient and timely manner.

3.0 Leadership Abilities

Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never-ending process of self-study, education, training, and experience. To inspire the team into higher levels of teamwork, there are certain things one must be, know, and, do. These do not come naturally, but are acquired through continual work and study. The best leaders are continually working and studying to improve their leadership skills.

Leadership is a complex process by which a person influences others to accomplish a mission, task, or objective and directs the organization in a way that makes it more cohesive and coherent. A person carries out this process by applying his or her leadership attributes (belief, values, ethics, character, knowledge, and skills). Although your position as a manager, supervisor, lead, etc. gives you the authority to accomplish certain tasks and objectives in the organization, this power does not make you a leader...it simply makes you the boss. Leadership makes people want to achieve high goals and objectives, while, on the other hand, bosses tell people to accomplish a task or objective.

When a person is deciding if he respects you as a leader, he does not think about your attributes. He observes what you do so that he can know who you really are. He uses this observation to tell if you are an honorable and trusted leader or a self-serving tyrant who misuses her authority to look good and be promoted. Self serving leaders are not as effective because their employees only obey them, not follow them. They succeed in many areas because they present a good image to their seniors at the expense of their team.

The basis of good leadership is honorable character and selfless service to your organization. In your followers' eyes, your leadership is everything you do that effects the organization's objectives and their well being. A respected leader concentrates on what she is **[be]** (beliefs and character), what she **knows** (job, tasks, human nature), and what she **does** (implement, motivate, provide direction).

What makes a person want to follow a leader? People want to be guided by those they respect and who have a clear sense of direction. To gain respect, they must be ethical. A sense of direction is achieved by conveying a strong vision of the future.

4.0 Leadership Framework – Be, Know, & Do

If you are a leader that can be trusted, then the people around you will learn to respect you. To be a good leader, there are things that you must be, know, and do. These fall under the Leadership Framework:

4.1 BE

A professional. Seek responsibility and take responsibility for your actions. Search for ways to guide your organization to new heights. And when things go wrong, they will eventually, do not blame others. Analyze the situation, take corrective action, and move on to the next challenge.

A professional who possesses good character traits. Develop good traits within yourself, such as honesty, competence, candor, commitment, integrity, courage, straightforward, imagination. Develop good character traits within your team that will help them carry out their professional responsibilities.

4.2 KNOW

The four factors of leadership - follower, leader, communication, situation.

Yourself. Know yourself and seek self-improvement. In order to know yourself, you have to understand your be, know, and do, attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through reading, self-study, classes, etc.

Human nature. Know human nature and the importance of sincerely caring for your workers.

Your job. Be technically proficient. As a leader, you must know your job and have a solid familiarity with your employees' jobs. Train your people as a team. Although many supervisors call their organization, department, section, etc., a team; they are not really teams...they are just groups of people doing their jobs.

Your organization. Use the full capabilities of your organization. By developing a team spirit, you will be able to employ your organization, department, section, etc. to its fullest capabilities.

4.3 DO

Provide direction. Make sound and timely decisions. Use good problem solving, decision-making, and planning tools. Keep your team informed. Know how to

communicate with your team, seniors, and other essential people within the organization.

Implement. Develop a sense of responsibility in your team. Ensure that tasks are understood, supervised, and accomplished. Communication is the key to this responsibility.

Motivate. Set the example. Be a good role model for you employees. They must not only hear what they are expected to do, but also see. Know your team and look out for their well being.

5.0 Factors of leadership: The four major factors of leadership are the follower, leader, communication, and situation:

5.1 Follower: Different people require different styles of leadership. For example, a new hire requires more supervision than an experienced employee. A person with a poor attitude requires a different approach than one with a high degree of motivation. You must know your team! The fundamental starting point is having a good understanding of human nature: needs, emotions, and motivation. You must know your employees' be, know, and do attributes.

5.2 Leader: You must have a honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader who determines if a leader is successful. If a follower does not trust or lacks confidence in her leader, then she will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.

5.3 Communication: You lead through two-way communication. Much of it is nonverbal. For instance, when you "set the example," that communicates to your team that you would not ask them to perform anything that you would not be willing to do. What and how you communicate either builds or harms the relationship between you and your employees.

5.4 Situation: All situations are different. What you do in one leadership situation will not always work in another situation. You must use your judgment to decide the best course of action and the leadership style needed for each situation. For example, you may need to confront a employee for inappropriate behavior, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective. Various forces will affect these factors. Examples of forces are your relationship with your seniors, the skill of your team, the informal leaders within your organization, and how your company is organized.

6.0 Leadership Styles: Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. There are three different

styles of leadership– autocratic, participative, and free-rein. Although most leaders use all three styles, one of them normally becomes the dominant one.

- 6.1 Authoritarian (autocratic):** This type is used when the leader tells her employees what she wants done and how she wants it done, without getting the advice of her team. Some of the appropriate conditions to use it are when you have all the information to solve the problem, you are short on time, or your employees are well motivated. Some people think that this style includes yelling, using demeaning language, and leading by threats and abuse of power. This is not the authoritarian style...it is an abusive, unprofessional style of leadership.
- 6.2 Participative (democratic):** This type of style involves the leader including one or more employees in on the decision making process (determining what to do and how to do it). However, the leader maintains the final decision making authority. Using this style is not a sign of weakness, it is a sign of strength that your employees will respect. This is normally used when you have some of the information, and your employees have some of the information. This allows them to become part of the team and allows you to make a better decision.
- 6.3 Delegative (free-reign):** In this style, the leader allows the employees to make the decision. However, the leader is still responsible for the decisions that are made. This is used when employees are able to analyze the situation and determine what needs to be done and how to do it. You cannot do everything! You must set priorities and delegate certain tasks.
- 7.0 The Five Points of Power:** A person has the potential for influencing five points of power over another:
- Coercive Power - Power that is based on fear. A person with coercive power can make things difficult for people. These are the persons that you want to avoid getting angry. Employees working under coercive managers are unlikely to be committed, and more likely to resist the manager.
 - Reward Power - Compliance achieved based on the ability to distribute rewards that others view as valuable. Able to give special benefits or rewards to people.
 - Legitimate Power - The power a person receives as a result of his or her position in the formal hierarchy of an organization. The person has the right, considering his or her position and your job responsibilities, to expect you to comply with legitimate requests.
 - Expert Power - Influence based on special skills or knowledge. This person earns respect by experience and knowledge. Expert power is the most strongly and consistently related to effective employee performance.

- Referent Power - Influence based on possession by an individual of desirable resources or personal traits. You like the person and enjoy doing things for him or her.

7.1 Power versus Leadership

- Power does not require goal compatibility; instead, it focuses on intimidation, while leadership requires goal congruence
- Power maximizes the importance of lateral and upward influence, while leadership focuses upon downward influence
- Power focuses on tactics for gaining compliance, while leadership focuses on getting answers and solutions

8.0 Team Building: It refers to the process of establishing and developing a greater sense of collaboration and trust between team members. Interactive exercises, team assessments, and group discussions enable groups to cultivate this greater sense of teamwork.

8.1 Characteristics of Good Team Building

- High level of interdependence among team members
- Team leader has good people skills and is committed to team approach
- Each team member is willing to contribute
- Team develops a relaxed climate for communication
- Team members develop a mutual trust
- Team and individuals are prepared to take risks
- Team is clear about goals and establishes targets
- Team member roles are defined
- Team members know how to examine team and individual errors without personal attacks
- Team has capacity to create new ideas
- Each team member knows he can influence the team agenda

8.2 Team Effectiveness: When evaluating how well team members are working together, the following statements can be used as a guide:

- **Team goals** are developed through a group process of team interaction and agreement in which each team member is willing to work toward achieving these goals.
- **Participation** is actively shown by all team members and roles are shared to facilitate the accomplishment of tasks and feelings of group togetherness.
- **Feedback** is asked for by members and freely given as a way of evaluating the team's performance and clarifying both feelings and interests of the team members. When feedback is given it is done with a desire to help the other person.

- **Team decision making** involves a process that encourages active participation by all members.
- **Leadership** is distributed and shared among team members and individuals willingly contribute their resources as needed.
- **Problem solving**, discussing team issues, and critiquing team effectiveness are encouraged by all team members.
- **Conflict** is not suppressed. Team members are allowed to express negative feelings and confrontation within the team which is managed and dealt with by team members. Dealing with and managing conflict is seen as a way to improve team performance.
- **Team member resources**, talents, skills, knowledge, and experiences are fully identified, recognized, and used whenever appropriate.
- **Risk taking and creativity** are encouraged. When mistakes are made, they are treated as a source of learning rather than reasons for punishment.

After evaluating team performance against the above guidelines, determine those areas in which the team members need to improve and develop a strategy for doing so.

9.0 Leader and Team Building: The three vital determinants of teamwork are:

- Leader
- Subordinates
- The environment.

These factors are interdependent. It is the leader's responsibility to make the environment conducive to work. He studies the employees individually and insists interest in them. By encouraging the inquisitive employees and by prohibiting insidious elements, he creates hygienic environment. He inculcates the sense of collectivism in employees to work as a team. The resultant output will then be efficiency.

9.1 Leader is a representative of subordinates: He is intermediary between the work groups and top management. They are called linking pins by Rensis Likert. As linking pins they serve to integrate the entire organization and the effectiveness depends on the strength of these linking pins. Leader shows personal consideration for the employees. As representatives they carry the voice of the subordinates to the management.

9.2 Leader is an appropriate counselor: Quite often people in the work place need counseling to eliminate the emotional block to effective performance. For instance, frustration that results from blocked need drive keeps an employee derailed or the working track. It is here the leader comes in, renders wise counsel, releases the employee of the emotional tension and restores equilibrium.

- 9.3 Uses power properly:** If a leader is to effectively achieve the goal expected of him, he must have power and authority to act in a way that will stimulate a positive response from the workers. A leader, depending on the situation, exercises different types of power, viz reward power and expert power. Besides the formal basis, the informal basis of power also has a more powerful impact on organizational effectiveness. No leader is effective unless the subordinates obey his orders. Therefore, the leader uses appropriate power so that subordinates willingly obey the orders and come forward with commitment.
- 9.4 Leader manages the time well:** Time is precious and vital but often overlooked in management. There are three dimensions of time – boss – imposed – time, system- imposed –time and self – imposed time. These are prominent in literature. Because the leader has thorough knowledge of the principle of time management such as preparing time charts, scheduling techniques, etc., he is in a position to utilize the time productively in the organization.
- 9.5 Strives for effectiveness:** Quite frequently the managers are workaholic and too busy with petty things to address the major details of effectiveness. To fill the gap, sometimes leaders throw their concerted efforts to bring effectiveness by encouraging and nurturing team work, by better time management and by the proper use of power. Further, the leader provides an adequate reward structure to encourage performance of employees. The leader delegates authority where needed and invites participation where possible to achieve the better result. He also provides the workers with necessary resources. By communicating to workers what is expected of them, the leader brings effectiveness to the organization. The above functions of the leader are by no means comprehensive but they do suggest as to what leaders do generally.
- 9.6 Managing and Leading:** Leading and managing are not synonymous. Realistically, effective management requires good leadership. The following points explain the difference between leading and managing.
- 9.6.1 Relationships:** Managerial behavior implies the existence of a manager-managed relationship. This relationship arises within an organizational context. Whereas leadership can occur anywhere, it does not have to originate in the organizational context. For example, a mob can have a leader but cannot have a manager. Further, in an organization, informal groups have leaders but not managers.
- 9.6.2 Sources of influence:** Another potential difference between leader and manager lies in their sources of influence. Authority is attached to the managerial position in the case of a manager: whereas a leader may not have authority but can receive

power directly from his followers. In other words, managers obtain authority from his followers. In rather pure terms, this is the difference between the formal authority theory and the acceptance theory of authority.

9.6.3 Sanctions: A Manager has command over all allocation and distributions of sanctions. For Example, manager has control over the positive sanctions such as promotion and awards for his task performance and the contribution to organizational objectives. Manager is also in a position to exercises the negative sanctions such as with holding promotions, or mistakes, etc. In a sharp contrast, a leader has altogether different type of sanctions to exercises and grant. He can grant or with hold access to satisfying the very purpose of joining the group's social satisfactions and related task rewards. These informal sanctions are relevant to the individual with belongingness or ego needs: where as the organizational sanctions granted or exercised by the managers are geared to the physiological and security needs of individual.

9.6.4 Role continuance: Another fundamental difference between managing and leading is the role continuance. A manager may continue in office as long as his performance is satisfactory and acceptable to the organization. In sharp contrast, a leader maintains his position only through the day to day wish to the followers.

9.6.5 Reasons for following: Though in both managing and leading followers become involved, the reasons may be different. People follow managers because their job description, supported by a system of rewards and sanctions, requires them to follow. Where as people follow leader on voluntary basis. Further, if there are no followers, leader no more exists. But, even if there are no followers, a manager may be there.

Questions:

1. What is leadership?
2. What is the difference between leadership and management?
3. Explain the three leadership styles (autocratic, democratic and laissez-faire) and their effects.
4. What is power? What is influence?
5. What is the best leadership style?
6. What is team building?
7. List the characteristics of Effective team.
8. What is the Purpose of Team Building?
9. Why you would like to choose to do Team Building?
10. Identify the role of team leader in team building.

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