

LEADERSHIP:

Theory, Application, Skill Development

2d Edition
**Robert N. Lussier
and Christopher F. Achua**

This presentation edited and enhanced by:

George W. Crawford

Asst. Prof. of Mgmt.

Clayton College & State University

Morrow, GA 30260

georgecrawford@mail.clayton.edu

Chapter 8

Team Leadership

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Learning Outcomes

- Group VS Team
- Teams pros and cons
- 6 characteristics of effective teams
- 3 Types of teams
- Team leaders role in supporting creativity
- 5 determinants of effective team decisions
- Leader's role in group decisions
- 3 Parts of effective meetings

Group VS Team

GROUP

- Varies values
- Commitment varies
- More independent
- Strong leader
- Individual accountability

TEAM

- Shared mission
- Collective responsibility
- Strong commitment
- Common goals or tasks
- Shared leadership roles
- Individual and mutual accountability
- Equality
- Good for the whole

TEAM

T = Together

E = Everyone

A = Accomplishes

M = More

No matter what you
are trying to do,
TEAMS are the most
effective way to get
the job done.

Teamwork

ADVANTAGES

- Synergy
- Avoids major errors
- Faster, better decisions
- Continuous improvement
- Innovation
- Stimulates self-motivation
- Greater job satisfaction
- Needs fulfillment

DISADVANTAGES

- Pressure to conform to group standards and conduct
- Ostracized for productivity
- Social loafing
- Groupthink
- Inter-group conflicts

9 Team Leader's Roles

in creating effective teams

1. Emphasize group recognition and rewards.
2. Identify and build on team's strengths.
3. Develop trust and a norm of teamwork.
4. Develop team's capabilities to anticipate and deal with change.
5. Empower teams to accomplish work with minimal interference.
6. Inspire and motivate team toward higher levels of performance.
7. Recognize individual and team needs and timely attend to them.
8. Encourage and support team decisions.
9. Provide team with challenging and motivating work.

9 Organizations' Roles in creating effective teams

1. Top management's unconditional support.
2. Adequate information and other resources.
3. Flexible task structure.
4. Appropriate size and membership mix.
5. Clearly defined mission statement and goals.
6. Appropriate power sharing structure - shared leadership.
7. Competent team leadership.
8. Evaluation and solicitation of feedback on team effectiveness.
9. Adequate socialization of team members.

Post Activity Reviews and Dialogue Sessions

facilitate team learning by:

1. Analyzing reasons for success or failure.

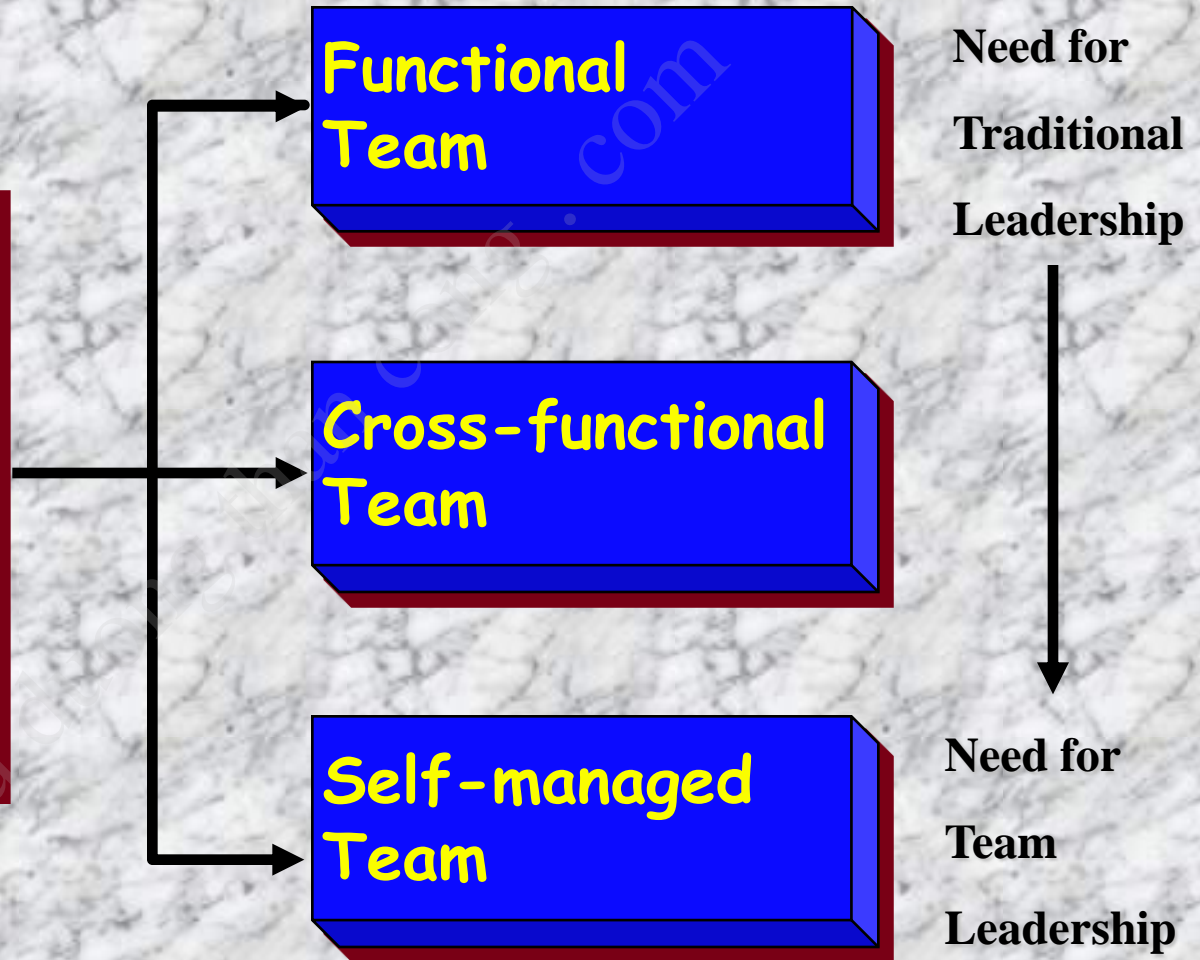


2. Reviewing what went well & what can be improved.



3. Discuss perceptions & assumptions.

Types of Teams



Functional Teams

- Sometimes referred to as Problem Solving Teams
- Groups of a line manager and 5 to 12 employees, all from the same department, who meet for a few hours each week to discuss ways of improving quality, efficiency, and the work environment.

Cross-Functional Teams

- Employees from about the same hierarchical level, but from different work areas, who come together to accomplish a task or project
- Some members can be from outside the organization

Self-Managed Teams

Groups of 10 to 15 people, from different departments who take on responsibilities of their former supervisors to manage the team and achieve its goals

Skill Set Required of a High Performance Team

- Technical expertise
- Problem-solving and decision-making skills
- Interpersonal skills

Team Creativity

- The process of generating new ideas, products, processes, or services
- The creation of valuable, useful new products, services, ideas, procedures, or processes by individuals working together in a complex social system

Team Creativity

- High use of creativity
 - More valuable than great financial resource
 - Organizations survive and thrive
 - Important for Self-Managed Teams

**Adequate
resources**

**Recognition
& Reward**

**4
Organizational
Practices that
Support
Team Creativity**
by providing teams:

**Support
climate
and culture**

Flexibility

Four Team Leader Practices That Support Creativity



Members matched

Autonomy for members

Protection against
"Creativity Blockers"

Adequate time & money

Blocks to Creativity

- Functional fixedness
 - One one way to do something
- Lack of technical expertise
- High levels of technical expertise & experience
 - Can lead to relying on past solutions
- Evaluation of ideas
 - Creative people don't like to have their ideas and creations evaluated
- Extrinsic motivators
- Lack of autonomy & control

Steps to Improve Creativity

- Brainstorming
- Analogies
 - Seeing one thing as something else
- Encouragement by leaders
 - Reward success
 - Never punish failure
- Form diverse problem-solving groups
- Ensure the proper level of technical expertise in problem-solving groups

How to Lead Creative Followers

- Set goals
 - Use high participation in goal setting
- Provide adequate resources
- Reduce time pressures
 - But keep followers on track
- Consider nonmonetary as well as monetary rewards
 - Monetary rewards can be seen as "controlling"
- Recognize that creativity is evolutionary, not revolutionary

Team Decision Making


- **Advantages**

- Improved quality
- Diffusion of Responsibility
- Better understanding
- Higher commitment

- **Disadvantages**

- Take longer
- Not necessarily better
- May be:
 - Self serving
 - Contrary to organization's best interest
 - Team defensive response

5 Determinants of Effective Team Decisions



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graph TD; A[5 Determinants of Effective Team Decisions] --> B[Team Size and Composition]; A --> C[Member's Status]; A --> D[Team Cohesiveness]; A --> E[Member's Traits and Values]; A --> F[Quality of Leadership]
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**Team Size
and
Composition**

**Member's
Status**

**Team
Cohesiveness**

**Member's
Traits and
Values**

**Quality
of
Leadership**

Leader's Role in Group Discussions

- Traditional Approach
 - Focus on task
 - Ignore personal feeling
 - Seek opinions
 - Get agreement
 - Make final decisions

Leader's Role in Group Discussions

- Traditional Approach
 - Stay in control
 - Stop disruptions
 - Avoid feeling; keep it rational
 - Guard authority

Leader's Role in Group Discussions

- **Group-Centered Approach**
 - Listen attentively
 - Watch for nonverbal cues
 - Be aware of members
 - Feelings
 - Needs
 - Etc.

Leader's Role in Group Discussions

- **Group-Centered Approach**
 - Consultant
 - Advisor
 - Teacher
 - Facilitator
 - Set behavioral example

Leader's Role in Group Discussions

- **Group-Centered Approach**
 - Establish climate of approval
 - Encourage maintenance needs
 - Relinquish control
 - Allow group to make final decisions

3 Parts of Meetings

- Identify objectives.
- Cover agenda.
- Summarize and review.



Meetings are a fact of organizational life

- Well planned and led meetings are valuable in goal accomplishment
- Leadership responsibility to ensure their effectiveness

To Have A Successful Meeting

- Determine if it is really necessary
 - Only have a meeting if the potential benefits outweigh the costs
 - (What are the costs???)
- Pick a convenient time and place

To Have A Successful Meeting

- List objective of meeting
- Develop plan to achieve objectives
- Prioritize items to be objective
- Create an agenda based on the prioritized objectives

To Have A Successful Meeting

- Transmit the agenda to those who will attend
 - Include any read-ahead material
- Start on time
- Stick to the agenda
- Encourage participation

To Have A Successful Meeting

- Handle Problem Members Who Are:
 - Silent
 - Talkers
 - Wanderers
 - Bored
 - Arguing

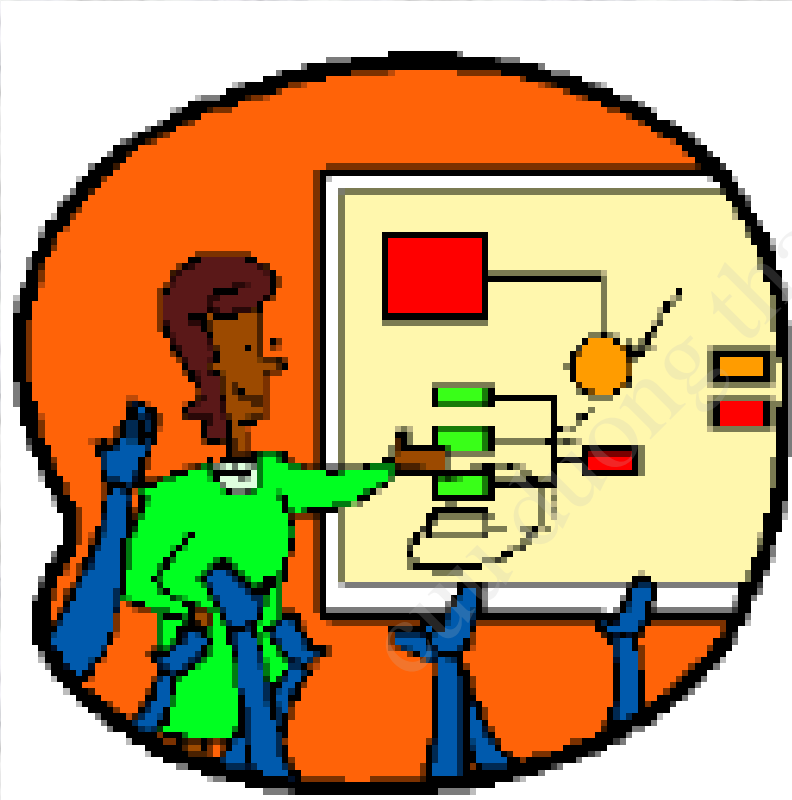
To Have A Successful Meeting

- Appoint someone to take minutes
- Record who has been tasked to do what by when
- Stop on time
- Follow up to ensure taskings are understood & completed on time

Discussion Question 1

- Identify and describe any team you have been a member of, or know about, that has strong norm of teamwork.
- Describe the team leader's role in this outcome.

Discussion Question 2



What advice would you give a team member who wants to increase creativity in his/her team?

Discussion Question 3

- In a newspaper, magazine, on the Internet, or through personal interview, find an example of creative problem solving by a team.
- Share your findings.

Discussion Question 4

We usually think of creativity as a characteristic of individuals, but might some teams be more creative than others?



Discussion Question 5

- How are group decisions affected by the size and composition of the group?



Discussion Question 6



- What is group-think, and under what conditions is it most likely to occur?

Discussion Question 7

What is group-centered leadership, and how does it differ from the so-called “traditional view”?



Discussion Question 8



- “Unprepared leaders tend to conduct unproductive meetings.”
- Describe how a leader can avoid this from happening.

Discussion Question 9

Describe the factors that generally contribute toward high levels of team cohesion.

