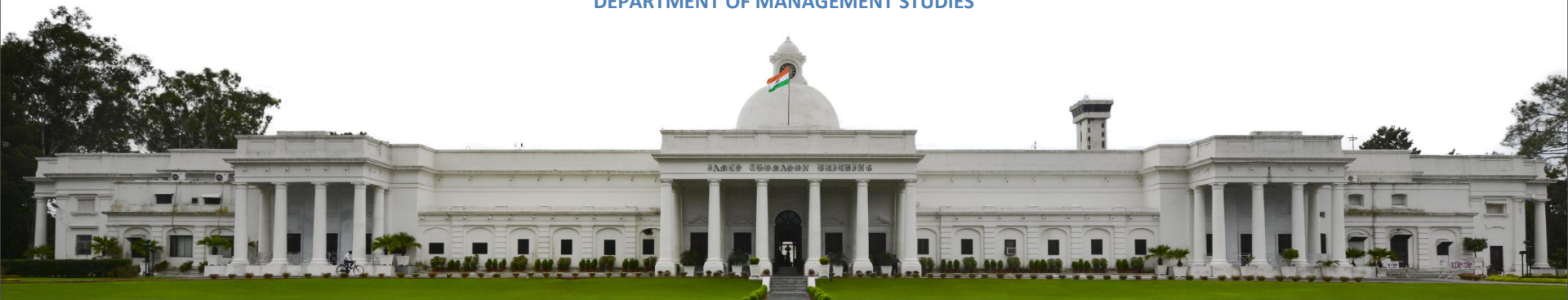# LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 41

LEADER ACTIONS THAT FOSTER TEAM EFFECTIVENESS

PROF. SANTOSH RANGNEKAR

DEPARTMENT OF MANAGEMENT STUDIES

CONTENTS

- Hill Model of Team Leadership
  - Leadership Decisions
  - Leader Actions
  - Team Effectiveness
- Components of Team Effectiveness
- Indicators of Effective Teams
- Applications of Hill Model of Team Leadership
- Research paper
- Case study
- Book recommendation
- References

Image Source: https://www.dreamstime.com/successful-team-work-concept-pyramid-business-people-leader-holding-light-bulb-top-leadership-teamworking-creative-image130075007

"If your actions inspire others to dream more, learn more, do more and become more, you are a **leader**."

-John Quincy Adams

Hill Model of Team Leadership

Decisions

Leadership Decisions
Monitor or Take Action
Task or Relational
Internal or External

Internal Leadership Actions

External Leadership Actions

Actions

Task
Goal Focusing
Structuring for Results
Facilitating Decisions
Training
Maintaining Standards

Relational
Coaching
Collaborating
Managing Conflict
Building Commitment
Satisfying Needs
Modeling Principles

Environmental
Networking
Advocating
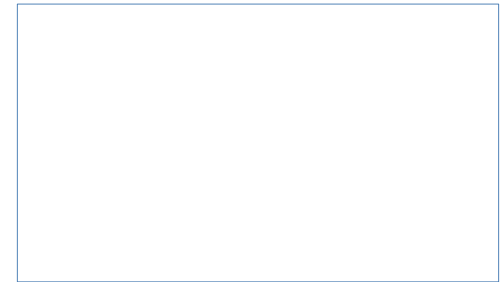Negotiating Support
Buffering
Assessing
Sharing Information

Effectiveness

Team Effectiveness
Performance
Development

Image Source: (Northouse, 2019)

Leadership decision

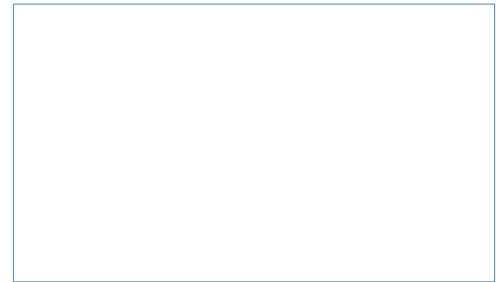**Decision 1 : Should I monitor the team or take actions?**

❖ **Leader Can :**

- Diagnose, analyze, or forecast problems (Monitoring) or taking immediate action to solve a problem
- Which problem need interventions
- Make choices about which solutions are the most appropriate

❖ **Effective Leader have the ability to determine**

- What interventions are needed, if any to solve team performance

Leadership decision (Cont.)

Decision 1 : Should I monitor the team or take actions?

❖ **McGrath's Critical Leadership Functions**

|	MONITOR	EXECUTIVE ACTION
INTERNAL	1 Diagnosing Group Deficiencies	2 Taking Remedial Action
EXTERNAL	3 Forecasting Environmental Changes	4 Preventing Deleterious Changes

Image Source: (Northouse, 2019)
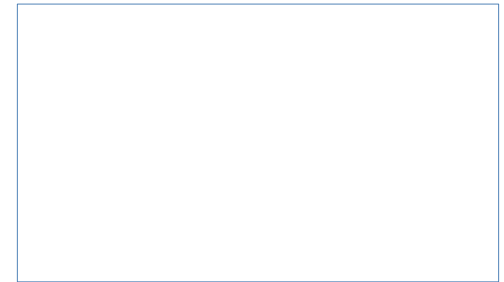
Leadership decision (Cont.)

Decision 2 : Should I Intervene to meet task or relational needs?

❖ Does the team need help in accomplishing its tasks, or does it need help in maintaining relationships ?

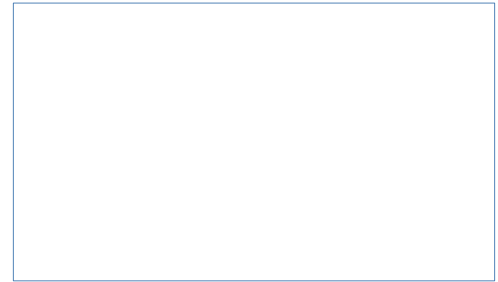| Task Functions	Maintenance Functions
Getting job done	Developing positive climate
Making decisions	Solving interpersonal problems
Solving problems	Satisfying members' needs
Adapting to change	Developing cohesion
Making plans	
Achieving goals	
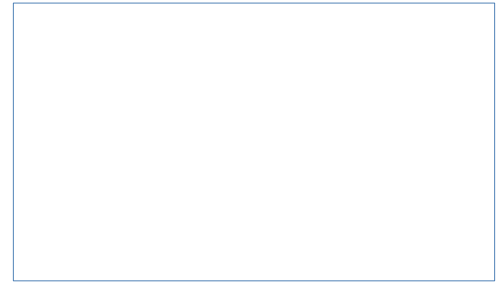
Leadership decision (Cont.)

Decision 3 : Should I Intervene Internally or Externally

❖ Leader must:
- Determine what level of team process needs leadership attention :
  - Internal task or relational team dynamics, if :
    - Conflicts between group members
    - Team goals unclear
  - External environmental dynamics, if :
    - Organization not providing proper support to team

Image Source: https://www.shutterstock.com/image-photo/concept-antonym-external-internal-on-wooden-1941138718
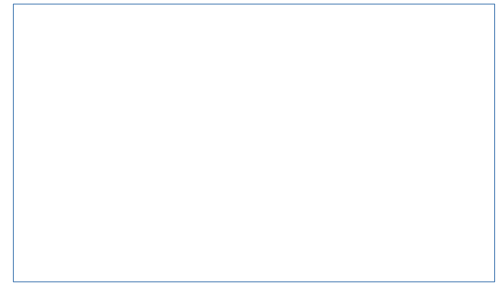
Leadership Actions

Internal Task Leadership Actions

❖ **Set of skills or actions leader might perform to improve task performance:**
- Goal focusing (clarifying, gaining agreement)
- Structuring for results (planning, visioning, organizing, clarifying roles, delegating)
- Facilitating decision making (informing, controlling, coordinating, mediating, synthesizing, issue focusing)
- Training team members in task skills (educating, developing)
- Maintaining standards of excellence (assessing team and individual performance, confronting inadequate performance)
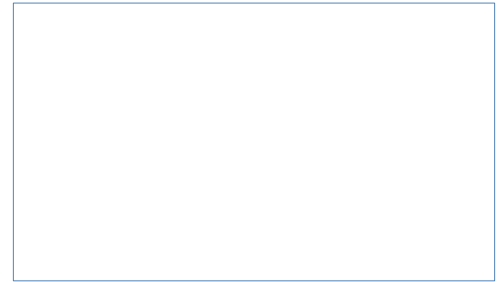
# Leadership Actions (Cont.)

Internal Relational Leadership Actions

❖ **Set of actions leader needs to implement to improve team relationships:**
- Coaching team members in interpersonal skills
- Collaborating (including, involving)
- Managing conflict and power issues (avoiding confrontation, questioning ideas)
- Building commitment and esprit de corps (being optimistic, innovating, envisioning, socializing, rewarding, recognizing)
- Satisfying individual member needs (trusting, supporting, advocating)
- Modeling ethical and principled practices (fair, consistent, normative)

Leadership Actions (Cont.)

External Environmental Leadership Actions

❖ **Set of skills or behaviors leader needs to implement to improve environmental interface with team:**

- Advocating and representing team to environment
- Negotiating upward to secure necessary resources, support, and recognition for team
- Sharing relevant environmental information with team
- Buffering team members from environmental distractions
- Assessing environmental indicators of team's effectiveness
- Networking and forming alliances in environment
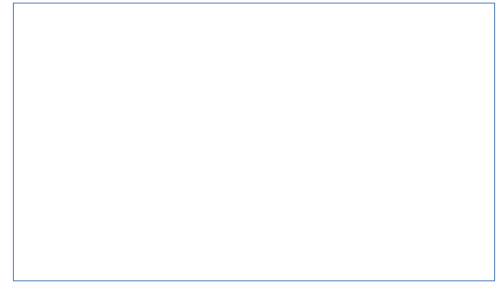
Team Effectiveness

(Larson & LaFasto, 1989) suggested the following 8 characteristics of Team effectiveness

1. **Clear, elevating goals**
   - Clear so that one can tell if performance objective has been met
   - Is motivating or involving so that members believe it is worthwhile and important
2. **Results-Driven Structure**
   - Need to find the best structure to achieve goals
   - Clear team member roles
   - Good communication system
   - Methods to assess individual performance
   - An emphasis on fact-based judgments
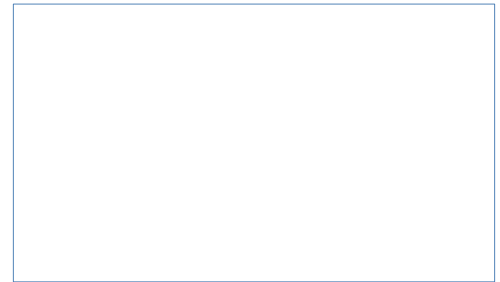
Team Effectiveness (Cont.)

3. **Competent Team Members**
    - ***Components***
        - Right number and mix of members
        - Members must be provided:
            - Sufficient information
            - Education and training
        - Requisite technical skills
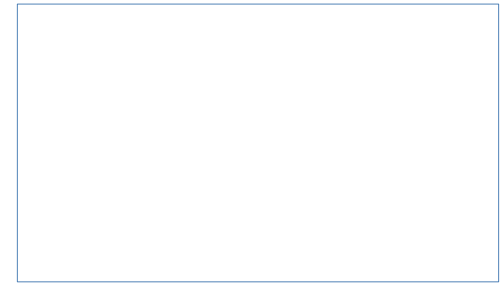   - Interpersonal & teamwork skills
    - ***Team Factors***
        - Openness
        - Supportiveness
        - Action orientation
        - Positive personal style
    - ***Core Competencies***
        - Ability to do the job well
        - Problem solving ability

Image Source: https://www.shutterstock.com/image-vector/communication-concept-team-speech-bubbles-1680557674
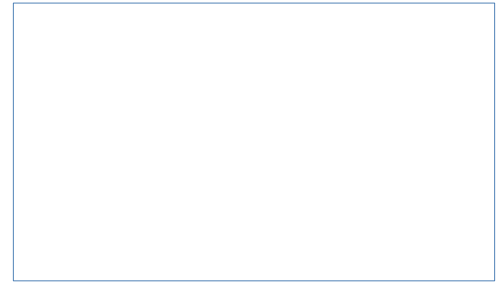
Team Effectiveness (Cont.)

4. **Unified Commitment**
   - Teams need a carefully designed and developed sense of unity or identification (team spirit)
5. **Collaborative Climate**
   - Trust based on openness, honesty, consistency, and respect
   - Integration of individual actions
   - Leaders facilitate a collaborative climate by:
     - Making communication safe
     - Demanding & rewarding collaborative behavior
     - Guiding the team's problem-solving efforts
     - Managing one's own control needs

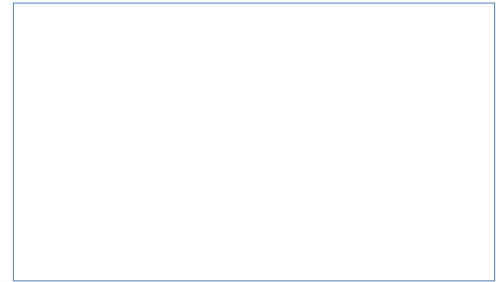Image Source: http://www.clipartsuggest.com/collaboration-clip-art-bmpedit-image-KmxbNZ-clipart/

Team Effectiveness (Cont.)

6. **Standards of Excellence**
   - Regulated Performance
     - Facilitates task completion and coordinated action
     - Stimulates a positive pressure for members to perform at highest levels
   - How Accomplished
     - Requiring results (clear expectations)
     - Reviewing results (feedback/resolve issues)
     - Rewarding results (regard good performance)
7. **External Support and Recognition**
   - Teams supported by external resources are:
     - Given the material resources needed to do their jobs
     - Recognized for team accomplishments
     - Rewarded by tying those rewards to team members performance, not individual achievement

Team Effectiveness (Cont.)

8. **Principled Leadership**
   - Influences team effectiveness through four sets of processes (Zaccaro et al., 2001)
     - **Cognitive** - Facilitates team's understanding of problems confronting them
     - **Motivational** - Helps team become cohesive & capable by setting high performance standards & helping team to achieve them
     - **Affective** - Assists team in handling stressful circumstances by providing clear goals, assignments, & strategies
     - **Integrative** - Helps coordinate team's activities through matching member roles, clear performance strategies, feedback, & adapting to environmental changes
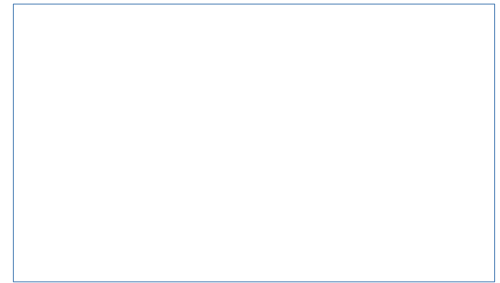
Components of Team Effectiveness

❖ **Task Performance**
  - Is the degree to which the team's output meets the needs and expectations of those who use it

❖ **Group Process**
  - Is the degree to which members interact or relate that allow the team to work increasingly well together over time

❖ **Individual Satisfaction**
  - Is the degree to which the group experience, on balance, is more satisfying than frustrating to team members
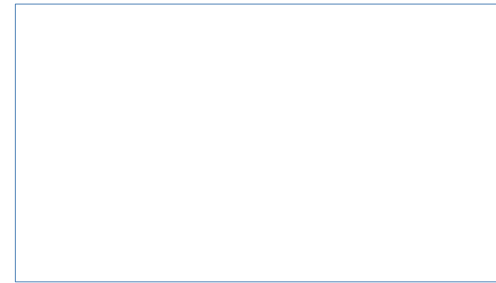
Image Source: https://www.marketing91.com/people-management/

Indicators of Effective Teams

- ❖ **Team Norms** – Acceptable standards of behaviour shared by the team members
- ❖ **Team Cohesiveness and interdependence** – The extent to which team members can band together and remain committed to achieve term goals
- ❖ **Team Composition-** Focuses on diversity in knowledge, background and experiences of team members
- ❖ **Team Structure –** Refers to interrelations that determine the assignment of tasks, responsibilities, and authority
- ❖ **Team Creativity** – Creation of a valuable, useful and novel product, service, idea, procedure or process carried out via discovery rather than a predetermined step-by-step procedure.

Indicators of Effective Teams

❖ **Team Leadership** – Presence of a team leader who is ready to Lead the team members to be a part of the team to achieve the determined goals and objectives.

❖ **Organizational Support**– The extent to which the team have support form the top management

Image Source: https://www.123rf.com/photo_47073227_startup-teamwork-team-leader-office-meeting-room.html

Applications of the Hill Model of Team Leadership

- There are many ways to apply the team leadership model to increase the effectiveness of organizational teams.

- The model is useful in helping the leader make decisions: Should I act? If so, how should I do so? For example, if the team is not performing effectively (team effectiveness), then the leader can make the first strategic choice by monitoring the situation or acting to improve team functioning.

- If an action seems warranted, then the leader needs to decide whether the action should be directed inward toward team functioning, outward toward the environment, or both.

- Once the context for the action is determined, then the leader needs to choose the most appropriate skill for the situation from his or her behavioral repertoire.

Research Paper

Relationship between emotional intelligence and transformational leadership of supervisors

The impact on team effectiveness

Panagiotis V. Polychroniou

Department of Business Administration, University of Patras, Patras, Greece
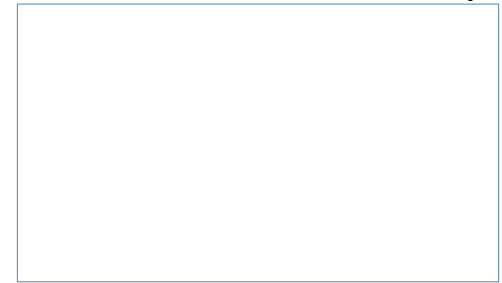
Purpose

This study aims to investigate the relationships between social skills, motivation and empathy (emotional intelligence components) and transformational leadership in Greek organisations giving emphasis on supervisor-subordinate interaction on a team basis. In particular, this study aims to investigate employees' perceptions regarding their supervisor's emotional intelligence as well as transformational leadership.
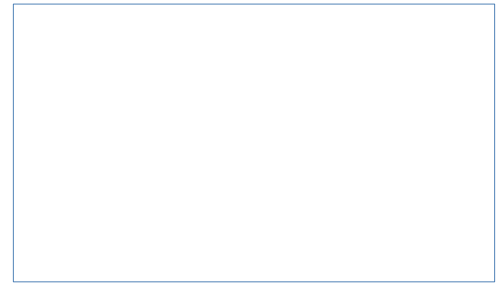
Research Paper

Design/methodology/approach

Participants were 267 managers working at various functional units and different hierarchical levels. Data were collected by means of questionnaires in a series of face-to-face structured interviews regarding subordinates' perceptions for the following: supervisors' emotional intelligence; and transformational leadership..

Findings

Results provided support for the model which suggests that supervisors' emotional intelligence components such as social skills, motivation, and empathy are positively associated with transformational leadership increasing team effectiveness with subordinate.
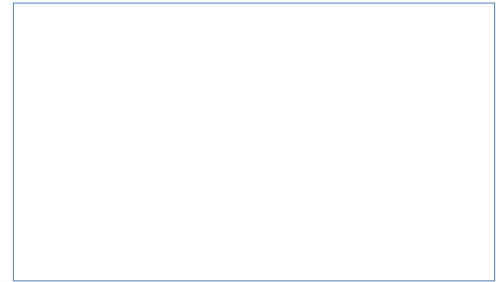
Research Paper

Research limitations/implications

Data were collected from convenience samples that might limit generalisability of results. Implications for management are discussed including the need for supervisors to use emotional intelligence competencies and transformational leadership, so that their subordinates are empowered to participate and increase team effectiveness.

Originality/value

This study contributes to our understanding of the linkage among emotional intelligence and transformational leadership of supervisors in Greek organisations and the impact on teamwork with their subordinates.

Case Study : Can This Virtual Team work?

- Jim Towne heads a newly formed information technology team for a major international corporation. The team is composed of 20 professionals who live and work in Canada, the United States, Europe, South America, Africa, and Australia. All members of the team report to Jim.

- The team is a virtual team connected primarily via videoconference, group decision-support software, email, text, and telephone. The team has met twice in a face-to-face setting to set goals and plan. All of the team members are quite competent in their respective technical areas.

- Some team members have a long and valued history with the company; others have recently joined the company through a corporate merger. The team members have never worked together on any projects.
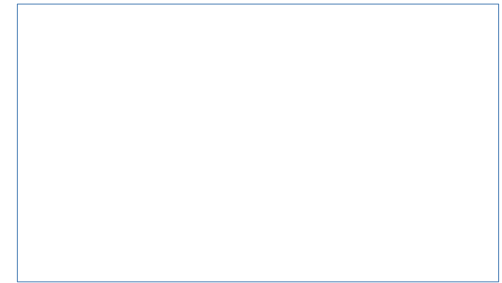
Case Source: (Northouse, 2019)

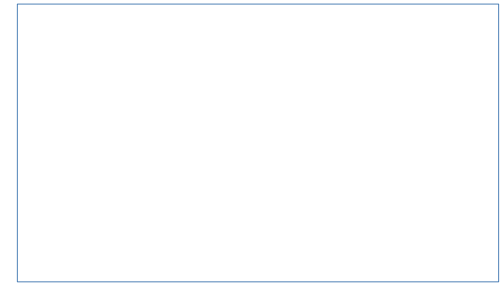# Case Study : Can This Virtual Team work? (Cont.)

- The task of the team is to develop and implement technology innovations for all global business units.

- The team members are excited about the importance and the innovative nature of their assignment.

- They respect each other and enjoy being part of this team. However, the team is having difficulty getting off the ground, and the members report being extremely overloaded.

- Most team members travel to business sites at least two weeks each month.

- The travel is important, but it causes team members to get farther behind.

Case Source: (Northhouse, 2019)

Case Study : Can This Virtual Team work? (Cont.)

- The team has one half-time secretary, located in New York. Her primary responsibility is to organize travel and meetings of team members.

- Team members are working on several projects at once and have great difficulty finishing any of the projects.

- One team member has 500 unread email messages because each team member sends copies of all messages to everyone on the team.

- Jim is under great pressure to prove that this team can work and provide a valuable function to the organization.
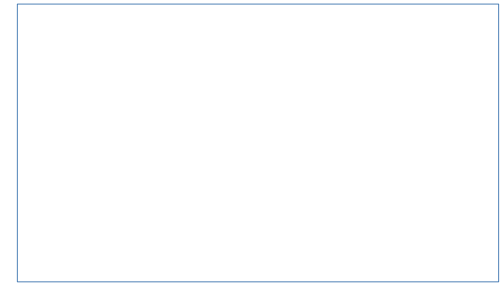
Case Source: (Northouse, 2019)

Case Study : Can This Virtual Team work? (Cont.)

Questions

Q1) Which of the eight characteristics of team effectiveness are lacking in this team?

Q2) Based on this analysis of team effectiveness, should Jim intervene at this time, or should he just keep monitoring the team? If you think he should take action, at what level should he intervene (internal or external)? If internal, should his action be task or relational?

Q3) What specific leadership functions should Jim implement to improve the team? Why?

Case Source: (Northouse, 2019)

Book Recommendation

The 13 Key Performance Indicators for Highly Effective Teams

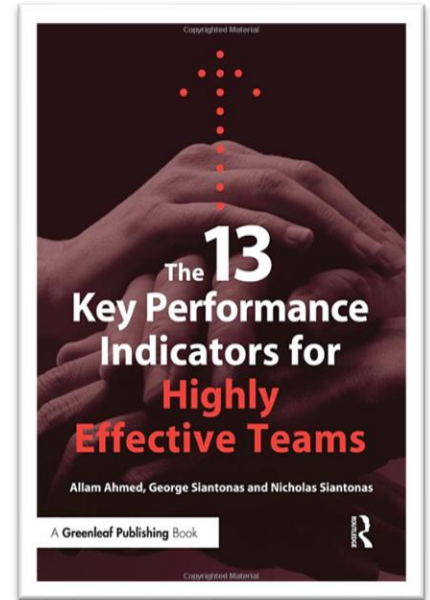|	
Authors:	Allam Ahmed
	George Siantonas
	Nicholas Siantonas
Publisher:	Routledge
	(December 2007)
Language:	English
Paperback:	176 Pages
ISBN-10:	1906093075
ISBN-13:	978-1906093075

Image Source: https://www.amazon.in/Performance-Indicators-Highly-Effective-Teams/dp/1906093075

Book Recommendation

- This book outlines the challenges faced by both team leaders and team members in 21st-century workplaces.
- It proposes 13 key performance or "team health" indicators for highly effective teams based on research data collected from a large range of industry sectors, team sizes and organisations in the UK.

- It contributes to the understanding of the nature and functioning of team cohesiveness by describing teamwork as a multi-component variable and identifying the factors that impact on teams and the implications of teamwork for organisations.
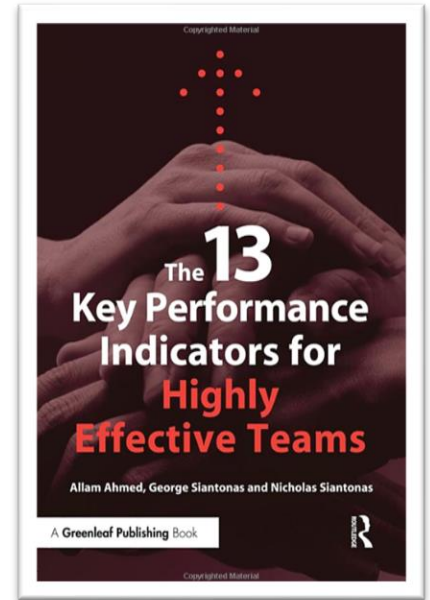
Image Source: https://www.amazon.in/Performance-Indicators-Highly-Effective-Teams/dp/1906093075

Book Recommendation

1. Balanced Roles
2. Clear Objectives and Purpose
3. Openness, trust, confrontation and conflict resolution
4. Cooperation, support, communication and relationships
5. Individual and team learning and development
6. Sound inter-group relations and communications
7. Appropriate management/leadership
8. Sound team procedures and regular review
9. Output, performance, quality and accountability
10. Change, creativity & Challenging the status quo
11. Decision-making and problem solving
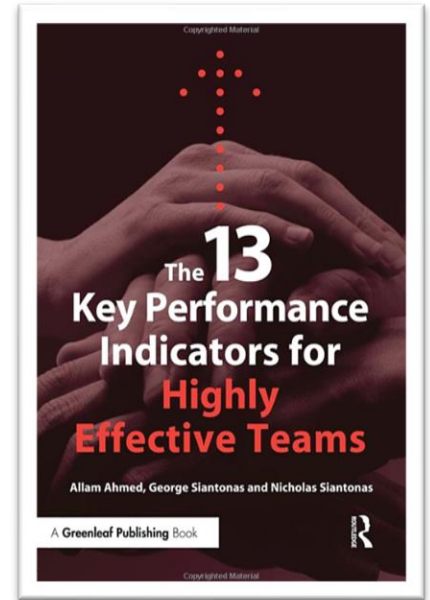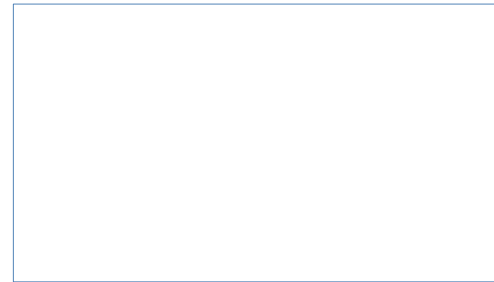12. Morale
13. Empowerment

Image Source: https://www.amazon.in/Performance-Indicators-Highly-Effective-Teams/dp/1906093075

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Thank You