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NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 01

Introduction to Leadership & Team Management

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Image Source: <http://www.voltagevista.com/leadership/know-sure-teams-5-things-teams-leaders-need/>

“Before you are a leader, success is all about growing yourself.
When you become a leader, success is all about growing
others.”

– Jack Welch

“The greatest leader is not necessarily the one who does the
greatest things. He is the one that gets the people to do the
greatest things.”

– Ronald Reagan

Introduction

- Leadership as the ability to influence a group toward the achievement of a vision or set of goals.
- Leadership is a process of interpersonal relationships through which a person attempt to influence the behaviour of others for attaining the predetermined objective.
- Organizations need strong leadership and strong management for optimal effectiveness.
- Leaders are needed to challenge the status quo, create visions of the future and inspire organizational members to want to achieve the visions.

What is Leadership?

Researchers have defined leadership in many ways:

- The process by which an agent induces a subordinate to behave in a desired manner.
- The process of influencing an organized group toward accomplishing its goals
- Actions that focus resources to create desirable opportunities.
- Creating conditions for a team to be effective.
- The ability to get results and the ability to build teams; these represent the what and the how of leadership.



Image Source: <https://www.td.org/insights/the-5-types-of-leaders>

Definitions of Leadership

Author Name	Definition
Prentice, W.C.H(HBR) (1960)	"Leadership is the accomplishment of a goal through the direction of human assistants. A leader is one who successfully marshals his human collaborators to achieve particular ends."
Northouse (2004)	"Leadership is a process whereby an individual influences a group of individuals to achieve a common goal."
Jacobs & Jaques (1990)	"Leadership is a process of giving purpose (meaningful direction) to collective effort and causing willing effort to be expended to achieve purpose."

Definitions of Leadership (Cont.)

Author Name	Definition
Joanne Ciulla (1998)	"Leadership is not a person or a position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good."
Cohen, W.A.(1990)	"Leadership is the art of influencing others to their maximum performance to accomplish any task, objective or project."
Donelly, J.H. & Ivancevich, J. M. & Gibson, J.L. (1985)	"Leadership is an attempt at influencing the activities of followers through the communication process and toward the attainment of some goal or goals."

Leadership Is Both a Science and an Art

- Saying leadership is both a science and an art emphasizes the subject of leadership as a field of scholarly inquiry, as well as certain aspects of the practice of leadership.



Image Source: <https://www.linkedin.com/pulse/leadership-art-science-prof-mohammed-ahmed>

Leadership Is Both a Science and an Art (Continued)

- Some managers may be effective leaders without ever having taken a course or training program in leadership, and some scholars in the field of leadership may be relatively poor leaders themselves.
- Even so, because skills in analyzing and responding to situations vary greatly across leaders, leadership will always remain partly an art as well as a science.



Leadership Is Both Rational and Emotional

- Leadership involves both the rational and emotional sides of human experience.
- Leadership includes actions and influences based on reason and logic as well as those based on inspiration and passion.
- People are both rational and emotional, so leaders can use rational techniques and emotional appeals to influence followers, but they must also weigh the rational and emotional consequences of their actions.
- One example of this is the civil rights movement of the 1960s, which was based on emotions as well as on principles. Dr. Martin Luther King Jr. inspired many people to action; he touched people's hearts as well as their heads.

Leadership and Management

- The word **Management** suggests words like efficiency, planning, paperwork, procedures, regulations, control, and consistency.
- **Leadership** is often more associated with words like risk taking, dynamic, creativity, change, and vision.
- Some say leadership is fundamentally a value-choosing, and thus a value-laden, activity, whereas management is not. Leaders are thought to do the right things, whereas managers are thought to do things right

Leadership and Management

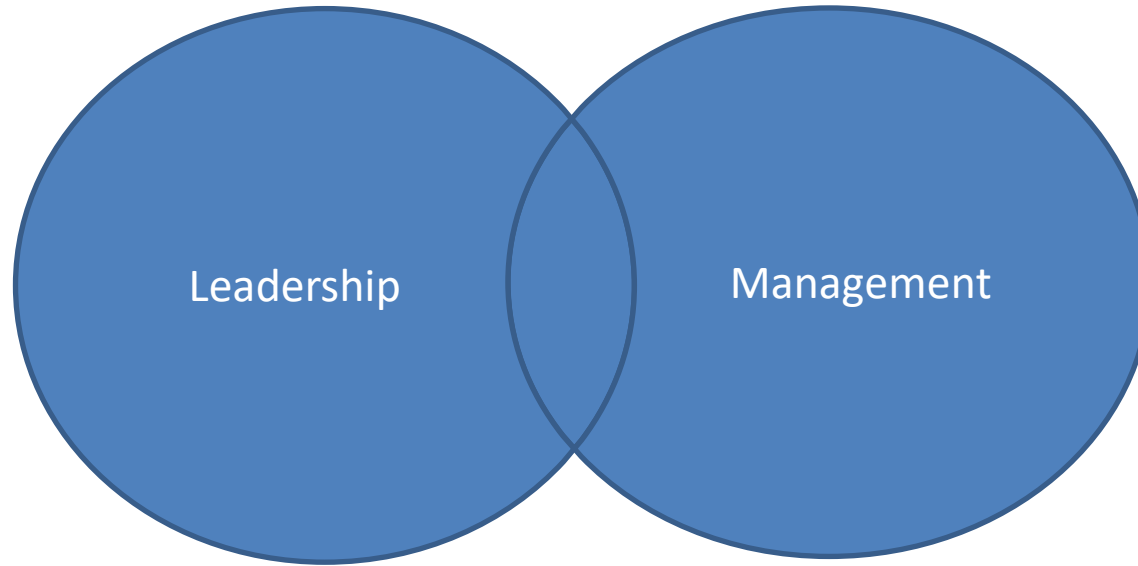


Figure – Leadership and Management Overlap

Image Source: (Hughes, Ginnett, & Curphy, 2015)

Difference between Manager and Leader

Manager	Leader
Administer	Innovate
Maintain	Develop
Control	Inspire
Short-term view	Long-term view
How and When	What and Why
Imitate	Originate
Accept the status quo	Challenge it

Image Source: (Hughes, Ginnett, & Curphy, 2015)

Team

- A group whose individual efforts result in performance that is greater than the sum of the individual inputs.
- It generates positive synergy through coordinated effort.



Image Source: https://www.mindtools.com/pages/article/newTMM_92.htm

Definitions of Teams

Authors	Definitions
Katzenbach, J.R. and Smith, D.K.	A team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals.
W. Dyer	A team is a work group that must rely on collaboration if each member is to experience the optimum success and achievement.
Leigh Thompson	"[A] team is a group of people who are interdependent with respect to information, resources, knowledge and skills and who seek to combine their efforts to achieve a common goal".

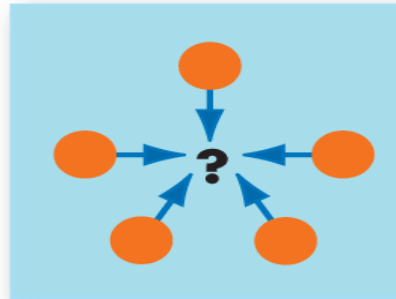
Team Management

- Team management refers to as “a group of individuals, each of whom has a personal responsibility for leading some part of an organization, [and] who are interdependent for the purpose of providing overall leadership for a larger enterprise”.
- Team management refers to the various activities which bind a team together by bringing the team members closer to achieve the set targets.
- The individuals forming a team should ideally think more or less on the same lines and should have similar interests and objective.

Types of Teams

Problem-Solving Teams

- Groups of 5 to 12 employees from the same department who met for a few hours each week to discuss ways of improving quality, efficiency, and the work environment.
- These teams rarely have the authority to unilaterally implement any of their suggestions.

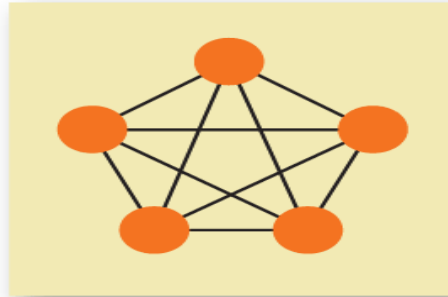


Problem-solving

Image Source: https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX_10_002.png

Self-Managed Teams

- Self-managed work teams are groups of employees (typically 10 to 15 in number) who perform highly related or interdependent jobs and take on many of the responsibilities of their former supervisors.
- Self-managed work teams even select their own members and evaluate each other's performance. Supervisory positions take on decreased importance and are sometimes even eliminated.



Self-managed

Image Source: https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX_10_002.png

Cross-Functional Teams

- Cross-functional teams , made up of employees from about the same hierarchical level but different work areas, who come together to accomplish a task.
- All the major automobile manufacturers—Toyota, Honda, Nissan, BMW, GM, Ford, and Chrysler—currently use this form of team to coordinate complex projects.

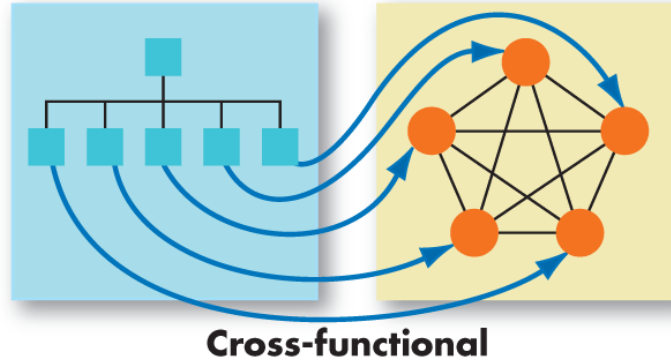
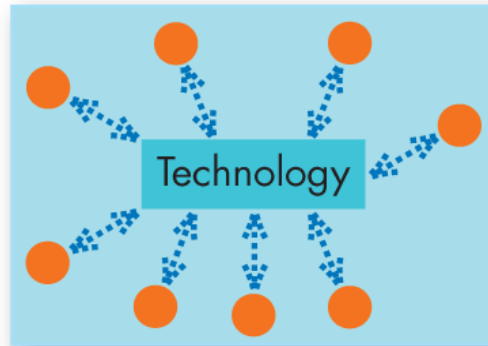


Image Source: https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX_10_002.png

Virtual Teams

- Virtual teams use computer technology to unite physically dispersed members and achieve a common goal.
- They collaborate online—using communication links such as wide-area networks, videoconferencing, or e-mail—whether they're a room away or continents apart.



Virtual

Image Source: https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX_10_002.png

Effective Team Characteristics and Team Building

Teams vary in their effectiveness. If a team is to work effectively, the following four variables need to be in place:

- **Task:** Does the team know what its task is?
- **Boundaries:** Is the collective membership of the team appropriate for the task to be performed?
- **Norms:** Does the team share an appropriate set of norms for working as a team?
- **Authority:** Has the leader established a climate where her authority can be used in a flexible rather than a rigid manner?

Case study

Read case study and determine what action you think would be most appropriate for the leader to take in the situation. Rank your answers from 1-4 with #1 being the most appropriate leadership response and #4 the least appropriate leadership response.

- As Project Director you have worked closely with one of your teams for several years. Their work is excellent, and the team gets along well together. Recognizing their abilities, you feel they can now work more on their own. You have begun this year to redirect your energies to other projects and teams, and they have continued to work effectively. You must now ask them to accept additional tasks and responsibilities. YOU WOULD. . .

Case study

- a) Assign them the new responsibility, make sure they know what to do, and supervise them closely.
- b) Give them the new responsibility. Tell them that you are pleased with their past performance and that you are sure they will do well with this new responsibility. Facilitate the team's meetings.
- c) Make sure they know what you want them to do but incorporate any helpful suggestions they have.
- d) Let them determine how to complete the new responsibility and be available to support them and provide the information and resources that will be needed

Research Paper

Paper: Democratic leadership and organizational performance: the moderating effect of contingent reward

Authors: Sam Kris Hilton, Helen Arkorfu, Albert Martins

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Democratic leadership and organizational performance: the moderating effect of contingent reward

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Abstract

Purpose – The purpose of this study is to investigate the moderating effect of contingent reward on the relationship between democratic leadership and organizational performance.

Design/methodology/approach – Explanatory and cross-sectional survey designs were used. A quantitative research approach was also adopted to collect the data from 476 employees in the telecommunication industry. Using statistics package for social science, the data was analyzed via descriptive statistics, correlation and hierarchical regression techniques.

Findings – The results reveal that both democratic leadership and contingent reward have a significant positive relationship with organizational performance. Furthermore, contingent reward significantly augments and moderates the relationship between democratic leadership and organizational performance. Thus, the combination of democratic leadership and contingent reward would more likely produce higher organizational performance.

Originality/value – This study has made a significant contribution to leadership and organizational literature by establishing the effectiveness of contingent reward as a moderator on the relationship between democratic leadership and organizational performance in a telecommunication industry.

Keywords Leadership, Organizational performance, Moderation, Democratic leadership, Contingent reward

Paper type Research paper



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1. Introduction

Leadership has increasingly become a major research focus for organizational scholars as there is growing awareness of the significance of leadership in the transformation and development of organizations and countries at larger. The poor performance of organizations has necessitated the evolution of leadership (Burn, 1978). Studies indicate that different leadership styles play a substantial role in promoting organizational performance nonetheless there are no conclusive findings on how leadership styles interact to influence organizational performance (Samad *et al.*, 2015). There are various kinds of leadership styles

Purpose

- The purpose of this study is to investigate the moderating effect of contingent reward on the relationship between democratic leadership and organizational performance

Design/methodology/approach

- Explanatory and cross-sectional survey designs were used. A quantitative research approach was also adopted to collect the data from 476 employees in the telecommunication industry. Using statistics package for social science, the data was analyzed via descriptive statistics, correlation and hierarchical regression techniques.

Findings

- This finding provides empirical evidence for the enhancement of democratic leadership through the introduction of contingent rewards
- Study point out contingent reward as an effective moderator for other leadership styles in predicting organizational performance.
- Compared to the extant literature on the positive relationship between democratic leadership and organizational performance, the present study reveals that such a relationship can be augmented and moderated with contingent reward for a stronger effect.

Practical Implication

- The findings of the study imply that managers in the telecommunication industry should exhibit democratic leadership to improve the performance of their organizations.
- It implies that democratic managers would have to incorporate contingent reward (in the form of recognition, award, incentives and financial rewards) into their governance style to induce employees to perform beyond expectation.
- This would increase the satisfaction and commitment level of employees and, in turn, increase organizational performance.

Book Recommendation

LEADERSHIP: Enhancing the Lessons Of Experience (Eighth Edition)

Edited By: Andrea Heirendt
Publisher: ©2015 by McGraw-Hill Education
Authors: Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy
Language: English
Paperback: 753 Pages
ISBN: 978-0-07-786240-4
MHID: 0-07-786240-6

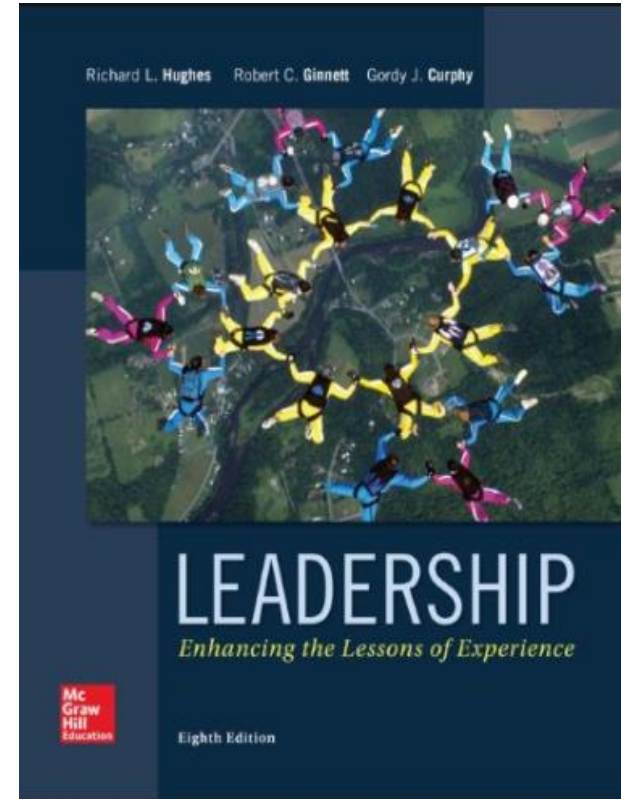


Image Source: <https://www.amazon.in/Leadership-Enhancing-Experience-Richard-Hughes/dp/0078112656/>

Book Recommendation

THE LEADERSHIP CHALLENGE : How to Make Extraordinary Things Happen in Organizations

Edited By: James M. Kouzes and Barry Z. Posner
Publisher: Jossey-Bass(A Wiley Imprint), 2012
Language: English
Paperback: 412 Pages
ISBN: 978-1-11-939756-4

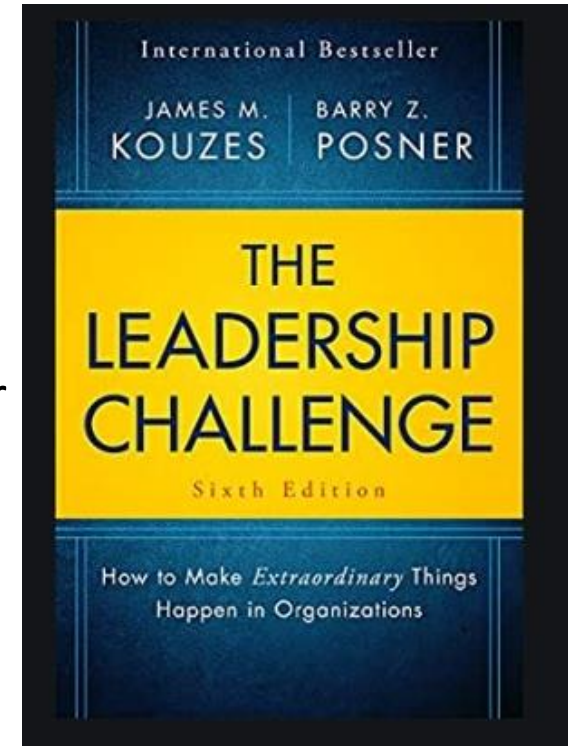


Image Source: <https://www.amazon.in/Leadership-Challenge-Extraordinary-Things-Organizations/dp/1119278961>

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Thank You

