LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 40

THE LEADER'S ROLE IN TEAM-BASED ORGANIZATIONS

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Image Source: https://fi.pinterest.com/pin/61994932345288867/

"Being a leader is not about you. It's about the people that are on your team and how you can help them be successful"

-Susan Vobejda

The Use of Teams in Organizations

- It is a way of life in post modern organizations.
- It offers the best opportunity for better organizational performance in the form of increased productivity and profits.
- It leads to cooperation and synergy.
- For many Organizations, the use of teams has led to desirable performance improvements, such as:
  - Improved Quality
  - Improved Efficiency
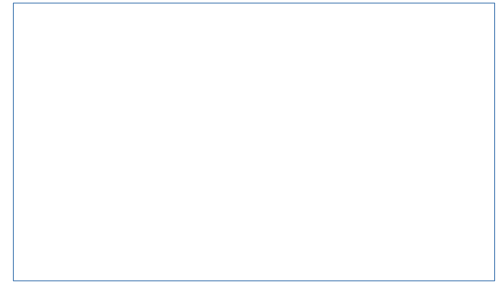 - Improved Employee Satisfaction
  - Improved Customer Satisfaction

The Use of Teams in Organizations (Cont.)

- For some Organizations, however, the use of teams has resulted in some negative outcomes, such as:
  - Increased Costs
  - Stress
  - Lower Group Cohesion
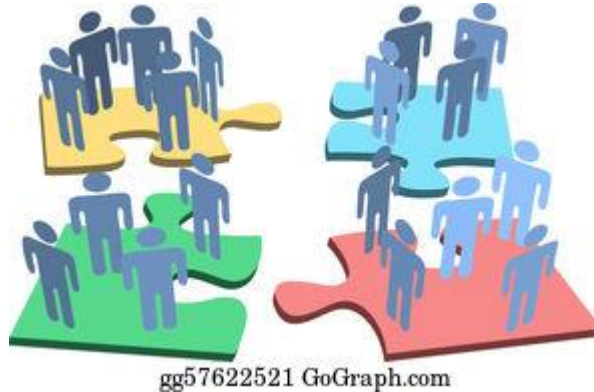
Team-Based Organizations

- Team Based Organizations emphasis the values and importance of all employees regardless of their specific roles or the simplicity or complexity of the tasks that they perform

- Usually when traditional organizations become Team based Organizations they experience a culture shift :
    - From hierarchical to flat
    - From fragmentation to cohesion
    - From independence to interdependence
    - From competition to cooperation
    - From tried-and-true to risk taking

Advantages vs Disadvantages of Team-Based Organizations

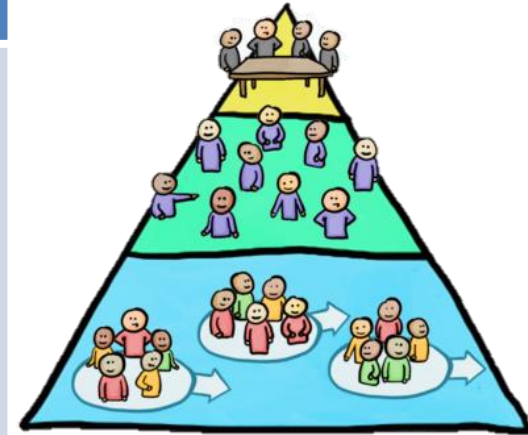| Advantages	Disadvantages
• Synergy • Avoidance of major errors • Faster, Better Decisions • Continuous improvement • Innovation • Self-motivation • Empowerment • Greater Job Satisfaction • Needs fulfillment	• Pressure to conform to Group standard of performance and conduct • Resistance to the team effort from impinging on autonomy • Social Loafing • Groupthink • Intergroup conflicts • High Pressure & Stress

Image Source: https://blog.crisp.se/2017/01/03/jimmyjanlen/transforming-the-pyramid-to-an-agile-org

Types of teams in Team-based Organizations

(Cohen & Bailey, 1997) suggested 4 major types of organizational teams

Work Teams

- Continuing work units responsible for producing goods or providing services

Parallel Teams

- Pull together from different work units or jobs to perform functions that the regular organization is not equipped to perform well

Project Team

- Produce one-time outputs and are time-limited

Management Teams

- Coordinate and provide direction to sub-units under their jurisdiction, laterally integrating interdependent sub-units across key business processes
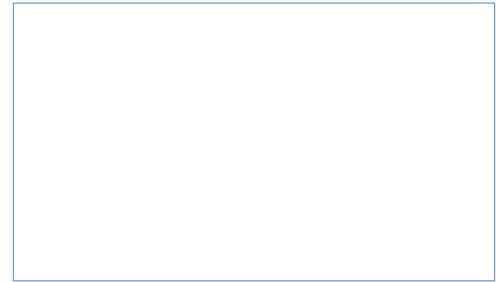
Roles among the teams

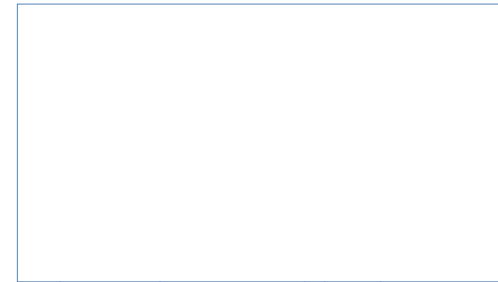| Team Role	Duties
Team Leader	Uses team to achieve goals Understand whole project Oversees process Guide without dominating Supports team and team members Help team achieve productive working relationships
Team advisor	Champions the team within the organisation Communicates with stakeholders
Facilitator	Schedules and conducts team meetings & activities Serves as a resource person Encourages full participation

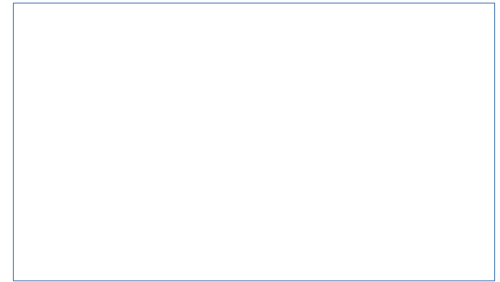# Roles among the teams (Cont.)

Team Role	Duties
Process Observers Or team members	Support the leaders and facilitator in promoting team culture Focus energy on the task Listen to everyone's ideas
Scribe or recorder	Keep written records of team meetings

Image Source: https://www.managementcentre.co.uk/learning-development/high-performing-teams-belbins-team-roles/

Image Source: http://clipart-library.com/clip-art/teamwork-transparent-background-19.htm
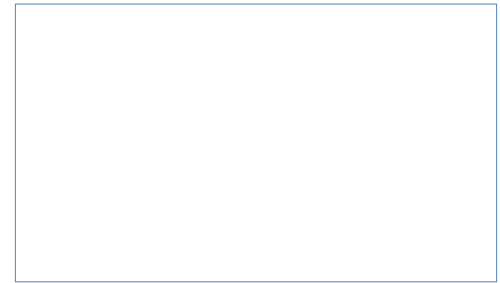
Team Leader

- A team leader is someone who oversees the functionalities of a team
- If not the manager himself, the team leader monitors the quantitative and qualitative achievements of the team and reports results to a manager.
- A team leader's belief is that the whole is greater than sum of its parts
- Team leaders place considerable emphasis on team building and then evaluates their own performance on the basis of how well they have developed the team.
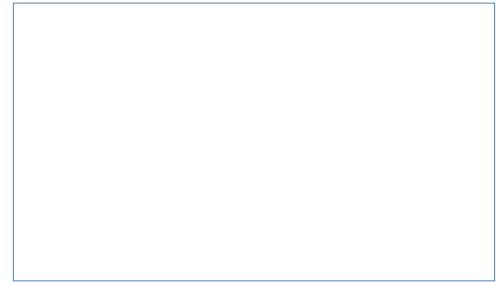
Image Source: https://www.europeanbusinessreview.com/effective-leadership-9-ways-to-support-your-team/
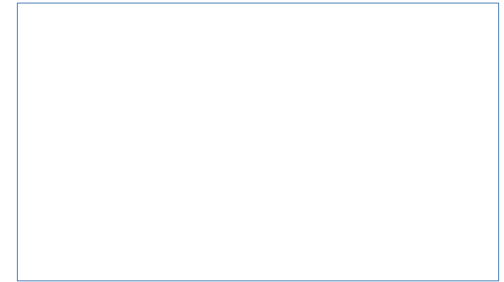
Team Leader (Cont.)

Effective Team leaders:

- Must recognize that not everyone know how to be a team player
- Must display self-sacrificing behaviour and confidence
- Employ multiple influencing tactics to control and direct team member action toward the achievement of organizational goals
- Encourage norms that positively affects the team's goals and alter those that are negative
- Observe with a keen eye what's going on in the team
- Make contributions when necessary
- Encourage a climate of dialogue
- Turn obstacles into opportunities
- Must be adaptive, knowing when to play different roles

Solo Leader Vs Team Leader

Solo leader
- Plays unlimited roles (interferes)
- Strives for conformity
- Collects acolytes (blind followers)
- Directs subordinates
- Projects objectives

Team Leader
- Chooses to limit roles (delegates)
- Builds on diversity (different opinions)
- Seeks talent
- Develops colleagues
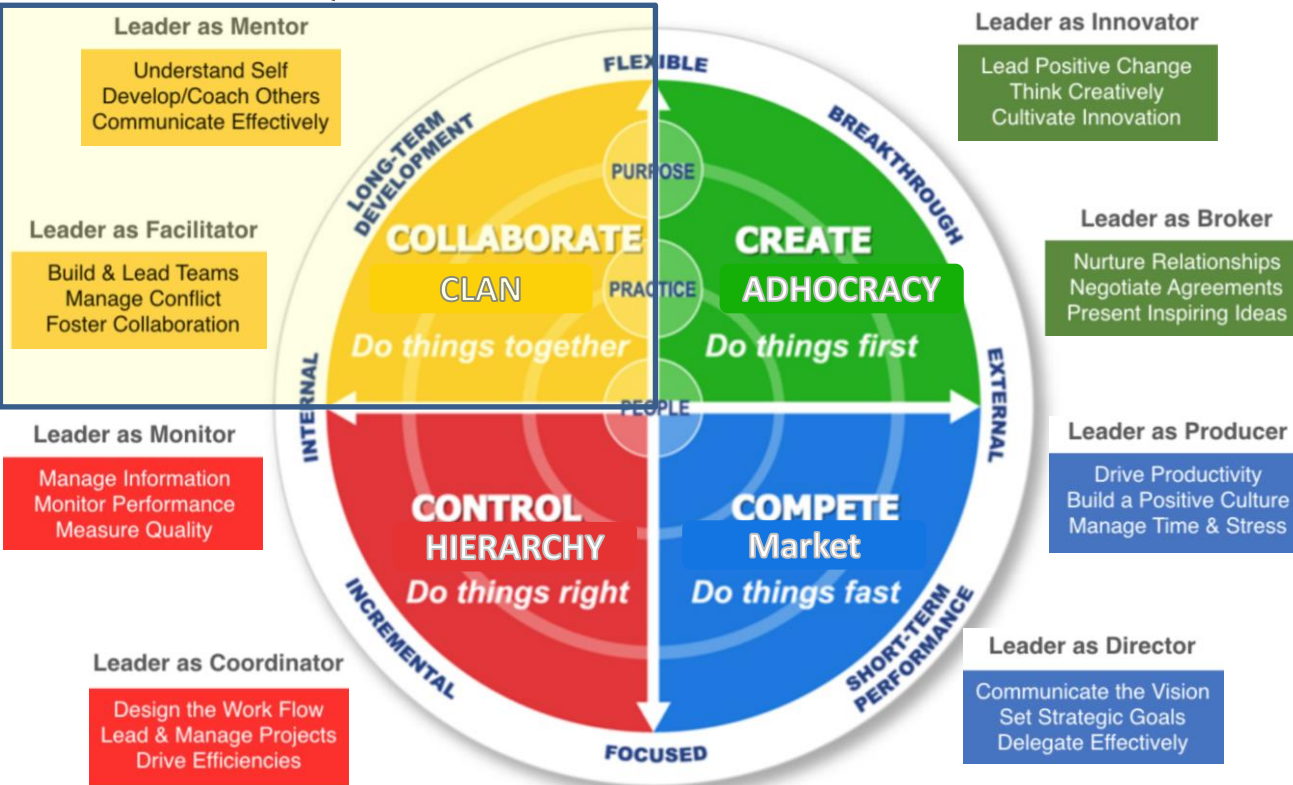- Creates mission

Image Source: https://www.sketchbubble.com/en/presentation-team-leadership.html

Robert Quinn's Roles of Leaders

Clan Culture in Quinn's model usually denote team based organizations Thus, Quinn's model suggest Mentor and Facilitator role for Leader in team based organizations
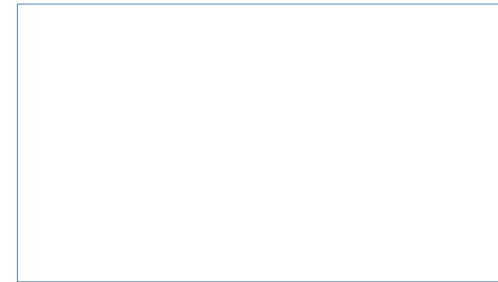
Leader's Role in the Team-Based Organization

- Team-based organizations need leaders who are knowledgeable in the team process and can help with the interpersonal demands of teams.
- **Key role of a team-based leader**:
  - Building trust and inspiring teamwork
  - Coaching team members and groups members towards higher levels of performance
  - Facilitating and supporting the team's decisions
  - Expanding the team's capabilities
  - Creating a team identity
  - Anticipating and influencing change
  - Inspiring the team toward higher performance levels
  - Enabling and empowering group members
  - Encouraging team members

Leader's Role in the Team-Based Organization (Cont.)

Also various researchers have classified these roles into some categories as:

- **The team leader as Chief motivator.** Through the leader's support, encouragement, and training, followers feel a sense of self-worth, appreciation, and value for their work, and they respond with high performance.(Bhatnagar & Tjosvold, 2012) As these relationships mature, the entire work group becomes more cohesive, and the payoffs only increase. (Liao et al , 2010)

- **The team leader as coach and mentor.** Team-based organizations need leader who are good at coaching and mentoring followers, especially new team members. Like any good coach, they are experienced and knowledgeable in the team process & are capable of developing trust and teamwork norms in team members. (Wellington & Poster, 2009)

Source: (Lussier & Achua, 2016)

Leader's Role in the Team-Based Organization (Cont.)

- **The team leader as a role model.** A team leader must model the behavior that he/she wants to see in team members. For instance, a leader's self-sacrificing behavior and display of self-confidence do influence team members. Self-sacrificing leaders are those who go above and beyond what's expected of them. They don't just issue orders; they get involved in making things happen. (Ruggieri & Abbate, 2013)

- **The team leader as team culture enforcer.** The team leader plays a leading role in fostering a team culture that supports the team's goals and operational strategies. A team culture specifies standards and values that govern team member behavior. The leader may insist on team incentives over individual incentives to promote team performance. (Rothenberg, 2011)

Source: (Lussier & Achua, 2016)

Leader's Role in the Team-Based Organization (Cont.)

- **The team leader as cheerleader.** Leaders with strong social skills tend to have greater influencing abilities and relate well with team members. As the team's leading cheerleader, the leader inspires and motivates team members to achieve higher levels of performance. When a team leader can leverage his/her social skills to obtain resources for the team, he or she is said to possess social capital. (Derue et al, 2010)

- **The team leader as resource person**. The team leader's role is to be the resource person that recognizes team needs and attends to them in a timely fashion. The team leader's knowledge of the team's capabilities enables him or her to address areas of weaknesses so the team can function more effectively and efficiently.

Source: (Lussier & Achua, 2016)

Research Paper

Leading empowered teams: An examination of the role of external team leaders and team coaches

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[b] University of Connecticut, 2100 Hillside Road, Unit 1041MG, Storrs, CT 06269-1041,USA
[c] Becton Dickinson, 1 Becton Drive, Franklin Lakes, NJ,USA

Purpose

The aim of the study is to explore the role of leadership in empowered teams. More specifically, we explore how team leadership, emanating from two sources – external team leaders and team coaches – influences team empowerment, and ultimately, team processes, and performance.

This study follows up on the work of Mathieu et al. (2006), who unexpectedly found that external team leaders did not significantly influence team empowerment, processes, or performance once other factors such as organizational and HR team support was taken into consideration.
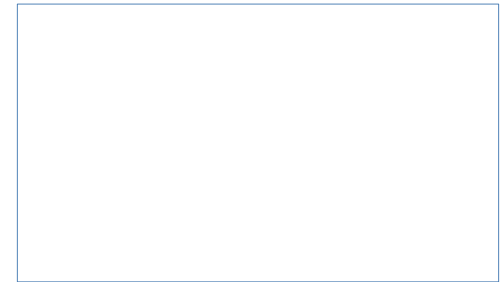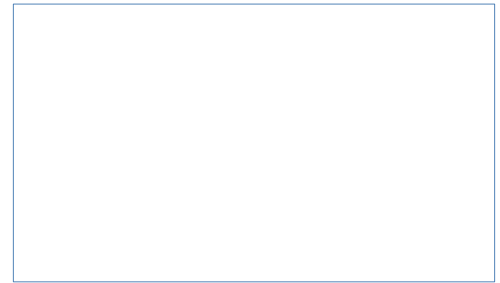
Research Paper
Sample/methodology

Using survey measures and temporally lagged the objective performance indices from a sample of 404 respondents from 70 teams was taken into consideration under this study. Study participants were customer service engineers (CSEs) who repaired and serviced large office document production systems at a multinational office equipment and technology firm. CSEs worked in empowered teams and were responsible for planning, organizing, assigning, and completing their work, as well as making meaningful financial and HR decisions

Team coaches consisted of organizational development and change professionals who were experts on team development. Each coach supported and provided leadership to 15–20 teams
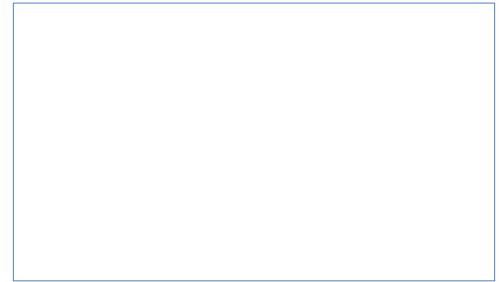
Research Paper

Findings

The results of the study indicate that coaches significantly influence team empowerment, and thereby team processes and performance whereas external team leaders do not.

Findings also indicate that HR and organizational supports relate positively to team empowerment and that the effect of coaches on empowerment is beyond the effects of HR and organizational supports, team interdependence, and external team leaders.

Research Paper
Research Limitations

- The causal ordering of variables are subject to debate and a longitudinal design would be preferable to establish the causal ordering of variables
- Second limitation concerns the nature of the study's variables. Team processes variable, for instance, included items for each of the three superordinate dimensions, yet authors modeled the variable as a composite measure
- Team members assessed all antecedent and mediating variables raises concerns of common method variance arising from single source bias.
- Data were collected from members of the same organization used in the Mathieu et al (2006) study
- Study doesn't depict the underlying mechanisms that explain differential effects of the two types of leaders.
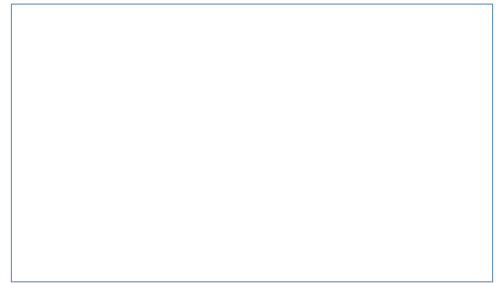
Research Paper

Practical implications

The findings suggest that when organizations face difficulties implementing empowerment, there are other options, such as team coaches, at their disposal to help empowerment take hold. Furthermore, results also suggest that in such instances, an outsider (such as a team coach) may be best able to move teams forward toward an empowered state. Indeed, the focal organization's introduction of team coaches appears to have helped propel the empowerment initiative forward.
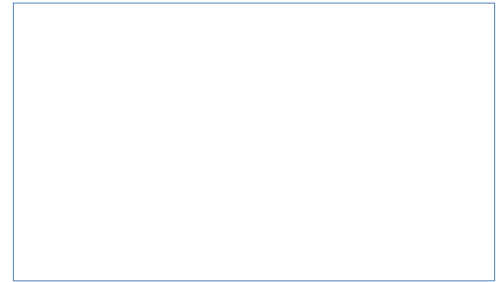
Case Study : Frederick W. Smith—FedEx

- FedEx has built what is the most seamless global air and ground network in its industry, connecting more than 90 percent of the world's economic activity.

- According to its founding CEO Fred Smith, teamwork and team leadership deserves much of the credit. FedEx has expanded far beyond what Mr. Smith started in 1971. With annual revenues of $43 billion, FedEx has continued to strengthen its industry leadership in global transportation services.

- With growth have come difficulties of coordination, maintaining efficiency, meeting customer expectations, & managing employees.

- Smith realized that a rigid hierarchy of command-and-control leadership would only magnify these difficulties.

Case Source: (Lussier & Achua, 2016)

Case Study (Cont.)

- To give his employees the flexibility and freedom they need, Smith decided to restructure FedEx by emphasizing the team approach to getting work done.
- CEO Smith directed his executive team to create and empower more teams by giving them the authority and the responsibility to make the changes needed to improve productivity and customer satisfaction throughout FedEx system.
- An example of the successful implementation of Mr. Smith's vision can be found in Springfield, Virginia. With strong support from their managers, employees formed the Quality Action Team to overhaul their package-sorting techniques.
- The improvements they introduced put couriers on the road 12 minutes earlier than before and halved the number of packages they delivered late.

Case Source: (Lussier & Achua, 2016)

Case Study (Cont.)

- The success of teams at departmental or local levels encouraged the CEO and his leadership team to also assign employee teams to companywide projects.
- Facing growing competition from United Parcel Service, the U.S. Postal Service, and Airborne Express, FedEx organized its clerical employees into "super-teams" of up to 10 people.
- These teams operated as SMTs with little direct supervision from managers. One team cut service glitches, such as incorrect bills and lost packages by 13 percent. Another team spotted—and worked until they eventually solved—a billing problem that had been costing the company $2.1 million a year
- FedEx teams have worked so well because CEO sets stretch goals & incentivizes followers to achieve them.

Case Source: (Lussier & Achua, 2016)

Case Study (Cont.)

- Managers are by no means obsolete at FedEx. Mr. Smith has redefined their roles. There has been a shift in mindset from the traditional leader-centric model to the team-centered leadership approach.
- Managers are expected to formulate clear, attainable goals for their teams, solicit employee ideas, and act on the best employee suggestions.
- FedEx managers perceive their role as facilitators—and sometimes they are players. During emergencies at the Memphis hub, senior managers have been known to hurry down from the executive suite to help load packages onto the conveyor belts that feed the company's planes.
- They practice team leadership by doing, not by telling.
- Mr. Smith is responsible for providing strategic vision for all FedEx Corporation

Case Source: (Lussier & Achua, 2016)

Case Study (Cont.)

- FedEx inspires its more than 300,000 team members to remain "absolutely, positively" focused on safety, the highest ethical and professional standards and the needs of their customers and communities.

Questions

Q1) What type of teams does FedEx use? Provide evidence from the case to support your answer.

Q2) Describe the role FedEx managers play in facilitating team effectiveness.

Q3) What motivates the members of FedEx to remain highly engaged in their teams?

Q4) Leaders play a critical role in building effective teams. Discuss how FedEx managers performed some of these roles in developing effective teams.

Case Source: (Lussier & Achua, 2016)

Book Recommendation

The 5 Roles of Leadership:
Tools & best practices for personable and effective leader

Authors:	Wladislaw Jachtchenko
Publisher:	Remote Verlag;
	(June, 2021)
Language:	English
Paperback:	174 Pages
ISBN-10:	1955655170
ISBN-13:	978-1955655170
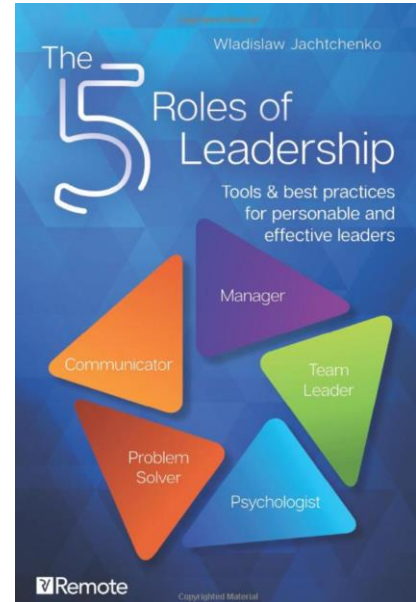
Book Recommendation

In this book, Author explored 5 roles of successful leaders:

Role 1: The charismatic and convincing communicator!

Role 2: The always efficient and effective manager!

Role 3: The motivating team leader who knows how to delegate!

Role 4: The empathetic psychologist interacting consistently with each employee!

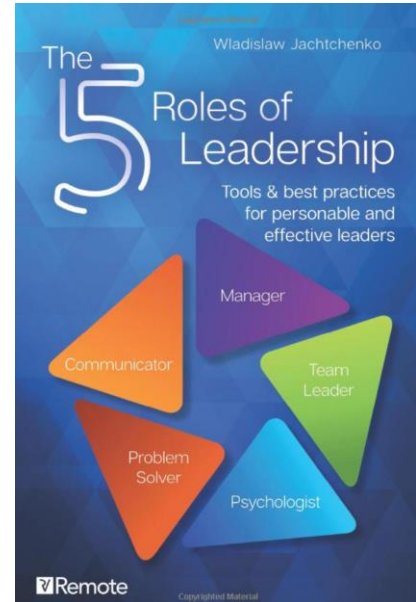**Role 5:** The skilled problem solver who manages conflict and implements change!

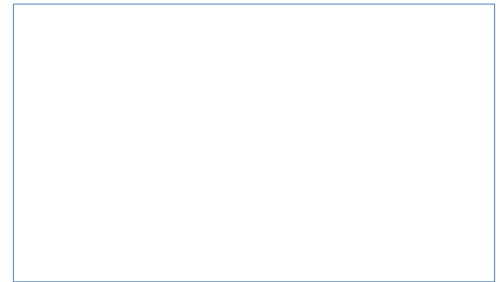Image Source: https://www.amazon.com/Roles-Leadership-practices-personable-effective/dp/1955655170/

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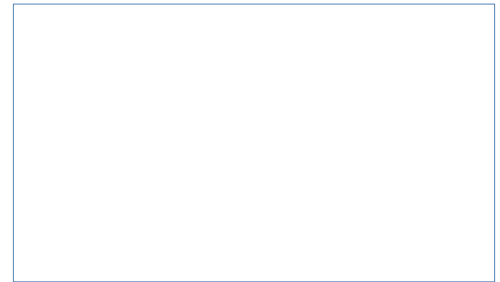
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Thank You