

LEADERSHIP FOR INNOVATORS

SELF LEADERSHIP SUMMARY. TEAM LEADERSHIP.

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Skoltech

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Time Management

Self Leadership Summary

Team

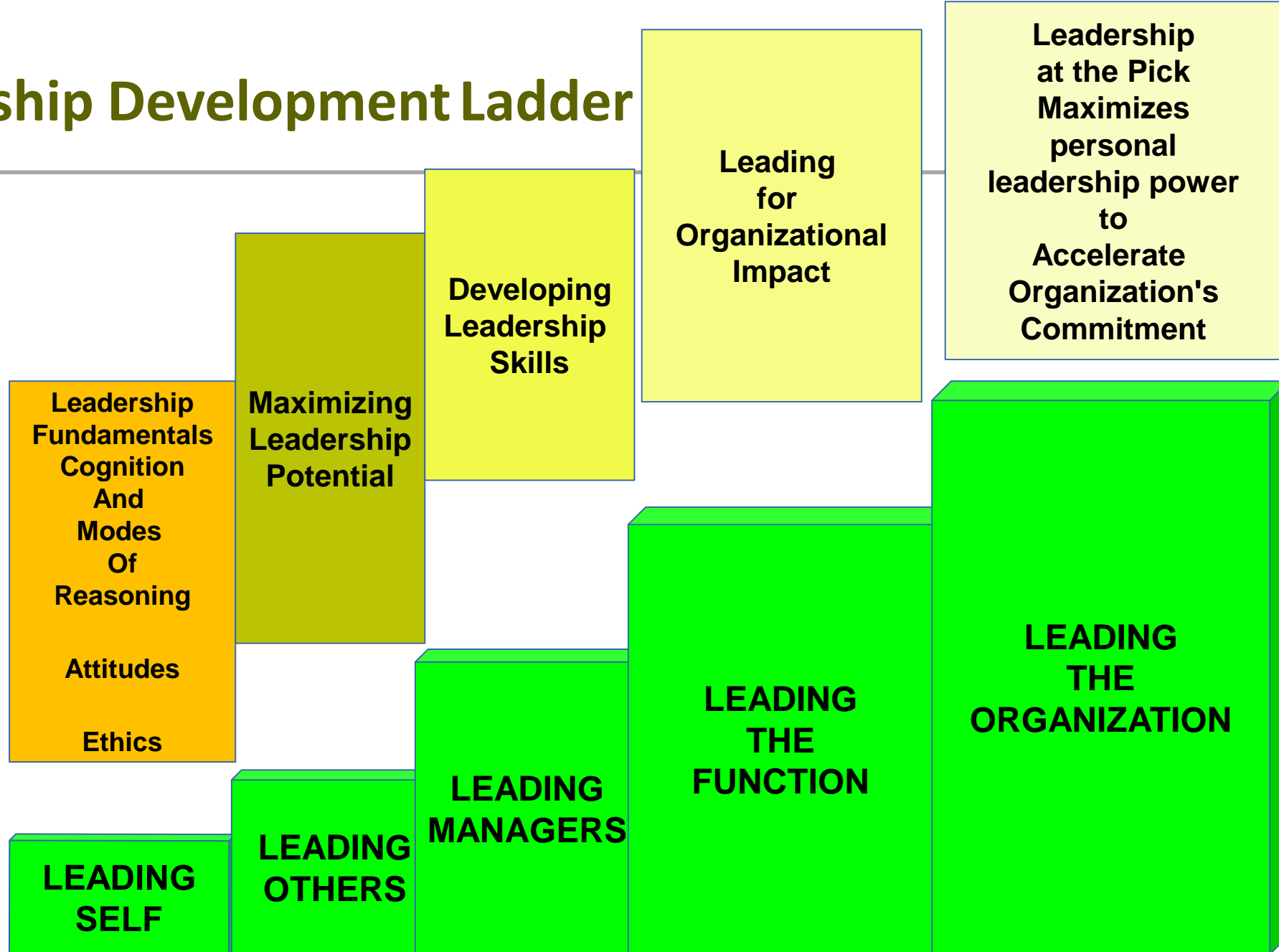
Team Leadership



Self Leadership



Leadership Development Ladder



SELF-LEADERSHIP



DEFINITION

Self-leadership = ...

= process of influencing oneself to establish the self-direction and self-motivation needed to perform

= comprehensive self-influence perspective that concerns leading oneself toward performance of naturally motivating tasks as well as managing oneself to do work that must be done but is not naturally motivating

= having a developed sense of who you are, what you can do, where you are going coupled with the ability to influence your communication, emotions and behaviors on the way to getting there

TO MAKE IT CLEAR

Self-management is not equal to Self-Leadership

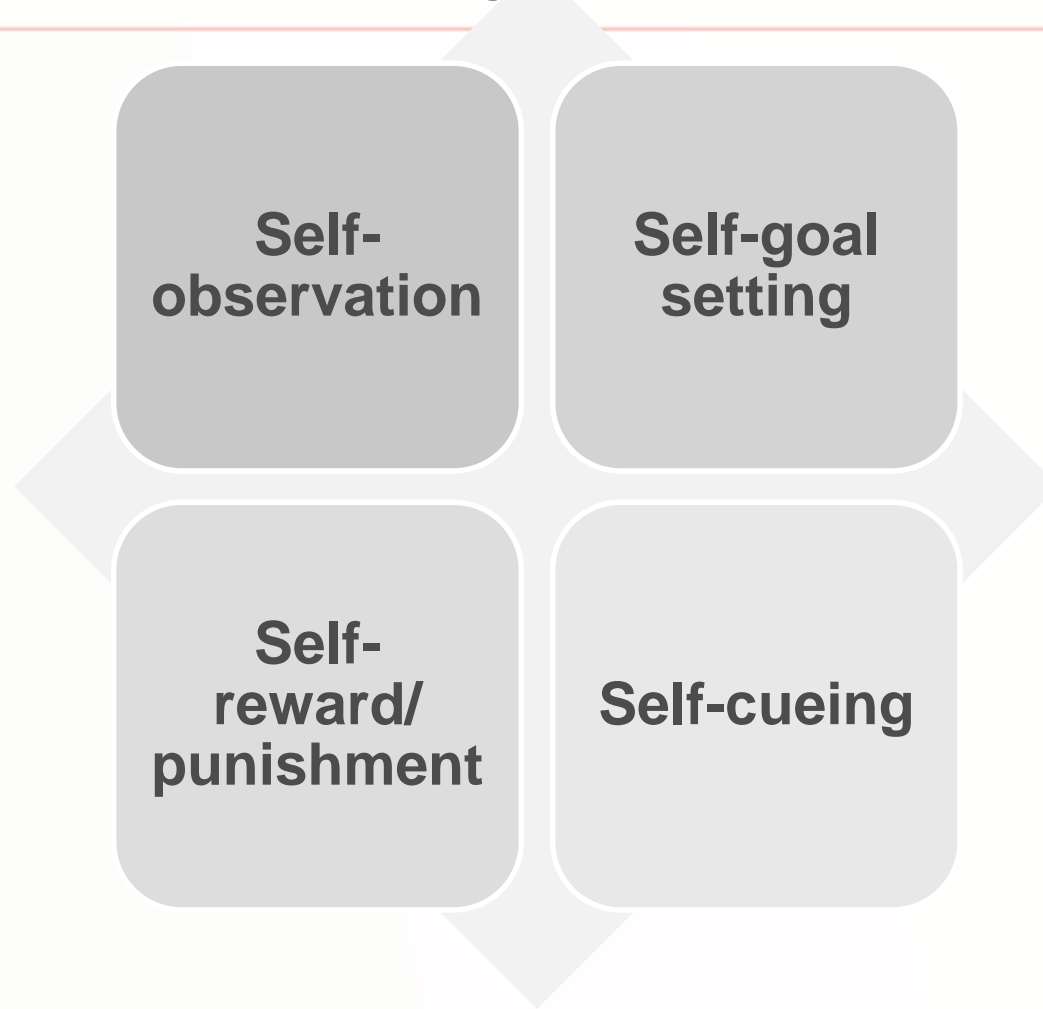
Externally managed	Self-management	Self-leadership
No influence over What, How, and Why of work	Influence over How of work	Influence over What, How, and Why of work
Dependent only on extrinsic incentives	Mainly dependent on extrinsic incentives	Dependent on intrinsic and extrinsic incentives

SELF-LEADERSHIP STRATEGIES



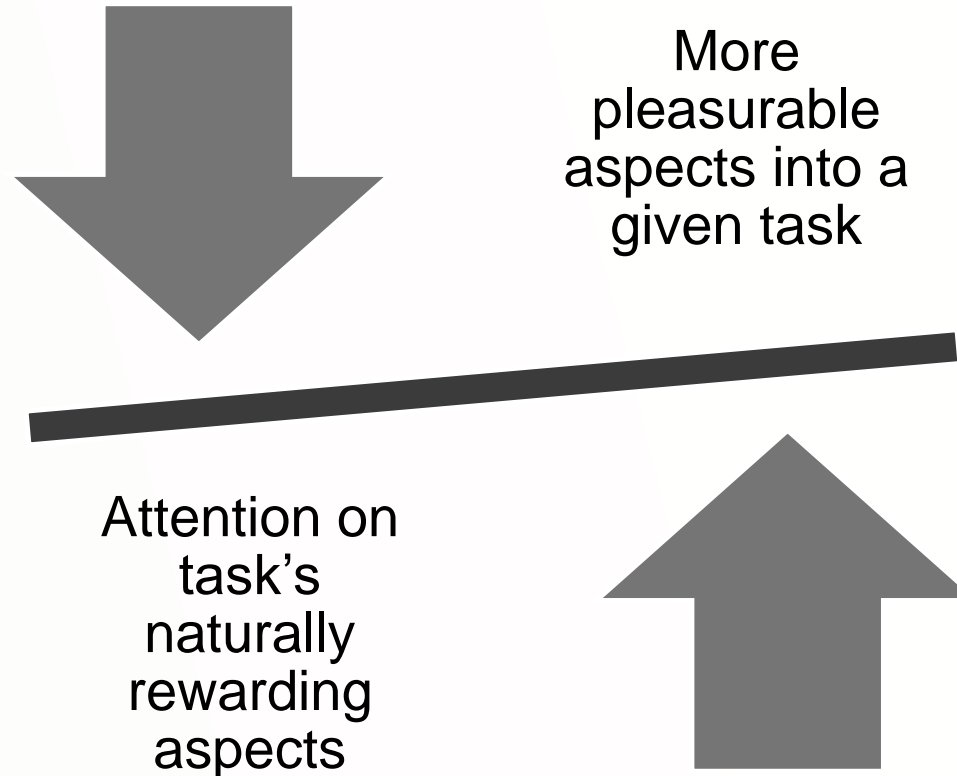
BEHAVIOR-FOCUSED STRATEGIES

Facilitate behavioral management, esp. for unpleasant tasks



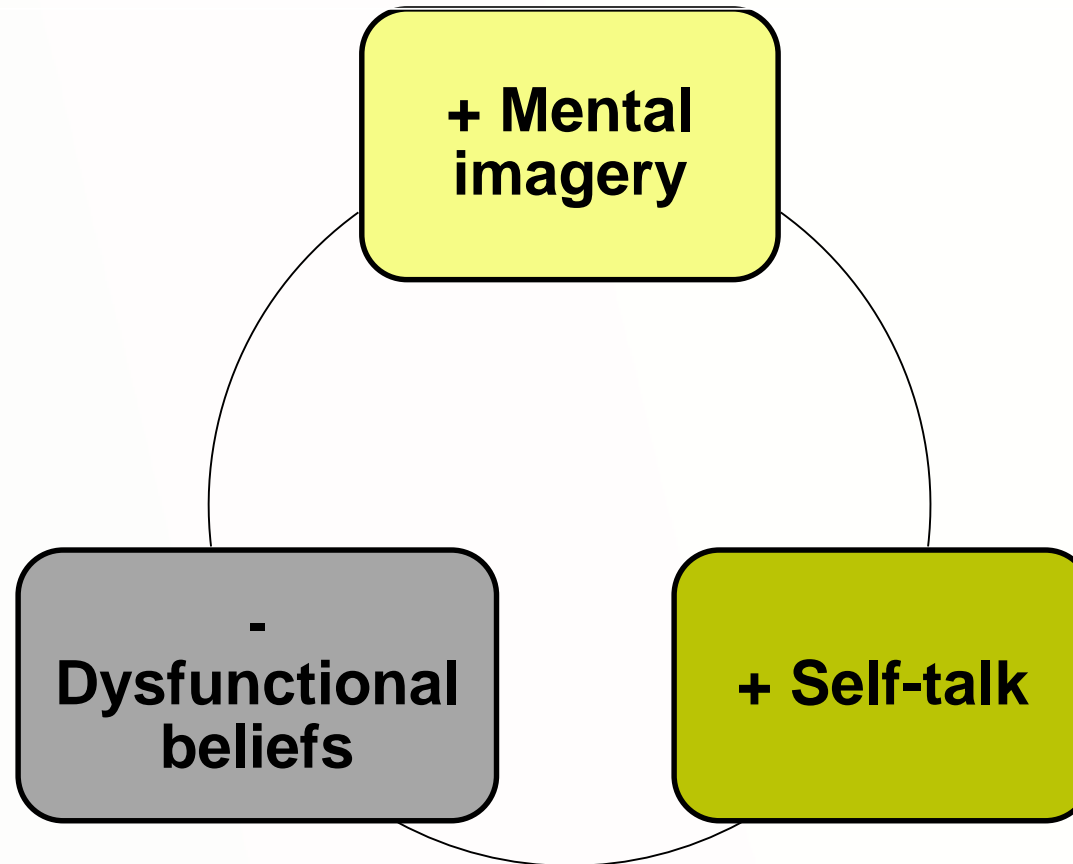
NATURAL REWARD STRATEGIES

Designed to generate feeling of self-efficacy and self-determination



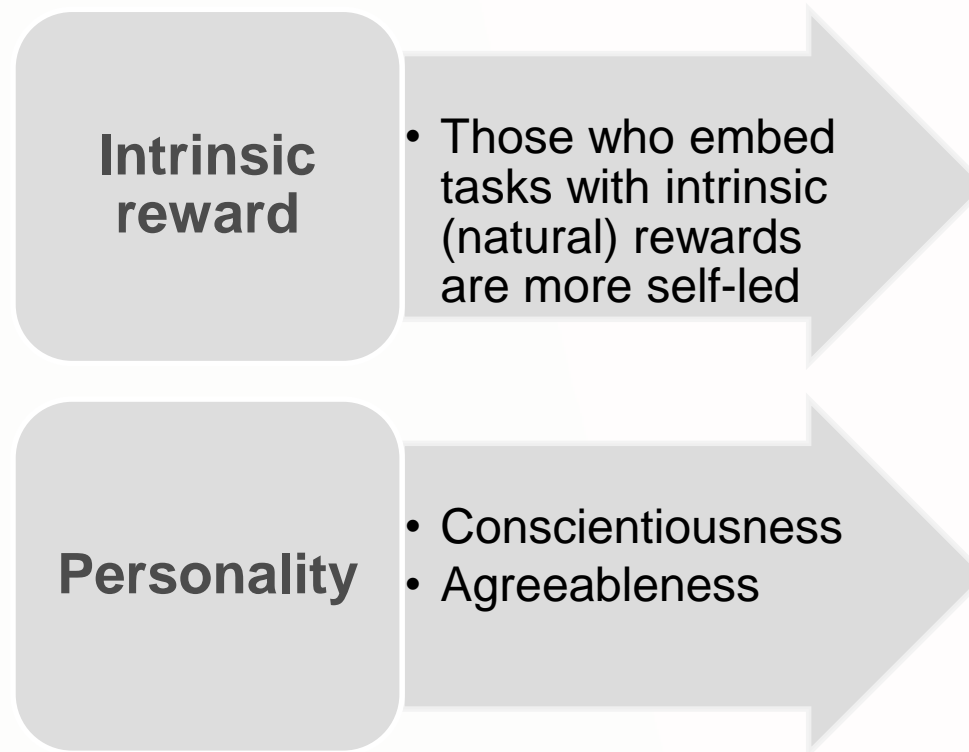
CONSTRUCTIVE THOUGHT STRATEGIES

Let's be more positive, guys!

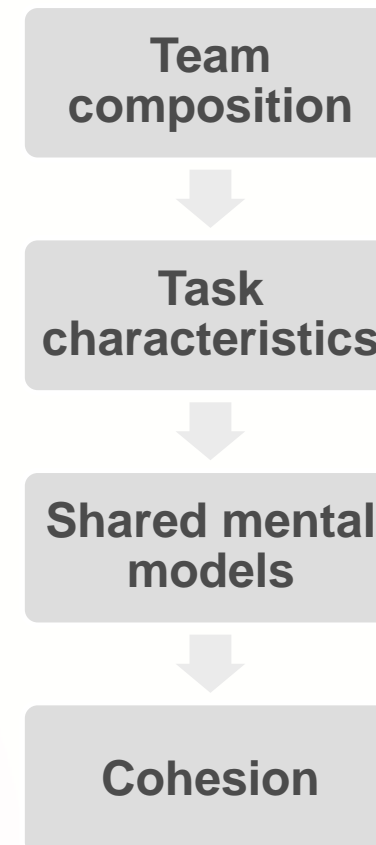


WHAT ARE THE FACTORS THAT HAVE AN INFLUENCE ON SELF-LEADERSHIP?

At the individual level:



At the team level:



OUTCOMES OF SELF-LEADERSHIP

- ✓ **Self-efficacy**
- ✓ **Psychological empowerment**
- ✓ **Commitment and independence**
- ✓ **Faster and better decision making**
- ✓ **Collaborative team efforts**
- ✓ **Creativity and innovation**
- ✓ **Team processes and effectiveness**
- ✓ **Number of other organizational variables**, including positive affect, job satisfaction, productivity, quality, absenteeism, turnover, reduced stress and anxiety, and career success.

HOW TO DEVELOP SELF-LEADERSHIP?



TEAM LEADERSHIP



What is a team?

→ What's the difference between "team" and "group"?

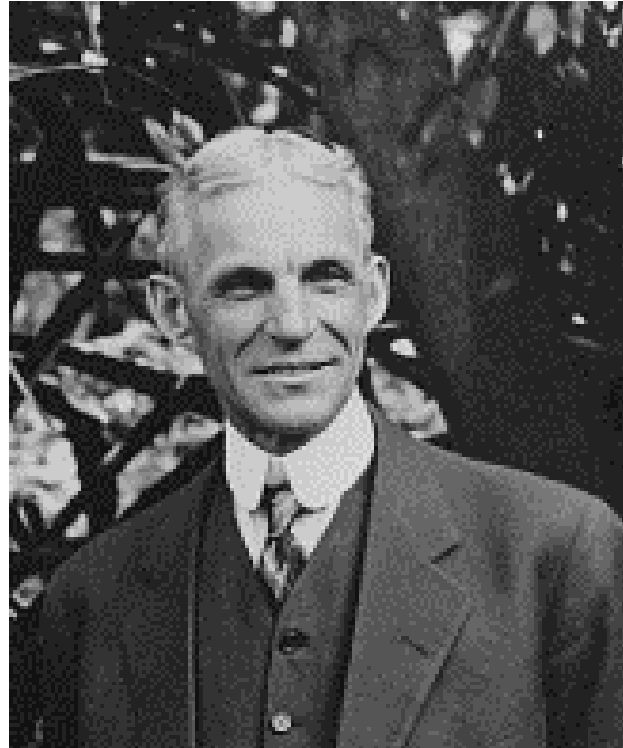
→ Any ideas?



Why team?

**IF EVERYONE IS MOVING
FORWARD TOGETHER,
THEN SUCCESS TAKES
CARE OF ITSELF.**

HENRY FORD



**“Great things
in business
are never done by
one person.
They’re done
by a team
of people.”**

- Steve Jobs



Why team in innovation?



Why TEAM work?

Never doubt that a small group of thoughtful, committed people can change the world: indeed it is the only thing that ever has.

Margaret Mead



Innovation is simply group intelligence having fun

Tom Peters



TEAM

T

TOGETHER

E

EVERYONE

A

ACHIEVES

M

MORE

How Teams Differ from Groups

Group: A collection of two or more interacting individuals with a stable pattern of relationships among them, who share common interests and who perceive themselves as being a group.

Essentials of a group

1. Social interaction
2. Stable structure
3. Common interests
4. Perceive themselves as part of group

<https://www.youtube.com/watch?v=3boKz0Exros> How to turn a group of strangers into a team | Amy Edmondson

TEAM: WORKING DEFINITION

Team: A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.

- **Small number** – five to ten people
- **Complementary skills** – appropriate balance or mix of skills and traits
- **Commitment to a common purpose and performance goals** – specific performance goals are an integral part of the purpose.
- **Commitment to a common approach** – team members must agree on who will do a particular job & develop a common approach.
- **Mutual accountability** – at its core, team accountability is about the sincere promises we make to others & ourselves – commitment & trust.

How does a Team Work Best?

A Teams succeeds when its members have:

- a commitment to common objectives
- defined roles and responsibilities
- effective decision systems, communication and work procedures
- good personal relationships

What Makes a Good Team?



→ The capacity to creatively improvise is an important factor that differentiates successful companies - or teams - from those that are not successful.



John Kao

The basics of teamwork:

1. Shared goal
2. Equity Norm State
3. Positive attitudes
4. Reaching consensus
5. Open communication
6. Active listening
7. Distribution of responsibilities and coordination of team roles
8. Collective decision-making
9. Constructive confrontation and feedback
10. Different types of meeting

Team Morale Depends On

- Support
- Resources
- Communication
- Personalities

KEY ELEMENTS OF A WORK TEAM



work group vs. work team

Work group	Work team
Individual accountability	Individual and mutual accountability
Come together to share information and perspectives	Frequently Come together for discussion, decision-making, problem-solving and planning
Focus on individual goals	Focus on team goals
Produce individual work products	Produce collective work products
Define individual roles, responsibilities and tasks	Define individual roles, responsibilities and tasks to help team do its work; often share and rotate them
Concern with one's own outcome and challenges	Concern with outcomes of everyone and challenges the team faces
Purpose, goals, approach to work shaped by manager	Purpose, goals, approach to work shaped by team leader with team members

Advantages of working in teams

Tasks are accomplished at a faster pace when it is done by a team rather than an individual

There is always a healthy competition among the team members

Team work is also important to improve the relations among the employees

Team members can also gain from each other

Work never suffers or takes a backseat in a team

Teams contribute to Innovation