

# Chapter 9

# Developing

# Teamwork

LEADERSHIP: Research Findings, Practice, and Skills

Andrew J. DuBrin, 8<sup>th</sup> Edition

# Chapter Outline

## CHAPTER OUTLINE

### **The Leader's Role in the Team-Based Organization**

#### **Leader Actions That Foster Teamwork**

Actions Leaders Can Take Using Their Own Resources  
Actions Generally Requiring Organization Structure or Policy

#### **Offsite Training and Team Development**

Features of Outdoor and Offsite Training Programs  
Evaluation of Outdoor Training for Team Development

#### **The Leader-Member Exchange Model and Teamwork**

Different-Quality Relationships

First Impressions

#### **Summary**

#### **Key Terms**

#### **Guidelines for Action and Skill Development**

#### **Leadership Case Problem A**

#### **Leadership Case Problem B**

#### **Notes**

# Learning Objectives

- Understand the leader's role in a team-based organization.
- Describe leader actions that foster teamwork.
- Explain the potential contribution of outdoor training to the development of team leadership.
- Describe how the leader-member exchange model contributes to an understanding of leadership.

# Teams and Teamwork

- **Team**

- Work group that must rely on collaboration of each member to experience optimum success and achievement.

- **Teamwork**

- Work down with an understanding and commitment to group goals on the part of all team members.

- *Developing teamwork is such an important leadership role that team building is said to differentiate successful from unsuccessful leaders.*

# Distinguishing Between Teams and Groups

## Teams

- Characterized by a common commitment
- Accomplish many collective work products
- Shared leadership roles
- Include individual & mutual accountability
- Team leader encourages open-ended discussions and active problem-solving
- Team members discuss, decide, and do real work together

## Groups

- May not have a strong commitment
- Members tend to work slightly more independently, produce individual work products
- Members have a strong leader
- Emphasize individual accountability
- Group leader runs an efficient meeting
- More likely to discuss, divide, and delegate

# The 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 roles of a team-based leader:**
  - Building trust and inspiring teamwork
  - Coaching team members and group members toward higher levels of performance, even to the point of being a high-performing transformational team
  - 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 levels of performance
  - Enabling and empowering group members to accomplish their work
  - Encouraging team members to eliminate low-value work

# Intergroup Leadership

- Leader must build a shared collective identity across the various teams
- Role for executive-level leaders
  - Leader needs to coordinate efforts of large teams
  - Leader may even need to lead groups and teams in different organizations
- Can also take place at middle levels in an organization

# Fostering Teamwork

- **Leader's Personality**
  - Inspiring, Charm, Charisma, Personal Magnetism, Attitude, Fairness
- **Informal Techniques**
  - Using the Leader's Own Resources
- **Formal Techniques**
  - Requires Organizational Structures and Policies



# Teamwork Actions Leaders Can Take Using Their Own Resources

- Define the team mission
- Establish a climate of trust
- Develop a norm of teamwork, including emotional intelligence
- Emphasize pride in being outstanding
- Serve as a model of teamwork, including power sharing
- Use a consensus leadership style
- Establish urgency, demand performance standards, and provide direction
- Encourage competition with another group
- Engage in ample interaction with the team
- Minimize micromanaging
- Practice e-leadership for virtual teams

# Teamwork Actions Generally Requiring Organization Structure or Policy

- Design physical structures that facilitate communication
- Emphasize group recognition and rewards
- Initiate ritual and ceremony
- Practice open-book management
- Select team-oriented members
- Use technology that facilitates teamwork, including social media
- Blend representatives from the domestic company and foreign nationals on the team

# Off-Site Training & Team Development—Outdoor Training

- Goals are reasonably consistent across different training groups:
  - Discover your strengths and weaknesses.
  - Test your limits.
  - Work together as a team.
  - Have fun.
  - Face the essence of who you are and what you're made of.

# Offsite Training & Team Development—Outdoor Training

- Participation in experiential activities aimed at building teamwork and leadership skills
- Participants acquire leadership and teamwork skills by confronting physical challenges and exceeding their self-imposed limitations.
- Emphasis is typically on building not only teamwork but also self-confidence for leadership.
- Outdoor training enhances teamwork by helping participants examine the process of getting things done through working with people.

# Offsite Training & Team Development—Outdoor Training

- **Pros:**

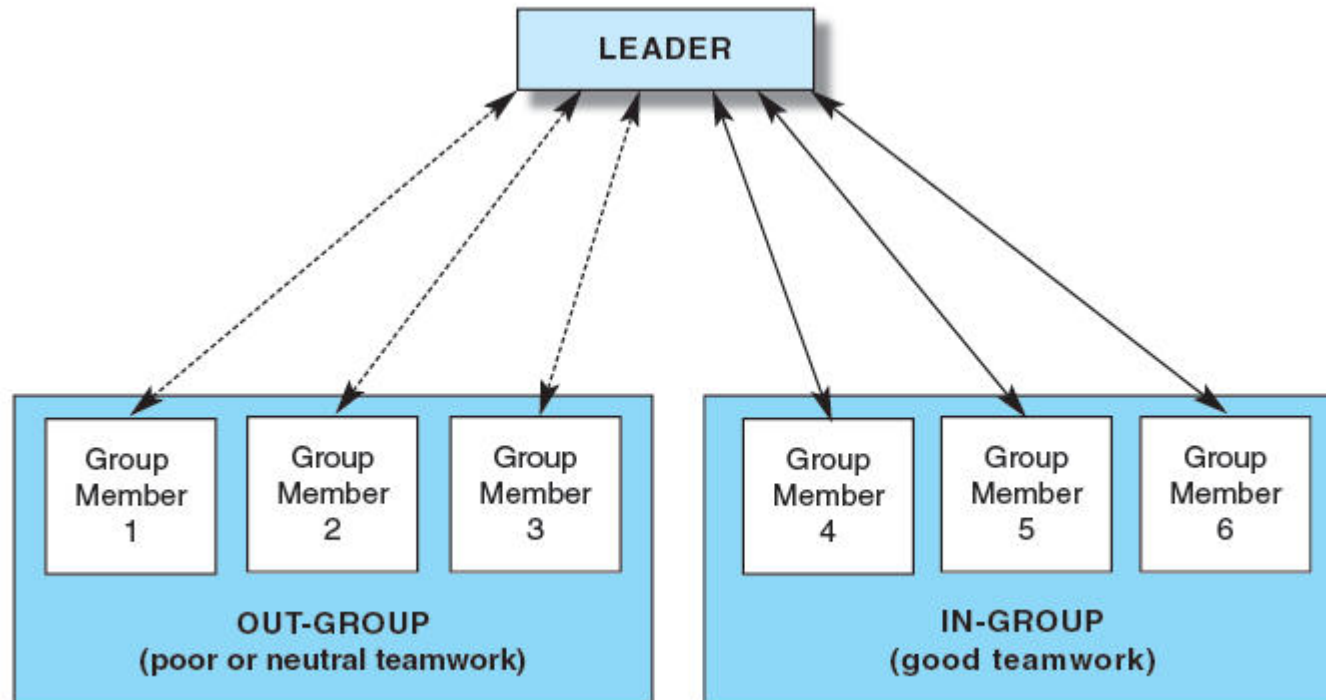
- Perception that trust, cooperation, communication, self-confidence, appreciation of hidden strengths, and teamwork improve with outdoor training.

- **Cons:**

- Perception that team members revert to old behaviors over time; team members come and go, thereby diluting the experience for their group; some team members may find it repellant; and team members are sometimes exposed to harm or injury.

# The Leader-Member Exchange Model & Teamwork (LMX)

*Proposes that leaders develop unique working relationships with group members.*



# The Leader-Member Exchange Model & Teamwork (LMX)

## *In-Group*

- Given additional rewards, responsibility, and trust in exchange for their loyalty and performance.
- Leader has a good relationship with in-group members.
- Becomes part of a smoothly functioning team headed by the formal leader.
- Group members tend to have a higher level of performance and commitment.
- Group members are asked to participate.

## *Out-Group*

- Treated in accordance with a more formal understanding of leader-group member relations.
- Less likely to experience good teamwork.
- Group members are treated like hired hands.
- Group members receive little warmth or encouragement.

# Summary

- Teamwork is an understanding of and commitment to group goals on the part of all group members.
- Leaders must occupy many roles and employ many strategies (actions) to be an effective team builder.
- Leaders can foster and improve teamwork through actions using their own resources and through actions relying on organizational structures and policy.
- Outdoor training is a popular experiential approach to enhance teamwork; however, opinions about its effectiveness are mixed.
- According to the *leader-member exchange model*, leaders develop unique relationships with group members that result in an *in-group* and an *out-group*.
- The leader's first impression of a group member's competency plays an important role in placing that person into the in-group or the out-group.