

Leadership and Team Effectiveness
Prof. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology - Roorkee

Lecture - 01
Introduction to Leadership and Team Management

Hi everyone, this is our lecture one first session, and you will find it very interesting to get the introduction about this particular subject about leadership and team management. Now, whenever we are talking about the functions of a manager, it is becoming the planning, organizing, leading and controlling, and leadership is becoming a part of the rest of the functions as a backbone. Why? Because, unless and until you cannot become a leader, you cannot get the work done from the others.

Therefore, in this particular session, we will talk about what we understand by the leadership, who is the leader? What type of leadership can a person do or perform? And then, in that case, whenever we are talking about that, a leader has to perform as a leader. Now, I would like to make a difference between the manager and a leader; who is a manager? I mentioned planning, organizing, leading and controlling and who is a leader performing the job of a leadership activity.

So, how it is different? It is different in a sense. It is just one function of a manager, that is why all managers are leaders, but all leaders are not managers and precisely what is the leadership that we will also discuss in detail. It is always a question: whether leadership is a science or art.

(Refer Slide Time: 02:01)

Contents

1. Introduction
2. What is Leadership?
3. Leadership – Science or Art?
4. Leadership – Rational or Emotional?
5. Team Management
6. Type of Teams
7. Case Study
8. Research Paper
9. Book Recommendation



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

This particular session will discuss whether it is based on logic and rationality or an articulation. Articulation to do a particular job and therefore, if we are going for that particular articulation of the job, then definitely we are performing both the job of a rational scientist, logical evidence-based and the art of making the different solutions, creation of solutions, their creativity. Moreover, in this case, whenever we talk about leadership, we will also talk about whether it is irrational or emotional.

Because you see the creativity, the colours, the paintings and that it is all is the part of the emotion, expression of emotions. So, whenever you are sad, you are going for the black colour, you are not going for the very vibrant colours, you are not going to be the creating and happiness surrounding you, and you are painting there, which will be expressed as a sadness. However, when you are happy, your colours will reflect that yes, whatever the culture now, what a leader does in an organization, leader paints a culture in the organization.

He is a painter, and this particular painting is very colourful based on creating the organization's particular culture. So therefore, we will also understand that when you become emotional, how is your leadership style. That is the second part of this particular discussion and this course itself, so we talk about leadership and team effectiveness. So, we are focusing on both. So, here I will also talk about the introduction of team management and the difference between the group and team.

Many people understand that once you create a group, for example, in any organization you have one department and in the department, ten persons are working ten employees are working now, these ten employees are working as a group, or they are working as a team. How will you differentiate? How do you know that in this organization, in this particular culture, whether we have synergy or cohesion, whenever we talk about synergy or cohesion.

It means that you have converted the group into a team, and that is how to do that? Moreover, how to manage a team in this team management and how many types of teams are there. However, in this particular subject, you will find that we are not only talking that theoretical-we also have the case studies, we have the research papers also, but we also have the book recommendations for you, and therefore; as a result, you will find that for the different colours you will have the different activities.

Furthermore, this way, we will have the sessions. The first and foremost is to become a leader; how to become a leader? When you become the leader, you make other people grow. So, employees development in the organization is the responsibility of a leader. He is a facilitator; he is an actor creating the coordination; who is the actor? Who is showing the vision to the people? He is the person who is creating and helping the careers of others.


However, before reaching that particular position of leader, what is essential is that you view yourself become the leader. So therefore, when you talk about yourself becoming a leader, it is the first part which is compulsory, because unless and until you do not become the leader, how will you make the other says the leader. If you have that power, that positioning that influences power, it is not the position power, for example, manager. So, a manager also has the power, but what power is having? He is in positional power.

Nevertheless, whether he is effective or not, managerial effectiveness and then he is effective if he has the effective leadership style and how to be an effective leader that we will see. So, according to Jack Welch, before you are a leader, success is all about growing yourself. So, dear friends, when you decide to execute the leadership, you have to occupy the position of a leader,

and why you want to occupy the position of a leader, it is not just because of the money or the glamour but rather than it is to help others grow.

You see, the leader takes the initiative, a leader makes the person move, leaders make the person grow and therefore, in that case, this positioning the activities which are becoming very important.

(Refer Slide Time: 07:17)



“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



Furthermore, according to Jack Welch, you first develop yourself as a leader and then develop to others. The most outstanding leader is not necessarily the one who does the most extraordinary things. So, I will use the example of Chanakya and Chandragupta. So, it is not Chanakya who was the leader in the war rather than he makes Chandragupta a leader. So, the most significant thing that is the winners are made by the teachers.

Moreover, the winners are doing the most remarkable things; a teacher guides them. Teacher ship is also a role of leadership role is there, I hope you will agree it is in the classroom, he is the leader and therefore, not necessarily that whatever I am discussing with you that is where I have also done in the industry. However, I have ten years of industry experience. So, I had been the leader in the industries but not necessarily all teachers who do not have the industry experience by chance.

So, therefore, in that case, they know that is how to run the industry. So, therefore, in that case, the most extraordinary things, whatever has been done, so that whether it is player also in the ground and the coach, so, a coach may not be having those records, which the player is having? So, therefore, the most remarkable things are not necessarily done by the teacher, coach, facilitator, or leader. The teacher, the coach, the facilitator all are the roles of a leader; they are leaders in their fields.

So therefore, it is the person who is becoming the leader in the industry, playing on the ground, swimming in the swimming pool and not of the coach or teacher there. So therefore, he is the one that gets the people to do the greatest things. So, many times people have to understand that there are four parameters, knowledge, attitude, skills and habits. So, Coach has the knowledge coach has that particular attitude. However, he is a student who may have more skilful power.

Because he has exercised and, therefore, in the very simple example, the champions in the Olympics, when we talk about the champions in the Olympics, then those champions coaches are not the champions, but they did participate that player is the champion. So, it gets the people to do the essential thing, that gold medal. So, that is a direction, dear friends, so, according to Ronald Reagan, it is a direction that is becoming very important for a leader, and that is why it is called the leadership is there. So, how do we define leadership?

(Refer Slide Time: 10:40)

Introduction

- Leadership as the ability to influence a group toward the achievement of a vision or set of goals.

The slide features a hand-drawn diagram in the center. It consists of a yellow circle at the top, with the word 'GOAL' written in blue above it. A red arrow points from the circle down to a vertical stack of three blue squares. To the right of the squares, the word 'FOLLOWER' is written in blue and circled in red. A red arrow points from the 'FOLLOWER' area back up to the yellow circle, completing a loop.

4

So, leadership is the ability of a person to influence a group towards the achievement of a reason or set of goals. I always say there are several theories; in those theories, you will find that is whenever we are talking about, and this is the goal is there, and about this goal, you will find that is the here that is the direction is there. This is the direction, this is the goal, and whenever we are talking about achieving this particular goal in this particular direction, it becomes essential, where is the leader. So, the leader is standing here.

Moreover, who is reaching there, going by this zigzag path, and the follower and the goal? Now, these ability to influence, this ability to influence is by this particular leader. If a leader has that particular ability to influence, his follower can achieve the goal. So, this is the path. Now, why I am at this zigzag? The zigzag path shows that there are many challenges to achieving this goal, dear friends, that is why everybody does not become the leader; everybody does not achieve the goal.

A coach has a number of the players, a teacher might have the number of students in the class, but who is the CEO of the class, who can walk down on this zigzag path and then he reaches there. So, dear friends, it becomes very, very important, that is whether you can make this particular goal or not, it depends on the leader who is making the influence, but as you see in who walks on the path, the person who is going to achieve that particular goal that is that follower.

So, when that leader can, what I will say extractable to extract the follower's potential, then, in that case, he will be a competent person to become a leader. If the person cannot achieve a person means the follower cannot achieve his goal, leadership fails. It is not successful; rather than becoming the failure is there. An essential term, the act is an intact interpersonal relationship between leader and follower that commitment that loyalty and trust are becoming very important.

So, on one side, the leader is to be competent enough; another side, the leader, should have a perfect relationship with the followers. So, if a person attempts to influence the behaviour of others, therefore, what happens there is that particular follower, that follower will be able to do

the things or activities as per the requirement of the leader. So, a very simple example I would like to give is reaching the ground at 5 a.m. it is raining, or the follower is reaching there 5 o'clock, or it is heavy raining so he cannot reach.

So, you might have different opinions on how one can reach there, how one will be able to do that activity there is no point by reaching there and doing the activities and all. Now you tell me that the rains sometimes stop and your exercise time was 5 to 6 in the morning. Furthermore, at 5 o'clock heavy showers of rain, 5.20 it stops so, you are having the 40 minutes for you to do the exercise, but are you doing those 40 minutes exercise but if you are not reaching the 5 o'clock because it was heavy raining.

Then definitely the follow what I want to say is that is the commitment, loyalty, time management, these are not only simple words these are the directions given by the leader always. Weather, now another example I would like to give you the parents, parents also leader, Father, a father is the leader of the family. Mother is the homemaker, and therefore, in that case, you find who makes the home that particular department and section of the running the home is the mother's leadership.

So, therefore, in that case, whether their competency is the mother or the father as a leader in their areas concerning areas, that becomes very important, and when they are committed, they are loyal for attaining the predetermined objective. There may be different opinions thoughts in the processes; we will also see the different leadership styles. So therefore, some parents are very autocratic while some parents are very lenient, some parents are rational and but which one we will be working which standard be working that answer you will get in my further sessions. So, here it is.

(Refer Slide Time: 16:37)

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.



Organizations need strong leadership and strong management for optimal effectiveness. Now, you see, the goal is to be achieved. It is a man, machine, material, money, matter, minutes; all six aims are invested dear friends to achieve that particular goal. So, in the family also, it is the human resources men hours by parents that are there it is a technology provided to you machinery is there, there is a money investment of money is there. So, money is there.

There is a time spent; there is the minutes are there, there is a process of the routine that is a method is there, then there are the resources for a student maybe it is yours the study material, and that is becoming your material. So, man, machine, material, money, method and minutes all these aims are provided. So, therefore, it is pretty strong leadership and strong management because anything any resource, if it is not utilized in an optimized way, there will be no optimal effectiveness.

If you want to make the optimal effectiveness, you are supposed to get the optimal utilization, and there is management as a leader is an excellent manager. Leaders are needed to challenge the status quo. So, what is the leader? A leader who has the vision and what is the vision? Whatever the present is there, there is something change, and therefore, the leader brings a change. So, there is another role of a leader that is a change agent and, therefore, the change agent role; he has to challenge the status quo.

This simple example, I would like to give you the State Bank of India, and in the State Bank of India, Mr Bhatt was the chairman of the SBI that time he has made the high tech-savvy the State Bank of India that case study of this, he had challenged the status quo, and he has made that organization that is a State Bank of India, so, tech-savvy and he has changed the status of the SBI. So, did he see it as effective leadership? So, for effective leadership, there is needed to challenge the status quo and create future visions.

Furthermore, all of us know now that is how the SBI is successfully leading and that is a vision of the future is there, but it is not forcefully because change is never to be pushed changes has to be pulled and therefore, in that case, you will find that is an inspiring organizational member style of leadership is there. So, if you want to achieve the visions, it is a collective effort; it is a directional effort where all are going towards that particular goal voluntarily. It is the inspiring organizational members.

So, therefore voluntarily, they are joining your vision. So, suppose you decide to make any change in your organization to make it more tech-savvy, then your leadership style should be highly inspiring to achieve the goal. So, that is about the leaders. Now, we will talk about leadership and, therefore, in that case, the different authors who have defined leadership differently are there.

(Refer Slide Time: 20:20)

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>

So, the process by which an agent induces a subordinate to behave in a desired manner. So therefore, in that case, it is the direction for which there is an induce way is there the process of influencing an organized group towards the accomplishment of its goals are there. So, therefore, in that case, the achievement of its goal that will be the process of influencing the organization is there, which already I have talked about earlier.

Now, a widespread practice which you should understand and according to me, you should try to practice as much maximum as much as possible, and that is about the creation. Creating the conditions for a team to be effective and for their purpose, it is the, you help to create the resources. So, what does a leader does? A leader motivates the employee, yes, you perform, but then they say, sir, to perform these required resources and create the desire of opportunities; what do you do?

You can make these particular opportunities to be performed resources or managed. When you are managing those resources, you will be able to create and achieve the opportunities. Dear friends, many people do not become leaders because they say we do not have money, we do not have the workforce, we do not have time minutes, we do not know how to do that.

So, all these resources, let six aims that have to be managed, managed by the leader for its employees and those who can manage their true sense leaders, but some have a position of, but the leaders know, they will not be able to manage those resources. So, to manage those resources, it becomes essential that a leader be competent enough and how he does he creates the conditions to work together. Now, what is a team? A team is a synergy; synergy means to become the working together.

Furthermore, therefore, when all are working, the whole conspires about your success. Furthermore, that is because you are working in a team. The ability to get results and build teams by the leader represents what and how the leadership is there. So therefore, one should be competent enough to get the results and have enough ability to build the teams and now work together. Now, it is not that easy, dear friend; it is challenging, it is challenging to create the teams.

(Refer Slide Time: 23:23)

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."

According to Prentice, leadership is accomplishing the goal through the direction of human assistance. A leader successfully marshals his human collaborators to achieve particular ends. According to Northouse, which I have discussed earlier, the words are different but the same message. Leadership is a process where an individual influences a group of individuals to achieve a common goal. Furthermore, now it is in the true sense; it is a process.

Whenever I use the word processor or the author uses the word process, what does it mean? It is not a single activity; it is a series of activities. So, therefore, he will not be successful overnight; it will not be like this is today, you decide to be the leader in tomorrow, you are a leader. No, you have to follow a process. Process means a series of activities. Moreover, Jacob and Jaques say giving the purpose meaningful direction to collective efforts and causing willing effort to be expanded to achieve the purpose is there.

So, when you can achieve the purpose, you are becoming successful. Joanne gives another definition.

(Refer Slide Time: 24:38)

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 not a person or a position; it is a complex moral relationship. Based on the trust, these are the dimensions; these are the different dimensions of the leadership. The one is trust, obligation, commitment, emotion, and shared vision of the good is there. So, their shared vision of a good. So, therefore that why all of us working all under working for the self, they are working for the good of the other people. It is the art of influencing others to their maximum performance.

This is also an excellent definition, dear friends, where we make particular efforts to get the employees' potential. No, you see, many people are like the horse; what is the horse's strength? The horse's strength is power, so they are very powerful, but they do not have direction. Furthermore, the leader gives direction, and when that horsepower is used in the right direction, you automatically get the results.

However, providing direction is the job of a leader, and when a leader does it successfully, the objectives or goals are achieved. So, leadership is an attempt to influence followers' activities through the communication process and towards the attainment of some goals and therefore, in that case, it is these definitions, these definitions give us a different direction. In the first case, it is becoming trust; trust is a dimension.

Now, you can also do the research, suppose, you have to identify the leader that personality who trust, he can become the leader, a person who always has the doubts about his team members or working with the people, whether they have done or they have not done, whether they come on time or they do not come on time. So, not an effective leader because when there is no trust, what can be the outcome there and if somebody does not trust you, what will you do you will not follow that particular person, no this person does not trust me, how I can follow him.

So, this dimension of trust employs commitment, emotional intelligence, and achievement of goals. Then in the second definition, we talk about the art of influence or the communication process. So, these are all are the dimensions. So, why do we refer to the different definitions? You may ask sir to give as one definition. So, one definition will not be enough, dear friends; why it is not enough? Because every definition has a particular research base, they talk about the different dimensions in that research base.

When they talk about the different dimensions, it becomes essential that we know maximum dimensions as much as possible to be an effective leader because leadership is affected by the different dimensions. So, do we know all dimensions? No, we cannot know each of the dimensions because there are hundreds of dimensions in leadership. However, at least we can get the maximum information about different dimensions.

Furthermore, we can get the prominent dimensions that are the prominent dimensions in leadership now, whether leadership is both a science and an art.

(Refer Slide Time: 28:24)

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>

So, saying leadership is both a science and art emphasize the subject of leadership like in the word sense, it is an art inspiring a person from whom you want the managerial effectiveness, or you can say employer effectiveness, or he has to give you his best. So, you have to influence that particular person. To influence that particular person is the art; you cannot motivate or inspire everybody by the money you will say (FL).

No, many people will not get motivated or influenced by your money; they say, okay, you keep your money with you, it is not the money for the important, it is job satisfaction, it is becoming important is there. Furthermore, in that case, it is a motivation to know the motivation and then give the motivation provide the motivation is he is art, art by the leader, and those are leaders who fully motivate the employees then that culture is there.

It is a vibrant culture, energetic culture and therefore, in that case, you will find that everybody is motivated everybody means I know that is everybody cannot be there. I want to say that 80% are motivated in any organization if 80% do their jobs voluntarily. So, then they become an excellent organization—a great place to work. Moreover, motivation is there, but it is every day doing the routine job? No, it is a vision, a vision for tomorrow.

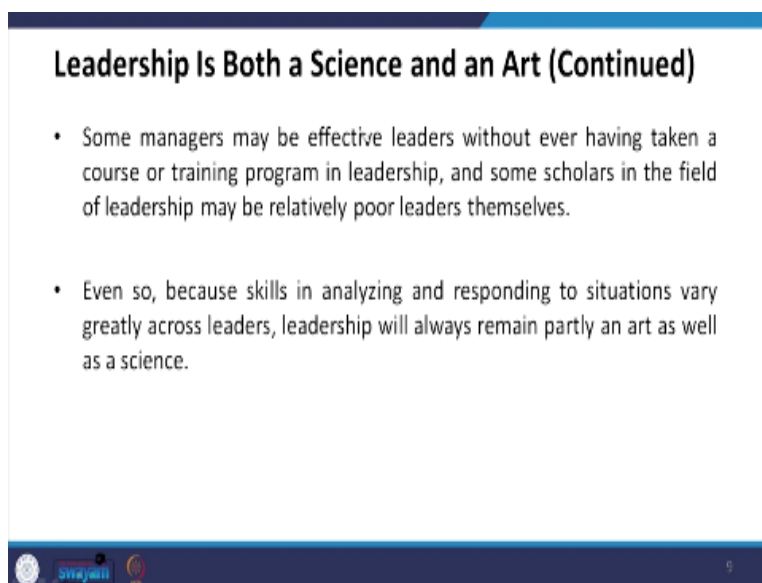
So, when we talk about vision 2000, that is over 2010, that is over 2020, that is over. So, now 2030. Dr Kalam has created the vision 2050. So, therefore, in that case, it is the ability of the

individual can help the knowledge, information, attitudes, skills about the creation of vision, and accordingly, the periodical vision will be there. Now, it is science also. So, whenever we are talking about science. So, we are going by the equations like, for example, here we are talking about $Y = a + bx$, $A = L + OE$ organization effectiveness.

Now, whenever we talk about the $r_s = r_f + r_m - r_{int}$. Now, what is that? That is the equation that talks about different dimensions of leadership, and whenever we have the different dimensions of leadership, we find that these dimensions are reflected in the overall creation of the leadership. So, X equation is there, Y equation is there, and then your output depends on the X and Y and how you can perform?

So, the managers may be influential leaders without even taking a course or training programme in leadership. So, many traditional level leaders like when you talk about Dhirubhai Ambani. So, they have not taken a course on a training programme, and the leadership is there.

(Refer Slide Time: 31:47)



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.

swayam

So, some scholars in the field of leadership may be relatively poor leaders themselves, and therefore, even some power scholars who have studied this leadership will not be able to be influential leaders. So, why because of the skills in analyzing and responding. So, when a teacher addresses the 90 students, 100 students and then the CEO becomes the 1 or 2 and therefore, in

that case, it is becoming that knowledge and that knowledge is based on information, information is based on data and that knowledge you convert into wisdom.

So, it is a pyramid, data into information, information into knowledge, knowledge into wisdom and wisdom into truth. Truth means practising. So, therefore, in that case, here it is the skill of analyzing, whatever data you give only the person who knows the analysis of the data, he will be analyzing the data, and then he will be able to respond to the situations. So therefore, in that case, it must be the art.

That is how a person can convert the data into information, information into knowledge, knowledge into wisdom and wisdom into truth. So, leadership always remain partly an art as well as a science. So, it is a combination of both partly it is a science, partly it is art is there. Emotional leadership is also both the rational and emotional sets of human experiences. Furthermore, therefore, in that case, it is becoming essential that you are logical, rational means science, emotional means art, and I have mentioned earlier.

(Refer Slide Time: 33:34)

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.

So, therefore, it includes based on their reason and logic and those based on inspiration and passion. Not to whom you can become the leader who wants to be the leader. So, you can inspire somebody, but once you have that passion for doing right from the follower to the leader, unless

and until a leader is not having that passion for being a leader, no effective leadership is there. Moreover, if the follower does not have that passion for learning, he cannot become a leader.

So therefore, both are required inspiration and passion is required; people are both rational emotional so that readers can use rational techniques and emotional appeals. So, what you learn from this input is usually the master. Master of the rational techniques based on the signs know something should be a scientific, logical report based and inspiring personality emotional appeal to the influence the followers, but they also must way the rational and emotional consequences of their actions.

So, it is not like that you have met somebody emotional by giving the evidence and when the person becomes emotional and inspiring, and he does the negative act no, no, that negative action is not acceptable, what is to be converted a positive cause of good that is required is there. So, the author gives 1 example of the civil rights movements of the 1960s, which was based on emotions and principles. Dr Martin Luther King Junior inspired many people to action. He touched the people's hearts and their heads; therefore, that is becoming the leadership is there.

(Refer Slide Time: 35:30)

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



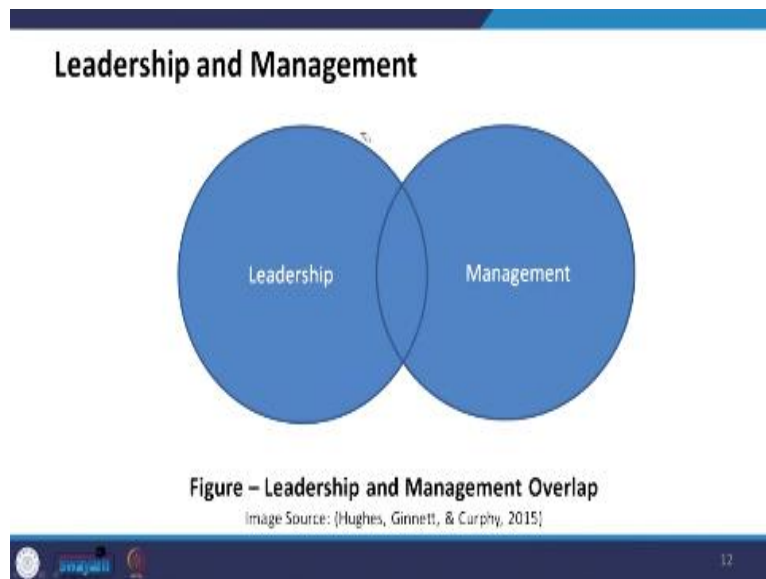
The word management suggests words like efficiency, planning, paperwork, procedures, regulations, controls, and consistency is there and therefore, in that case, in the management, you will find these words are included. When we talk about leadership, it is more associated with

checking, dynamic, creative, change, and vision. So, when you compare the personality of a manager and a leader.

So, that manager is a good planner, paperwork, procedure, he can regulate the roles, controls the roles, and there is a consistency in the behaviour, but in the leadership, it is dynamic, it is not the consistency, it is a dynamic there vibrant and therefore keep on changing, how what changing? Doing the new things. So, he changes different goals and goes to the next level of the goals with the help of the vision and with the help of creativity.

Some authors say leadership is fundamentally a value choosing and this value-laden, activity whereas the management is not. Leaders are thought to do the right things; managers are thought to do the things right. So therefore, in that case, the creation of a goal is becoming very, very important.

(Refer Slide Time: 37:00)



As I mentioned, whenever we talk about leadership and management, it is always overlap.

(Refer Slide Time: 37:07)

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}

Now, I would like to give certain examples, like in the manager is administer, the administration is very, very important, he is in the maintenance, maintenance that is whatever the policy, procedures, rules, regulations of the organizations are there, he is maintaining those rules and regulations. He controls those who cannot maintain that particular discipline; then he takes the actions against them, then the manager has the short term view because he is concerned with whatever has been told in the rules to be followed.

There is a short term view of how and when he is highly concerned, how this goal is to be achieved and when it is to be achieved. Then he has to imitate whatever the best practices are there; he repeats those practices. Accept the status quo that is whatever is going on, what can lead us, what can you do so, therefore, he will have that continuity. While the leader is innovative, innovation is here; he develops and develops the new procedures, practices, people, and technology. So, that is, the development is there; he inspires others.

He has the vision; a vision means a long term view; he creates a vision and asks the people he inspires them to achieve their particular vision or goal. He is highly concerned with what is required and why it is required. Furthermore, he originates he does not copy rather than, he originates himself, but he with his creativity and challenge it that whatever the status quo is there, he will change it that is a what is essential is required. Now, here, we will also talk about a team whenever we are talking about leadership.

Then leadership with the followers and followers has several people who have the synergy and work together.

(Refer Slide Time: 39:13)

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

A group was individual efforts result in performance greater than the sum of the individual input naturally. So therefore, 2 + 2 is more than 4. So, therefore, many times in management, we say 2 + 2 is 22. So, therefore, it is a sum of individual input; it is greater than that; it generates positive synergy through the coordinated efforts, that coordination working together, and that team manager is there.

(Refer Slide Time: 39:42)

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".

Now, here we would like to see the different dimensions of team building with the help of the different definitions; a team is a small group of people with complementary skills committed to a common purpose and set of specific performance goals. So, this is very important that we understand a common goal. However, here the most important is the complementary, complementary supporting each other, supporting each other the skills committed.

Moreover, according to Smith, this particular definition is there. As far as Dyer is concerned, he has talked about the other dimensions; according to him, the collaboration of each member is to experience the optimum success, and achievement is there. So, why we should collaborate, why should we be complementary, why should we support our colleagues, why should we support our superiors, why should we support our subordinates? Because the optimum success and achievement are there.

The person will have a strong team whenever optimum success and achievement are achieved. Thompson has given another definition is a group of people who are interdependent concerning information resources, knowledge and skills and therefore, somebody's expertise in information, somebody's expertise in resources, somebody's expertise in knowledge, somebody is highly skilful and who seek to combine their efforts to achieve a common goal. So, they are different members, and all these members will make these particular skills. Now, the team management is concerned.

(Refer Slide Time: 41:17)

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.



So, how do a group of individuals each of whom has a personal responsibility for leading the some part of an organization and who are interdependent to provide overall leadership for larger enterprises there, how practice? Team management refers to the various activities which bind a team together by bringing the team members clear to achieve the set targets are there that we know the common goals are there. Moreover, ideally think more or less on the same lines, not the people, now people who can be working together if they oppose each other.

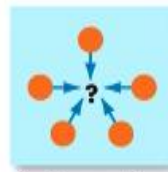
How they can be a successful team, there cannot be a successful team. So, therefore, they have the same lines and should have similar interests and objectives.

(Refer Slide Time: 42:06)

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.



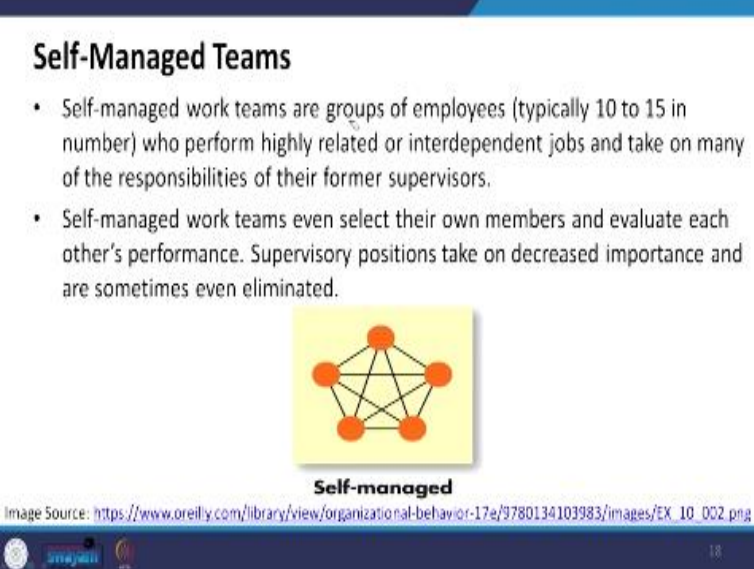
Problem-solving

Image Source: https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EK_10_002.png



Now, in that organization, you will find that different types of teams are there, like problem-solving teams are there 5 to 12 employees from the same department who meet for a few hours each week to all discuss ways of improving quality efficiency, the work environment is there, the team have the authority to unilaterally implement any of their suggestions that is problem-solving are there.

(Refer Slide Time: 42:22)



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

The slide features a network diagram with five orange nodes connected by black lines, representing a self-managed team structure. The diagram is set against a yellow background. Below the diagram, the text 'Self-managed' is written in bold. At the bottom of the slide, there is a footer with the O'Reilly logo and the number 18.

Then there are the self-managed teams. Now you see the organization this type of the teams because here the typically 10 to 15 numbers members are there and there and they take their initiatives and, therefore, can perform in a self-managed team. Now the self-management work teams even select their members and evaluate as you know, we give assignments, so we give it ask that is make your team.

So, when they make the group, that group converts into the team because they are known to each other, and each other performance supervisory positions on decrease importance and sometimes or even the eliminated is there.

(Refer Slide Time: 43:06)

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.

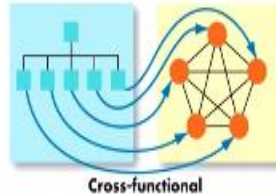


Image Source: https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX_10_002.png

The cross-functional teams are there, in the cross-functional teams, you will find employees from about the same hierarchical level, but different work areas will come together to accomplish a task. All the major automobile manufacturers, Toyota, Honda, Nissan, BMW, GM, Ford and Chrysler, currently use this team form to coordinate complex projects.

(Refer Slide Time: 43:27)

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.

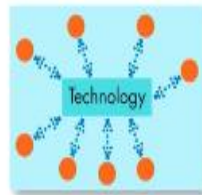


Image Source: https://www.oreilly.com/library/view/organizational-behavior-17e/9780134103983/images/EX_10_002.png

Then there are the virtual teams. Virtual teams use computer technology to unite physically dispersed members and achieve a common goal. Now, whenever we have faced these corona phases 1 phase 2. So therefore, in that case, this technology this virtual team they have become has become the more effective and then this has the continuous policies there, so, how to create the effective team and making the team building.

(Refer Slide Time: 44:00)

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?

swayam 21

So, teams vary in their effectiveness. If a team is to work effectively, the following four variables are to be there: the tasks. Does your team know what is to be done, or are the boundaries that are the collective members of the team appropriate for the task to be performed, what are the norms, what to do and what not to do? Furthermore, what is the authority where the authority can be used to flexible rather than the rigid manager is there.

(Refer Slide Time: 44:27)

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. . .

swayam 22

Now, here we will talk about this case study. So, please see this particular case study. And then, you will find in this case study 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 know to ask them to accept additional tasks and responsibilities; what you would do?

(Refer Slide Time: 45:04)

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



So, therefore, in that case, you will find that you should assign them new responsibilities, make sure they know what to do and supervise them closely. Give them the new responsibility, tell them that you are pleased with their past performance and that you are sure they will do well. This new responsibility and making the team is meetings where they frequently interact with them. Make sure they know what you want them to do but incorporate any helpful suggestions.

So therefore, naturally, they are doing it the first time. So, they will require particular suggestions, let them determine how to complete the new responsibility, be available to support them, and provide the information and resources needed.

(Refer Slide Time: 45:45)

Research Paper

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

Authors: Sam Kris Hilton, Helen Arkorfu, Albert Martins

Journal: Management Research Review

Published: 5 February 2021

DOI: 10.1108/MRR-04-2020-0237



Now, this is the research paper for leadership and team effectiveness. I am sure that is you will be able to get specific inputs from this research paper. I found it interesting, and that is there.

(Refer Slide Time: 46:00)

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.

So, the purpose of this study is to investigate the moderating effect of contingent reward on the relationship between the democratic leadership style and organizational performance is there.

Furthermore, in this research paper, explanatory and cross-sectional survey designs were used a quantitative research approach was adopted to collect the data from 476 employees in the telecommunication industry. Using statistics packages for social science, that data was analyzed via descriptive statistics, correlation, and hierarchical regression techniques.

(Refer Slide Time: 46:35)

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.



Moreover, based on this methodology, the findings are enhancing democratic leadership through the introduction of contingent rewards. Study parent or contingent reward is an effective moderator for other leadership styles in predicting the organizational performance compared to the extant literature on the positive relationship between democratic leadership and organizational performance.

(Refer Slide Time: 46:56)

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.



Now, here that particular implication of the studies to the telecommunication industry would exhibit democratic leadership to improve their organization's performance. It implies that democratic managers would have to incorporate contingent rewards. This would increase employees' satisfaction and commitment level and, in turn, increase organizational performance.

(Refer Slide Time: 47:15)

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/>

28

Moreover, the last is the book recommendation for the lessons of the experience, which you can refer.

(Refer Slide Time: 47:22)

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

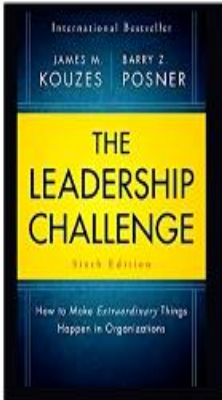


Image Source: <https://www.amazon.in/Leadership-Challenge-Extraordinary-Things-Organizations/dp/1119278961/>

29

(Refer Slide Time: 47:24)

References

- Bang, Henning & Midelfart, Thomas. (2017). What characterizes effective management teams? A research-based approach. Consulting Psychology Journal: Practice and Research. 69. 10.1037/cpb0000098.
- Hilton, S.K., Arkorful, H. and Martins, A. (2021), "Democratic leadership and organizational performance: the moderating effect of contingent reward", Management Research Review, Vol. 44 No. 7, pp. 1042-1058. <https://doi.org/10.1108/MRR-04-2020-0237>
- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.

Online Sources

- <https://www.managementstudyguide.com/team-management.htm>
- <https://corehr.wordpress.com/2012/06/26/team-management-meaning-and-concept/>
- <https://en.wikipedia.org/wiki/Team>



This is another book for the leadership challenges there. These are the references for these nodes. You can go into the details by reading this particular literature, and this is all about introducing leadership and team effectiveness. Thank you.