Leadership and Team Effectiveness
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Module No # 08
Lecture No # 40
The Leader's Role in Team-Based Organization

In this session, we will talk about the leader's role in team-based organizations. Here we will have discussed the use of team-based organizations, types of teams in team-based organizations, roles among the teams, and team leadership.

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

Team leadership versus the sole leadership, Robert Quinn's 8 leadership roles, leader's role in team-based organizations, and as usual the research paper, case study, and book recommendations.

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> "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

So being a leader is not about you it is about the people that are on your team and how you can help them be successful there a wonderful comment is there by Susan. And therefore, it is not that is you have got the leadership position about the team but it is highly concerned, that is the who are the people in your team and how can you make them the successful is there and that is the intro sense is the leadership is there.

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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

So, it is a way of life in post modern organizations. It offers the best opportunities for the better organizational performance in the form of increased productivity and profits are there. So, it is the always whenever we are talking about the modern organizations are there. And then therefore in here the modern organizations they are more team-oriented organizations are there. And as result as soon as we say the team management then, it leads to the cooperation and synergy.

For many organizations, the use of teams has led to the desirable performance improvements, such as improve the quality, so and they improve the efficiency, improve the employee satisfaction, and the customer satisfaction is there. So, this is the importance about the formation of the team is there.

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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

gg57622521 GoGraph.com

Image Source: https://www.gograph.com/clipart/human-group-people-organization-puzzle-pieces-solution-gg57622521.html

For some organizations however, the use of teams has resulted in some negative outcomes, such as the increased cost, stress, and lower group cohesions. So, this is also very interesting and first time we are talking about this particular content in this course, where the team can team will be the have the negative outcome yes, so therefore the use of team can be negative, in the case if it is increasing the cost.

Or the people are not working in the team and every day there is a conflict there are the complaints and inquiries and all so that will be the stress, and the lower group cohesion is there. So, people are not having the any cohesion amongst themselves.

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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

So, team-based organizations emphasize the value and importance of all employees regardless of their specific roles or the simplicity or complexity of the tasks that they perform. Now in many organizations certain tasks are the team-based tasks certain tasks are the on only employees' individual task which he has to perform means most of the task. So in every organization there will be the tasks that will be having those individuals to be done and in the team is to be done.

But certain organizations are the more team-based oriented organizations and therefore, in that case when traditional organizations become the team-based organizations so that is a culture shift. So, in modern organizations there is a need for this culture shift is there, from hierarchical to flat is there, and from the fragmentations to cohesion is there, so it is not in isolation.

The modern teams are not working more employees are independently working rather than in the modern organizations more of the tasks are to be working together. This is from the independence to interdependence is there, from competition to cooperation, and from tried and the true tourist checking is there.

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Advantages vs Disadvantages of Team-Based Organizations

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

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

Now the natures of these organizations are having the certain advantages and disadvantages are there. So therefore, when we are talking about the advantages is there, a synergy is there, cohesiveness will be there, and cohesion will be there, amongst these members. Avoidance of the major errors are there, because the all are taking the collective decision collective wisdom is used.

And therefore, on the errors will be noticed by somebody if one misses the any particular point then other will be notifying and therefore the errors will be less. Faster better decisions will be there, continuous improvement functioning will be there, innovation because new and new ideas will be there. All of the stakeholders in decision making process self-motivated highly motivated is there, they are empowered and given the delegation also.

Greater job satisfaction is there, amongst these team members and the needs of fulfilment is there, so whatever their physiological safety social needs are there, or the self-esteem especially in and self-actualization needs. So, all these types of the needs are they are getting the fulfilment is there. Disadvantages are there that is a pressure to confirm to group standard of performance in the conduct is there.

And then therefore, in that case it has been found that is the whenever we are going for this type of these team-based organizations. So, the people those who are working they the standard of performance and conduct that has to be confirmed. The resistance to the team effort from in pinging on the autonomy is there. And therefore, in that case the person who wants to do the work by himself.

So, his autonomy is now shared and therefore in that case that will may not be liked by the person and that may be the disadvantage. Social loafing is there and therefore in that case the many people are working with one employee the other employees are also present. So therefore, there may be the chances of the social offering is there, group think is there, so therefore in that case in spite of the team the group think is there.

Intergroup conflicts are there and as a result of which they will not be able to perform and the high pressure and stress is the very common disadvantage, which has been observed into the team-based organizations are there.

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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

So now according to the Cohen and Bailey, 1997 suggested 4 major types of organizational teams are there. Continuing work and units responsible for producing goods are providing services. Parallel teams are there, pulled together from different work units or jobs to perform functions that the regular organization is not equipped to perform well. Now, the project team is there producing one-time outputs and the one time limited is there.

Management teams are there, coordinate and provide a direction to sub-units under their jurisdiction, and laterally integrating independent sub-units across the key business processes are there. Now here you see that is the when the work teams are very common phenomena, so in continuing works is there. So therefore, in that case these types of the teams have been found in most of the organizations.

As far as the parallel teams are concerned from different work unit's jobs to perform functions that the regular organization is not equipped to perform well. So therefore, the

traditional organizations may not be having these types of the more teams of the parallel teams are there. And project teams are there so therefore in that case and they are working for a particular focus or target for a period of time and therefore that will be the projective missile.

Management teams are there coordinate and provide directions to sub-units and you know across the key business processes are there.

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So here we find it is the whenever we are talking about the team role the team leaders. So the duties are the uses team to achieve goals, understand the whole project, oversees process, guide without dominating team leaders, and supports team and the team members are there. So helping the team achieve productivity working relationship will be there, this will be the duties of the team leader will has to be there.

So ultimately what happens that is the here the major point is this that is the cross cultural is very important, because when the team leader nowadays is working, they are working into oversees processes. And whenever we are talking about oversees processes are there then we have to work on the different culture, different practices, will be there. And therefore, in that case it becomes important it is we are aware or we are able to understand and learn the culture of others.

So in any time when they are working cross cultural teams so, then it will take certain time. So it will be duty of the team leader ah to get monitored and get mix the cross cultural team members. Guide without a dominating is there so therefore, in that case it is the he has to play

a role of a guide, he has to how the job is to be done, and the he has to also help team achieve productive working relationship is there.

So, at workplace and there should be a productive working relationship is to be there. Team advisors are there those who; are having a champion a team within the organization, and communicates with the stakeholders. And the facilitator is there the schedules and conducts the team meetings and the activity, serves the resource person is there, and therefore encourages the full participation is there.

So here it is not the role of dominance rather than it is a role of a guide, a role of a supporter, and role of the facilitator is there. So therefore, in that case it becomes very important that is the leaders they are playing the different role very efficiently.

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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

Now roles among the teams are there. Team roles are their processes observers or team members are there and duties of the team members are will be the leaders and facilitator is promoting team culture, focus energy on the task, and listen to everyone's ideas are there. Scribe or recorder, keep written records of the team meetings are there and then that will be using for the image source's purpose.

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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/

A team leader is someone who oversees the functionalities of a team and if not the manager himself, the team leader monitors the quantitative and qualitative achievements of the team and reports the results to a manager. A team leaders' belief is that that the whole is greater than sum of its parts. So, team leaders place the considerable emphasis on the team building and then evaluates their own performance on the basis of how well they have developed the team is there, so that is becoming the team leaders role is there.

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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

Now effective team leaders, must recognize that not everyone know how to be a team player a very important point is there. Now you see many times organizations are giving you the team player, you are not choosing your own team player. And then working with the different personalities, it becomes the very important for the team leader that is who is who.

But of the personality the person is having who is working with them and therefore in that case it is very important that is you know the personality of your team member. And also have an understanding that everybody is not a team player, and then team leader has to get work done into a team. So, his team leader must display self-sacrificing behaviour and confidence is there, because he has to prove himself as a leader.

And the team members will then see that is their leader is doing the very sincerely, hardworking, and competent enough, and punctual enough**.** Then definitely in that case they will have that confidence that is yes, we have to if you are working in this team, we have to display all these self-sacrificing behaviours. So, employ multiply the influencing tactics to control and direct team members action towards the achievement of organizational goals.

So therefore, multiple influencing tactics will be there**,** so for example the beware conduct, you know for example the servant leadership style is there, for example this CSR is there, any social responsibility you are doing. So therefore, in that case that is the multiple influent tactics will be used. Encourage norms that positively affect the team's goals and other those data are negative as there. So, but you cannot keep happy everybody so, there will be certain team members those who will be negative and therefore, it is important.

That is we have to encourage the positive norms so therefore that is affecting the teams goals and their members. Observe with a keen eye what is going on in the team so whatever is going on the team and then that is the immediately the leader should be able to find out, that is either it is go everything is going well or not. Make contributions when necessary and if it is required to make the contribution or direction so then in that case the leader that he has to intervene and provide whatever the support is required.

Encourage a climate of the dialogue and therefore in that case always open for communication. Turn obstacles into opportunities so naturally whenever there is a problem challenge is there. Then definitely it creates the opportunity to think how to overcome this problem and how to provide the new solution. Must be adaptive, knowing when to play different roles are there and therefore the whatever the different roles of the team leader is there, he should be able to play at the appropriate time and we must be very adoptive.

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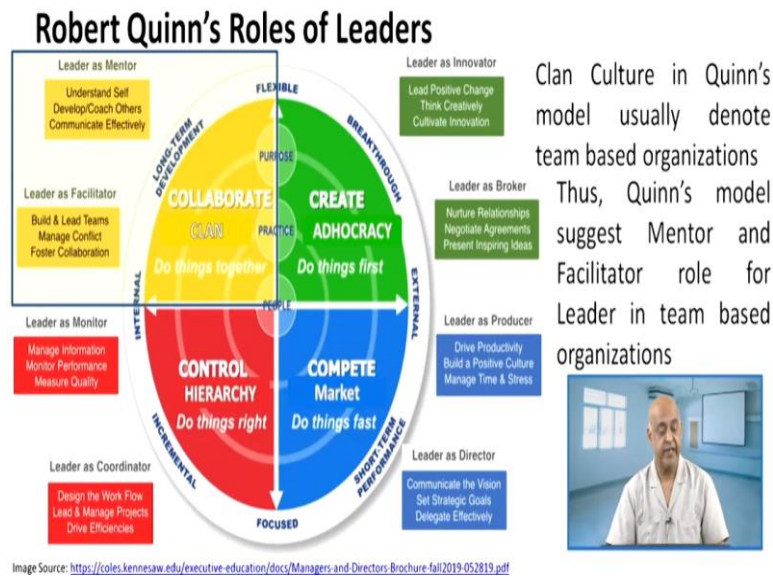
Solo Leader Vs Team Leader

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

Now we will talk about the two times of the leader solo leader versus the team leader is there. So therefore, in that in that case in the solo leader plays the unlimited roles while, the team leaders choose to limit roles are there so here it will be very different. Whenever you are playing this particular role then that what the leader decides he can do in the solo leadership, but in the team leadership no there are the limiting the roles are there.

Strives for the conformity is there, builds on the diversity differently opinions, so therefore in that case also it will be confirmative assess diversity is there. Collected the acolytes of blind followers so and while in this case it is the builds and the diversity is there and therefore in that case it will be totally different approach will be there. Then the direct the subordinates so here he develops the colleagues and the projects the objectives here he creates the vision and mission statements are there.

So therefore, in that case the role and responsibility of the solo leader reserve is the team leader is totally different and then they have to perform accordingly.

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Robert Quinn's Roles of Leaders

Image Source: https://coles.kennesaw.edu/executive-education/docs/Managers-and-Directors-Brochure-fall2019-052819.pdf

Robert Quinn's roles of the leaders are there, so therefore in that case here we will find and there are the four parameters are there. So, clan culture in Quinn's model usually denotes team based organizations thus Quinn's model suggests mentor and facilitator role of leader in team based organization is there. So always there is a role of a leader is having to be is a mentor and facilitator.

Now here you will see that is the control hierarchy is there that is a do thing right, and while in case of this compete there do things fast, in the create do things first, and collaborate do things together is there. Now we will see in the case of these the external verses in focused block is there, and then short-term performance will be there. So, compete market do things fast and here what is required is that is and we have to compete.

While in case of this the flexible and external is there then we are creating the adhocracy is there that is a do thing first and that is the breakthrough is there. Whenever we are talking about the internal and flexible is there right then long-term development is there collaborate and we do things together is there. And as I mentioned about that is whenever it is the focused one is there and the internal is there so then in that case-control hierarchy that will be working on this.

So, therefore, do things together, do things first, do things fast, and do things right. So those um this particular you know function of the leader right about the purpose, practice, and people are concerned. the So leader is work as a coordinator is there and therefore that is the design the workflow leader lead and manages the projects drive effectiveness is there. Now

manage the information, monitor performance, measure quality, leaders as a monitor, so he is having the managing the information and monitoring the performance is there.

Whenever the leader is a facilitator is there so he is a collaborator is there, build and lead teams, manage the conflict, and faster collaboration is there. And therefore, it is because he is playing the role of a facilitator, here you will find that the output and efficiency is also much better. Leader as mentor is there, understanding the self-develop the coach and communicate the effectively and therefore this will be for the long-term development and this will be very useful will be there.

And so whenever we are having the leader as innovator so he leads positive change, think creatively and cultivate the innovation is there. And therefore, here he will be having on this type of the always as an innovator he will work and the nature relationships, negotiate agreements, present inspiring ideas are there. So therefore, a leader as a broker is working here, and so what he does that is he is working as a relationship, he is also working on the agreements negotiates the agreements is there.

And then also having the present inspiring their ideas are there and therefore in that case he is creating the advocacy is there. Leader as a producer that is a drive productivity, and build a positive culture, manage time and stress is there and short-term performance is there. So therefore, leader as a director is concerned communicate the vision, set strategic goals, and delegate the effectively and therefore this is a short-term performance will be there and he is completing the particular task.

So ultimately what we can say is that is Robert Quinn's rules of leaders they are having the different roles of the leaders are the coordinator, monitor, facilitator, mentor, innovator, broker, producer, and director, is there. And this is creating the complete, control, collaborate, and create the adhocracy, is there so these are the different roles and which I will be played within the organization in the by the leader.

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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

So, the it is a trust and inspiring teamwork, coaching team member's group members towards higher level of performance, facilitating and supporting the teams' decisions, and expanding the teams capabilities, creating a team identity is there. Anticipating and influencing the change, inspiring the team towards high performance levels, and enabling and empowering the group members, and encouraging the team members is there so therefore this will be the leader's role will be there.

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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)

Now we will talk about the certain more leader's role by the different various researchers they were classified into the different on the dimensions. And the first one is that the team leader as a chief motivator and through the leader's support, encouragement, and training, followers feel a sense of self-worth, appreciation, and value for their work.

So, because the leader is a much motivator so he is having the full support and encouragement. And giving the training to develop a sense of self-worth and appreciation and value for their work, and they respond with high performance is there. As this relationship mature, the entire work becomes more cohesive, and the payoffs only increase is there. So therefore, in this case as a role of the chief motivator the leader is able to motivate.

The team leader as coach and mentor is concerned. The 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 their team processes and is capable of developing the trust and teamwork norms in the team members are there. And this is another important role of the leader as a chief motivator is there.

So similarly, the team leader is a coach and mentor is also there. So here you will find that is the they are very knowledgeable and therefore the team process is capable of developing trust because knowledge is developed among the team members. So, and because of the trust the teamwork norms in the team members are well adopted.

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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)

The team leader as a role model is concerned so a team leader must model the behaviour that he or she wants to see in the team members. For instance, a, leader's self-sacrificing; behaviour and display of the self-confidence to do influence team members. And therefore, in that case it is the self-confidence is there and do in the team members are making that particular influence.

Self sacrificing leaders are those who go above and beyond what is expected of them are there. So therefore, in that case it is becoming the always how these sacrificing leaders are those who are going the above and beyond what is expected of them. And they do not just issue orders; they get involved in making things happen. So, team leader team leaders as a role model so therefore, in that case is sacrificing as we have discussed in the previous slide and then the hard work and this is same is applicable in the family also.

So, whenever we see that is the head of the family that is doing the very hard work and making the full efforts children the family with the high enthusiasm and the physical labour and bearing the stress. So therefore, in that case the same will be observed by the team members in the workplace also, that is if the team leader is becoming the role model, then definitely in that case so they will be having the self-sacrificing.

And who go above and beyond what is expected of them you know and they will not be demanding, they do not just orders, they get involved in making things happen, because they know how the family is suffering, similarly the organization is suffering. The team leader is a team culture enforcer, the team leader plays a leading role in fostering a team culture, and that supports the team's goals and operational strategies are there.

And there here it becomes the very important as what is the team culture is there if the team culture is already there so everybody is pushing for to create that culture. A team's culture specifies standards and values that govern team members behaviour is there, and therefore in that case this particular team members they will be having those values and their team members behaviour.

The leader may insist on team incentives over individual incentives to promote team performance. And therefore, in that case the team leaders so they may insist on the team incentives. So therefore, in that case it is the not the individual incentives rather than it is the institute for the all. So all are working together so that will be shared, and to promote the team performance, and that sharing of the team rewards, team incentives are there.

Because the team has performed so that will be shared by the team members and that will promote the model of this team and as a result the output also
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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)

The team leader as a cheerleader is there and therefore, leaders with the strong social skills tend to have the greater influencing abilities. Because they are with the as a team's leading cheerleaders, the leader inspires and motivates the team members and to achieve the higher level of performance are there. So, these cheerleaders will be always motivating talking positive and encouraging these team members so that is a high level of performance will be there.

And when a team leader can leverage his or her social skills to obtain the resources for the team, he or she is said to possess the social capital is there a beautiful point is there. So that is the whenever you are working as a cheerleader know for your team members and then as a so naturally the social skills that will be emerge. And that you will obtain the resource for the team and socialization process will start and then the process the social capital and as a result of which socialization process the social capital will be developed.

The team leader as a resource person, the team leader's role is to be the resource person that recognizes team needs and attends to them in the timely fashion. It is a really a very practical and important point that is your team members and they want, they want the certain this support from you, they want certain resources from you**.** And therefore, if the leader can provide those resources and every time normally what happens that is these team members, they come to the team leader for the certain gain of the resources.

So that they can work efficiently and they can get deliver the output timely. So therefore, in that case this capability enables him or her to address the areas of weaknesses so the team can function more effectively and efficiently is there. So, this is all about that is the on the roles

of the team members and there that by these different roles of the team members team leaders and team members I am sure that is your team effectiveness.

Once the leader will understand what role he is having, the team members will understand what roles they are having, and all are having the roles of the working together, and whenever this type of these objectives are understood and practiced. In spite of the different personalities in team members but team members have enough matured may not be the all, but maybe the some of them then definitely that team will work successfully.

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Research Paper

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

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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.

Now on basis of this certain the literature I would like to share with you what is existing? That is a leading empowered teams an examination of the role of the external team leaders and team coaches, this is the given in this paper that is the how a leader can effectually empower his team is there. So, they have whether this empowerment is really good and how the external team and the team coaches they can play the role is there.

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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

Now documents are as a multinational office equipment technology firm. So, this is the customer service engineers worked in empowered teams and were responsible for planning, organizing, assigning, and completing their work, as well as the making the meaningful financial and HR decisions. Team question is consisted of the organizational development and change professionals who were experts on team development. Each course supported and provided leadership to 15 to 20 teams is there.

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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.

So, what is the study results findings of this this study. The results of the study indicate that the coaches significantly influence team empowerment, and thereby team processes and performance whereas the external team leaders do not. So, this is very important that coaches are playing the important role however, these the team processes and performance whereas

the external team does not leaders do not, external team leaders do not right internal they are providing.

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

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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.

These are the research limitations why we have to read these limitations, so that we can understand in which condition this is possible and this is not possible is there.

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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.

And if we go for this particular concept what are the practical implications are there, and then to focal organization introduction of team coaches to have helped to propel the empowerment initiative forward.

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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.

Image Source: https://logos-world.net/fedex-logo/

Case Source: (Lussier & Achua, 2016)

This is the case study as usual that is the Frederick W. Smith FedEx case study is there, and this is talking about that is the how hierarchy and command and team structure that is affecting on the team performance is there.

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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)

So, improvements they introduced put couriers on the road 12 minutes earlier than before and halved the number of packages they delivered late.

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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)

So, this is the case study on basis of this case study these are the questions. What type of the team does FedEx use? Provide evidence from the case to support your answer. Describe the role of FedEx managers play in facilitating team effectiveness. What motivates the members of the FedEx to remain highly engaged in their teams? Leaders play a critical role in building effective teams, and discuss how FedEx managers perform some of these roles in developing effective teams are there.

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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

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

And this is the book recommendation, the 5 roles of leadership's tools and best practices for personable and effective leader are there.

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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/

So, in this book we find that is the there are these explore the five roles of successful leaders. The charismatic and convincing communicator and the always efficient and effective manager the motivating team leader who knows how to delegate? The empathetic psychologist interacting consistently with each employee and the skilled problem solver who manages the conflict and the implements change is there.

So right from the role of the communicator, efficient and effective manager, delegation role of the delegation, I also have been the psychologist, and a problem solver that we manage the conflict and implementation the change is there. So, by reading this book also you will I am sure you will get the relevant in important input.

(Refer Slide Time: 32:40)

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These are the references from where this literature has been taken and you can go further in details for reading this particular literature is there this is all about this session thank you.