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

Lecture – 41
Leader Actions That Foster Team Effectiveness

In this particular session, we will talk about the leader's actions that foster the team effectiveness and since some sessions, we are already understanding the role of leadership and the team effectiveness is there.

(Refer Slide Time: 00:46)

In this particular context, we will talk about the hill model of the team leadership, leadership, decisions, leader actions, team effectiveness, components of team effectiveness, indicators of effective teams, application of field model of team leadership and as usual, the research paper case study and the book Recommendations are there.

(Refer Slide Time: 00:55)

So, if your action inspires others to dream more, learn more, do more, and become more. You are a leader is there. So, therefore it is not like this it is you are at the one position and there is a title and a big title is there. Heavy title and then you are a leader it is not necessary wherever you are in the group and then in the people are getting inspired by you. And you make them to dream. So, they learn more.

So, therefore, according to John Adams that he talks about that is, "You are a Leader". So, John Quincy Adams has mentioned this particular thing. That is the please do not look for any particular position or title and one can be the leader by his actions actually.

(Refer Slide Time: 01:40)
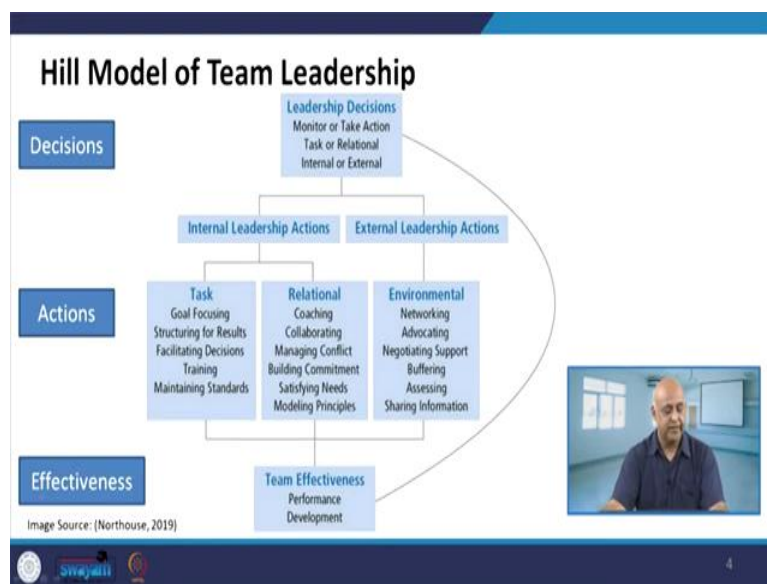
Then hill model of team leadership talks about the decisions, actions and effectiveness. Whenever we are talking about the leadership decisions that is the monitor or take action task

or the relational, internal or external is there. So, therefore, in that case, always whenever we are talking about the leadership decisions then they are the monitor always because they have to take action.

You see that whenever you are talking about yesterday, today or tomorrow. You have to take a decision. If this is a situation that was yesterday, this is a situation for today or this is a situation for tomorrow. Then, in that case, you have to take that particular decision is to be there. Now, this can be related to the task or relational is there? So, if you remember, we have talked about the fiddler's model.

And in fiddler's model we have talked about that one there are 2 types of leaderships. Task oriented or relationship oriented is there. Then according to the situation, you have to decide which type of the leadership you want to take then the internal or the external is there. So, internal leadership actions that will be including about these tasks that is the goal focusing, structuring for results, facilitating decisions, training and maintaining the standards are there.

So, these are the normal tasks which a leader has to take the decisions are there. And in the case of the relational leadership, one what he has to do that is the coaching, collaborating, managing conflict, building commitment, satisfying needs and the modeling principles are there. Therefore, in that case, whenever this type of the relational shape is there, so, he has to play a different role.

Role of a coach, role of a collaborator and then manage the conflict as per the right strategy, so that the conflict has to be resolved. Building commitment is there and then satisfying the needs are there so, satisfy the needs and modeling principles that is the what type of the principles you want to develop and external leadership actions will be that is about the environment will be there.
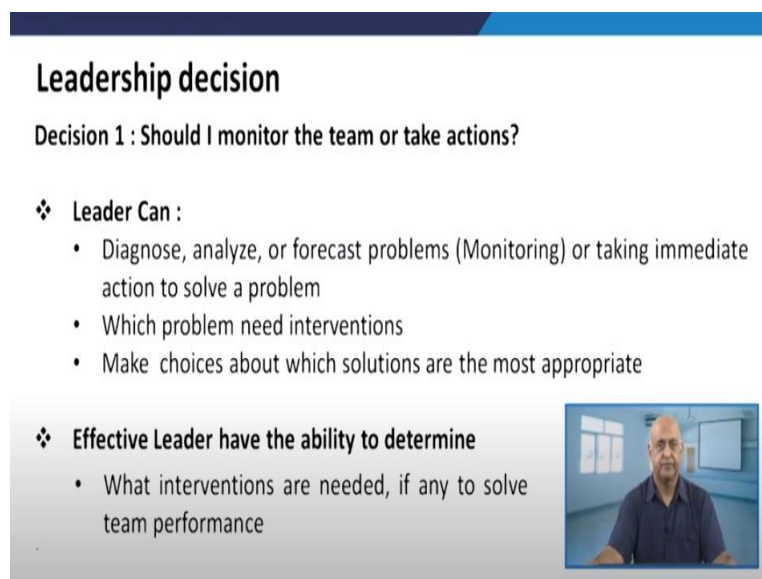
So, what exchange will be there networking is required. So, here according to the Kuhn's book, here I would like to refer that is the whenever we are talking about the networking, so, successful managers, successful managers are having the highest that study in Kuhn's book has mentioned that is the successful managers are having the highest networking capabilities.

And the effective managers are having as comparatively the successful managers and that is low. And the average manager is having the least percentage of the networking is there. But what is required is your networking. If your networking is strong then definitely you can go for this type of environment to meet the environmental challenges. Advocating is there.

So, there you are supposed to make the logic, arguments discussions, and negotiating the support we have discussed this thing as negotiating support in the role of a leader as a negotiator in earlier session. So, if you are a good smart negotiator, so, you will be able to control the environment, you will not let it be spoiled. And the buffering is there in any situation that is the Jugaad or Indian style we can say the assessing that is assessment is to be there and sharing the information.

And effectiveness is concerned that will be the team effectiveness and it is related to the performance and the development is there. So, overall performance of the team that will be high and the development will also take place into the team efforts are there.

(Refer Slide Time: 06:09)

So, should I monitor the team or take action. So, the leader can diagnose, analyze or force cast the problem, monitoring or taking the immediate action to solve a problem is there. And here we will see that is this diagnosis and analysis. So that is about a decision-making model, in the case of the leadership decision-making model you have to first find out tow many alternatives are like, for example, in the diagnosis.

In the diagnosis you are having the A, B, C and D. So, therefore, these four options are there. So, in the four options which option is the right one and here you will find that is the you have to analyze, find out or evaluate the options or alternatives and decision-making model I am talking. So therefore, in that case, before taking the decision, you have to do the analysis, so, somebody will some factors will score 7, 8, 6, 5, so or forecast the problem are taking immediate action to solve a problem.

So, if your immediate action has to be taken out of these four options which option would you like to select if it is the 7, 8, 6, 5. So then definitely for 8, so, option B. So, therefore, in that case to we have to find out the alternatives, diagnose the alternatives, analyze and then take the immediate action to solve a problem. Which problem need interventions?

Now, you see now this is the solution but this may be a theoretical solution. And then, in that case, you need the interventions are legal. What will be the interventions? It will be social, political, economical, legal and technology. So, whichever the intervention which will work, you go for that make choices about which solution are the most appropriate. Now, this is also possible that is the 8 is high in case of the ROI is concerned.

But, the practically it requires the investment of training technology. You may not like to go for it, so then what you will do, the social. Social is there with this 7, so which one you will obtain. What I want to tell you that is consider all the dimensions and make the permutation and combination. When you will make the permutation in combination then you will come with the right solution.

So, to come to the right solution it is necessary that is you are having this particular aspect of the social, political, economical and then the on basis of this scientific. This is scientific, this is an art and you mix the science and art. So, then you will get that is your management. Effective leader has the ability to determine what interventions are needed if we need to solve team performance which I have already talked about it.

(Refer Slide Time: 09:24)

Leadership decision (Cont.)

Decision 1 : Should I monitor the team or take actions?
❖ McGrath's Critical Leadership Functions

	MONITOR	EXECUTIVE ACTION
INTERNAL	**1** Diagnosing Group Deficiencies	**2** Taking Remedial Action
EXTERNAL	**3** Forecasting Environmental Changes	**4** Preventing Deleterious Changes

Image Source: (Northouse, 2019)

Should I monitor the team or take actions? McGrath's Critical Leadership Function is here. It is talking about that is the diagnosing group deficiencies. So therefore, in that case, what my group can do and what I it cannot do? So, there will be the in-group members. There will be personalities like horses, they will personality likes the cat, personalities like the dog, elephant and like this. So, therefore diagnose the group deficiencies. So, what one can do?

What one cannot do? So that will be the internal will be there and when you are taking the executing the action so, taking the remedial action and the preventing the deleterious changes. So, therefore, in that case we have to be also careful in taking the decision. That is, we should not take any decision which will be destructive. So, many times in the social problems what we say that is?

We say it is ok separation is the solution it is the best solution but is it the solution or not? That depends on situation. Actually, we cannot generalize but in general, whenever we talk about. So that separation or the breaking the team is not the right answer. No not right situation, you have to again go for the creating the team then you have to invest the time money and then get the person that is not also not sure.

Otherwise, again, there will be the separation. So, therefore, you what we have to prevent, prevent the deleterious changes. So, therefore, in that case, do not replace your team members if it can be accommodated. So, therefore avoiding accommodating, computing, collaborating and compromising. So, therefore, in that case, it is the collaborating, compromising, accommodating that can be options first can be considered if possible.

And so that will but in the case of the third, when we are talking about the external and monitor, is there forecasting environmental changes. So, therefore, in that case there will be the changes on basis of these changes, so, we will take the decision on the preventing the deleterious changes are there. So, definitely with the product time and as I mentioned yesterday, today and tomorrow.

You take the example of technology or social, any aspect you take so, yesterday it was different, today it is different, tomorrow it will be different. So, does it mean that is we should break the society? Does it mean that we should break the whole technology? No that will serve their its own purpose. So, therefore, in that case, prevent the deleterious changes are there.

(Refer Slide Time: 12:06)

Should I enter in the mid task or the relational needs are there. So, getting job done so therefore it is helping maintain the relationship getting job done, making decisions, solving problems, adapting to change, making plans, achieving goals. So, therefore, here it is the task functions are there. So, but in the case, there is certain needs are there maintenance functions we have to adopt.

Developing the positive climate, solving interpersonal problems, satisfying members needs and the developing cohesion is there.

(Refer Slide Time: 12:40)

Leadership decision (Cont.)

Decision 3 : Should I Intervene Internally or Externally
- Leader must:
  - Determine what level of team process needs leadership attention :
    - Internal task or relational team dynamics, if :
      - Conflicts between group members
      - Team goals unclear
    - External environmental dynamics, if :
      - Organization not providing proper support to team

Image Source: https://www.shutterstock.com/image-photo/concept-antonym-external-internal-on-wooden-1941138718

In the decision 3, should I intervene internally or externally. Leader must determine what level of team process needs a leadership attention. So, internal task or the relational team dynamics. If a conflicts between the group members are there then the team goals are unclear. So then, in that case it is not clear what to do? External environmental dynamics if organization not providing proper support to team.

So, in that case definitely, there you have to find out the interventions that is which intervention will work.

(Refer Slide Time: 13:14)

Leadership Actions

Internal Task Leadership Actions
- Set of skills or actions leader might perform to improve task performance:
  - Goal focusing (clarifying, gaining agreement)
  - Structuring for results (planning, visioning, organizing, clarifying roles, delegating)
  - Facilitating decision making (informing, controlling, coordinating, mediating, synthesizing, issue focusing)
  - Training team members in task skills (educating, developing)
  - Maintaining standards of excellence (assessing team and individual performance, confronting inadequate performance)

Internal task leadership actions will be the set of skills or actions a leader might perform to improve the task performance goal focusing. Now, you see that is always this is most important point. Many times, I have seen that is the people are working together but they are

not goal focused first thing they are not aware of the; what is their goal is. And they create the problems themselves for the achieving achievement of the goal.

For example, and it is the particular task has to be accomplished. So, within time what is important is this? That is you take the people together, you avoid the conflict, and you are preventive, so, people are neither preventive. Not they are cooperating and as a result of which those who want to work, they are not able to work and if they are not able to work, results will be delayed.

And as a result of which they will be the no goal focus. And that is why this gaining agreement is very, very important. So, when here you see that is the in-management practices whenever you are deciding any goal, do not decide your own. There is about the goal and this is the goal and you have to follow. No, no involve the stakeholders, whenever you will involve these stakeholders, whatever the goal you decide that will be practical, achievable, realistic.

But in the case, when the people one person decides of his own without considering the problems of others suppose I have to construct a road. So, I have to involve all the stakeholders no. I have to involve the contractors, I have to involve the opinions of passengers, I have to involve the technical personnel, I have to involve the managerial personnel.

And then everybody will say that this will be the problem that if this is a problem, what will be the solution? So that that is the research is required. So, therefore, in that case that goal focusing is becoming the very, very important whenever a leader might perform to improve the task performance, he should be having the clarifying the goal. Second, is structuring for results, planning, visioning, organizing clarifying roles and delegating is there.
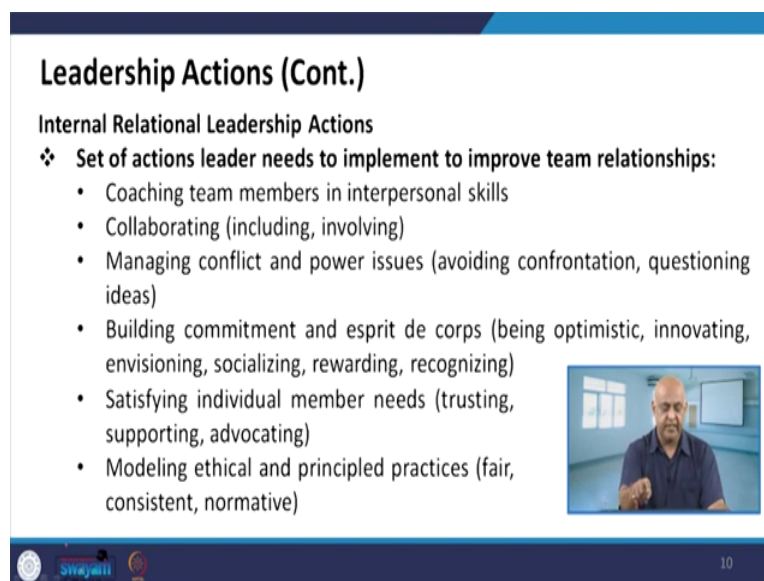
And these are the functions of a manager, planning organizing leading directing coordinating and controlling. So, therefore, these leadership actions will be there and that those skills, their functions which the manager is supposed to do that is the structuring for the results is very important plan properly. Now, the planning and controlling are the twin brothers. They go together. So, whatever you plan, how will you control it?

Otherwise, what will happen that is the when you want to clarify the roles. Roles will not be clarified. There will not be delegation. We have discussed the delegation and empowerment in length earlier. Facilitating decision making informing the controlling, coordinating, mediating, synthesizing, issue focusing is there. So therefore, whatever the decisions you are taking, so therefore that has to be coordinated and mediated.

Somebody has to take the responsibility. Somebody has to give the support and when they give the support and it is possible then you are synthesizing an issue focusing is there. But everybody will not be the competent enough. So, what you will do you will educate in developing them. So, training team members in the task skills they will be developed, maintaining the standards of excellence, assessing team and individual performance confirming in the inadequate performance.

So, managing team should be the standard of excellence. So, they should ensure that is the yes, whatever we are doing that is a no the best one.

(Refer Slide Time: 16:42)

So, set of actions that is leader needs to implement to improve the team relationship is the coaching team leaders in interpersonal skills. And the collaborating, including the involving, managing conflicts and the power issues are there. So, here the leader is a coach we have talked in the previous sessions in the beginning sessions what is the role of a leader?
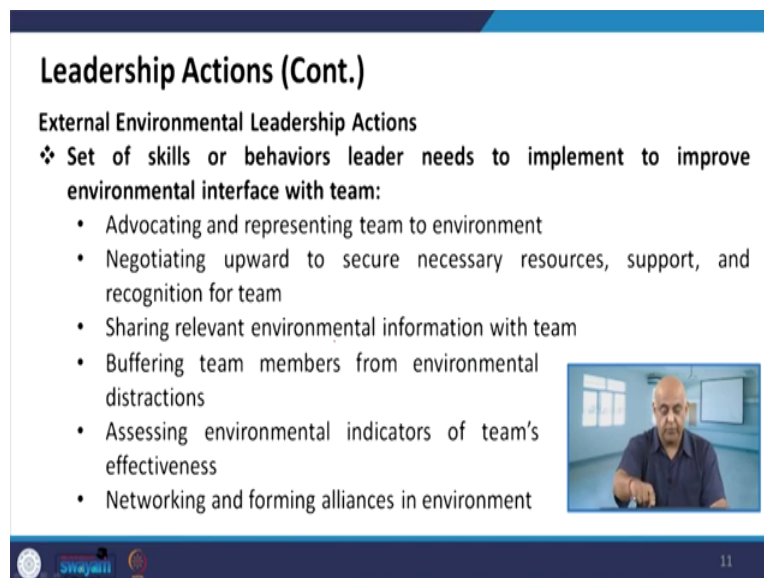
Is a coach also, unless and until you do not have that coaching approach and attitude no, mindset you cannot be a leader, collaborating is there? Are you able to collaborate or not,

including the involving managing conflict and power issues? That is the avoiding confrontation, questioning ideas and all building commitment and espirit de corps. So that is the false principle that we always talk about the espirit de corps.

So, therefore it is a team building, team effectiveness. So that is the building commitment is there and commitment cannot be built only by the words by actions. So, being optimistic, innovating, envisioning, socializing, rewarding recognizing. So, therefore, you will be having the team effectiveness. Satisfying the individual member needs, trusting supporting advocating is there.

Modeling ethical and principle practices, there is a fair consistent and the normative is there. So, whenever internal relationship or leadership, actions will be taken set of actions, leader needs to implement. So that the relationship between the leader and the team and among the team members also that will be having the improvements.

(Refer Slide Time: 18:27)

Set of skills or behaviour leader needs to implement to improve environmental interface, with team. So, advocating and representing the team to environment arguments that is yes, this is the best and there are the logics are there. Negotiating effort to secure necessary resources and so, support and recognition for team. So, in that case, it is very important that is are having these all negotiating that power.

That is, the negotiation needs to be done, unless and until we will not be able to do the negotiation, it will not work. Sharing relevant environmental information with team. So,

whatever the team is information we want then we have to share with them. Earlier traditionally, what was there? There were a power distance and people were not sharing the information and team which is required by the team so, team was dependent.

And nowadays it is a delegation time. It is the independence time. It is not the time of that the control. So, therefore that is the sharing is there buffering team members from environmental distractions. So, whatever is future problems are there? Already you are taking care of that. Assessing environmental indicators of team's effectiveness what will be the effect on the environmental issues and networking and forming alliances in the environment is there.

(Refer Slide Time: 19:46)
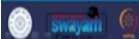
Larson and Lafasto, 1989, suggested the following and characteristics of the team effectiveness, clear, elevating goals, results driven structure. So, clear, elevating goals, as I mentioned, there is, what is the performance? What are the objectives? And if the motivation is there, they will be able to achieve it. Resource driven structure is there find the best structure to achieve the goals.

Clear team members roles, good communication system, methods to assess individual performance and emphasis on the fact-based judgments is there.

(Refer Slide Time: 20:18)

The team effectiveness will be depending on this, the components right number and the mix of members. Members must be provided sufficient information. Education and training and whenever there are requisite technical skills are there then, interpersonal and teamwork skill will be always working. And therefore, in that case, these HR skills you no. So, job knowledge is very important but with the job knowledge, these HR skills are equally important.

What will be the team factors which is affecting? Openness, supportiveness, action oriented and positive personal style is there. So, leader has to be very, very positive towards the team. Core competencies are the ability to do the job well and problem-solving ability will be there.

(Refer Slide Time: 21:07)

There will be the unified commitment, so, teams need a carefully designed and developed sense of unity or identification that is a team spirit is there. And the collaborative climate is there on openness, honesty, consistency and respect will be there. Always collaboration is required is a always talk about that is in the team effectiveness. It is not the one person if the even leader is thinking that he can do alone.

We have discussed many theories models. It is not possible for leader alone to do something and what who is the leader? Who is having the followers? So then, when there are followers there is a leader, so, there will be team, so this collaborative climate is very much necessary. So, there is a demanding and rewarding collaborative behaviour, so that the team's problem-solving efforts are to be managed. So, managing one's own control needs is very, very important is there.
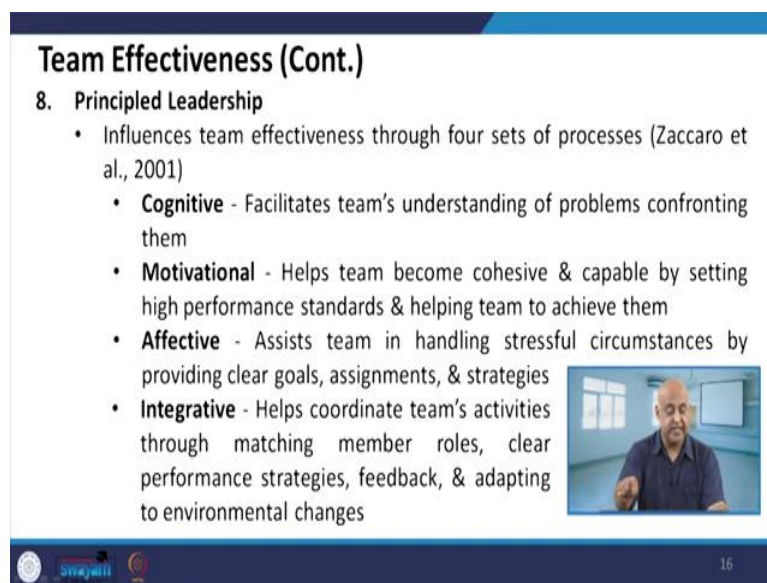
(Refer Slide Time: 21:52)

Now, this is a very interesting point, dear friends that is the standards of excellence. What is the benchmarking practices are there? So, whenever we talk about the project management, we talk about the, whenever we are talking about the organizations like NTPC and all so, they we understand. That is the how these our organizations are doing their best and that is a standard of excellence is there.

And whenever there is an excellence then definitely, we should know the definition. Definition means benchmark. So that is the what requiring results are the clear expectation? But this expectation designing of this expectation. My submission is this in addition to these

points that is the that is the benchmark. What will be your benchmark that you have to decide?

And the external support and recognition environment organizational environment is to be there and is needed to do their job, recognize for the team accomplishments, rewarded by tying those rewards to team members, performance and not the individual achievement is there.

(Refer Slide Time: 22:57)

Whenever we are talking about the principal leadership is there that is a cognitive understanding of problems. So, influence stream effectiveness through the four sets of processes, as per the Zaccaro et al., in 2001, is given. There is a motive cognitive, motivational, effective and integrative there. So, understood problems conferring them motivational is there.

So that themselves are keeping the high-performance tenders which I was talking. And affective is there handling stressful circumstances by providing clear goals, assignments and strategies. Integrative is their teams' activities through matching member roles clear performance is feedback interrupting the environmental changes are there.

(Refer Slide Time: 23:39)

Components of Team Effectiveness

❖ **Task Performance**
  • Is the degree to which the team's output meets the needs and expectations of those who use it
❖ **Group Process**
  • Is the degree to which members interact or relate that allow the team to work increasingly well together over time
❖ **Individual Satisfaction**
  • Is the degree to which the group experience, on balance, is more satisfying than frustrating to team members

Image Source: https://www.marketing91.com/people-management/

17

As well task performance team effectiveness is concerned. Task performance group process and individual satisfaction is very important. So, teams' outputs are there meets the needs and expectations of those who use it. Group process is there to which the members interact or they relate there, allow the team to work increasingly well together over time. Individual satisfaction is there the group experience on balance it is more satisfying than the frustrating to the team members is there.

(Refer Slide Time: 24:04)

Indicators of Effective Teams

❖ **Team Norms** – Acceptable standards of behaviour shared by the team members
❖ **Team Cohesiveness and interdependence** – The extent to which team members can band together and remain committed to achieve term goals
❖ **Team Composition-** Focuses on diversity in knowledge, background and experiences of team members
❖ **Team Structure** – Refers to interrelations that determine the assignment of tasks, responsibilities, and authority
❖ **Team Creativity** – Creation of a valuable, useful and novel product, service, idea, procedure or process carried out via discovery rather than a predetermined step-by-step procedure.

18

So, finally, we come to the indicators of these effective teams, so, team norms are there. So, acceptable standards of behaviour and the shared by the team members are there. So, whenever we are talking about these indicators, whether there are the proper indicators or not, so that is the whatever the high level of standards benchmark you decided no and that is the acceptable standard of the behaviour is.
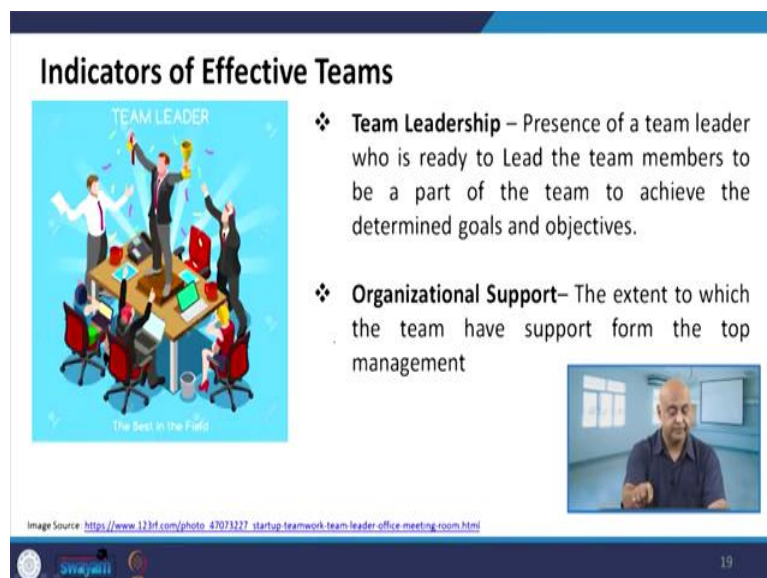
So, therefore, as we talk about the under the standards for the technical efficiency and effectiveness of productivity. Similarly, we have to make the acceptable standards of the behaviour also. And every member should know what is acceptable here and what is not acceptable. Team cohesiveness in the interdependence is there to which the team members can band together and remain committed to achieve team goals are there.

Team composition is their knowledge, background and experience of the team members are there. So, therefore that they have to create that is the team composition is required. Team structure, inter relations that determine the assignments of task responsibilities and authority is there. And therefore, the team structure that has to be developed. Team creativity, creation of valuable, useful and novel products service idea procedure is process.

So, therefore, in that case it is the creativity of the team. So, definitely the cohesiveness and interdependence is there and whenever we are talking about that structure and I have mentioned about that structure. Assignments of the task organization structure. So, role and responsibilities that is very, very important team creative useful in the novel products.

So, therefore that will be there, it is a predetermined step by step procedure team creativity will be there.
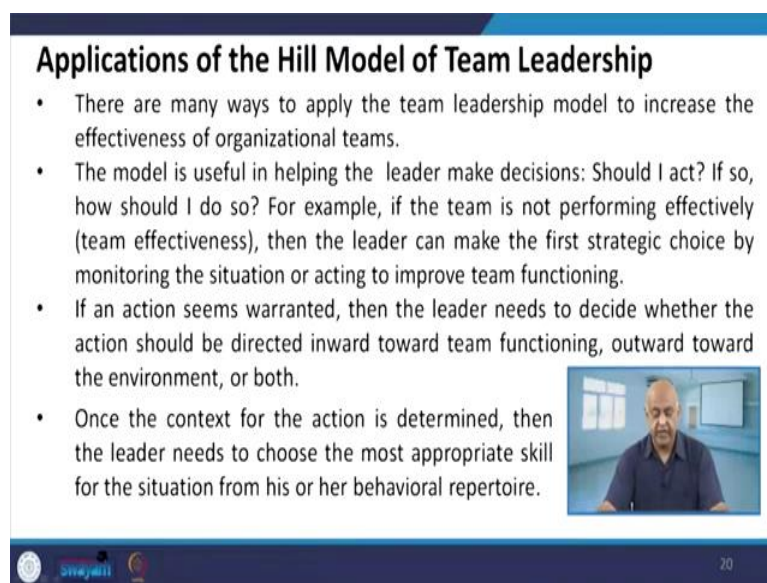
(Refer Slide Time: 25:53)

So, this ultimately a team leader who is ready to lead the team members to be a part of the team to achieve the determined goals and objectives. Now, this is also important now many

times this is fact that the leader does not want to lead the team. This also happens because by force, he is not by choice he is by force the leader. Organizational support to which the team have support from the top management is there.

So that is the external environmental factors whenever these external environmental factors and these indicators will be there, so then here we will find that is the ultimately that is a team leader or that team has been successfully led by the leader effectively is there. So, what is the application of the hill model of team leadership? So, there are many ways to apply the team leadership model to increase the effectiveness of organizational teams.

(Refer Slide Time: 26:47)

The model is useful in helping the leader make decisions. Should I act actions? Should I decisions actions? So, if so, how should I do? For example, if the team is not performing effectively then leader can make the first strategic choice by monitoring the situation to improve the team functioning is there. If an action seems warranted then the leader needs to decide whether the action should be directed inward towards team functioning.

And the outwards towards the environment are both is there. Once the context for the action is determined then the leader needs to choose the most appropriate the skill for the situation from his or her behaviour repertoire is there. So, therefore, in that case that the actions which are required, that what is warranted and then he has to perform that particular action is there.

(Refer Slide Time: 27:29)

As usual, this is the research paper relationship between the emotional intelligence and the transformational leadership of the supervisors is there. So, therefore in it is a very interesting paper, because whenever we are talking about and it is the relationship task, relationship actions that team effectiveness decisions. So, therefore that emotional intelligence is very very important.

And the leader should have the transformational leadership of the supervisors. And if he is having that we have talked about this transformational, charismatic, transactional, task oriented, relationship oriented, different steps of the leaderships we have discussed. So that here it is required will be that and this paper is talking about, the transformational leadership is there.

(Refer Slide Time: 28:16)

And the support for the model which suggests that supervisors' emotional intelligence components such as social skills, motivation and empathy are positively associated with the transformational leadership is there. And therefore, in that case here that your social skills, social means, love and affection, belonging skills are very important. That is the organizational citizenship behaviour will be the part of the social skill will be there.

Motivation is there intrinsic and extrinsic motivation both will require and the empathy, that this is all about the emotional intelligence components are there. So, self awareness, self regulation, empathy socialization so, therefore, in that case and motivation. So, therefore, these positively associated with the transformational leadership, is there. If you are self-aware, know your sort, you are having the self-regulation.

So, the how to control yourself. Then you have the empathy, the concern for others, so, your team members. So, therefore, in that case you are able to monitor that you are having the socialization with them. That is the yes social skills are you important. So, a result of it that you will do? That easy you will be having the motivation to lead them and it is a positively associated with the transformational leadership.

So, when, you are having all these emotional intelligences, dimensions, definitely you will be leading to the under transformational leadership will be there.

(Refer Slide Time: 29:44)

Research Paper

Research limitations/implications

Data were collected from convenience samples that might limit generalisability of results. Implications for management are discussed including the need for supervisors to use emotional intelligence competencies and transformational leadership, so that their subordinates are empowered to participate and increase team effectiveness.

Originality/value

This study contributes to our understanding of the linkage among emotional intelligence and transformational leadership of supervisors in Greek organisations and the impact on teamwork with their subordinates.

So, linkage among emotional intelligence and transformation and leadership of the organizations and the impact on the teamwork and with their subordinates. This paper is talking. As usual, they will be the naturally, the limitations are there.

(Refer Slide Time: 30:01)

Case Study : Can This Virtual Team work?

- Jim Towne heads a newly formed information technology team for a major international corporation. The team is composed of 20 professionals who live and work in Canada, the United States, Europe, South America, Africa, and Australia. All members of the team report to Jim.
- The team is a virtual team connected primarily via videoconference, group decision-support software, email, text, and telephone. The team has met twice in a face-to-face setting to set goals and plan. All of the team members are quite competent in their respective technical areas.
- Some team members have a long and valued history with the company; others have recently joined the company through a corporate merger. The team members have never worked together on any projects.

Case Source: (Northouse, 2019)

And here we can use this paper for the purpose of developing the effective team leadership. Now, this is a case study. Can this virtual team work?

(Refer Slide Time: 30:11)

Case Study : Can This Virtual Team work? (Cont.)

- The task of the team is to develop and implement technology innovations for all global business units.
- The team members are excited about the importance and the innovative nature of their assignment.
- They respect each other and enjoy being part of this team. However, the team is having difficulty getting off the ground, and the members report being extremely overloaded.
- Most team members travel to business sites at least two weeks each month.
- The travel is important, but it causes team members to get farther behind.

Case Source: (Northouse, 2019)

(Refer Slide Time: 30:12)

Case Study : Can This Virtual Team work? (Cont.)

- The team has one half-time secretary, located in New York. Her primary responsibility is to organize travel and meetings of team members.
- Team members are working on several projects at once and have great difficulty finishing any of the projects.
- One team member has 500 unread email messages because each team member sends copies of all messages to everyone on the team.
- Jim is under great pressure to prove that this team can work and provide a valuable function to the organization.

Case Source: (Northouse, 2019)

(Refer Slide Time: 30:13)

Case Study : Can This Virtual Team work? (Cont.)

Questions

Q1) Which of the eight characteristics of team effectiveness are lacking in this team?

Q2) Based on this analysis of team effectiveness, should Jim intervene at this time, or should he just keep monitoring the team? If you think he should take action, at what level should he intervene (internal or external)? If internal, should his action be task or relational?

Q3) What specific leadership functions should Jim implement to improve the team? Why?

Case Source: (Northouse, 2019)

And therefore, in this case, you will find that certain situations has been given and at the end there are the questions which of the eight characteristics of the team effectiveness are lacking in this team. Whatever the which we have talked about based on this analysis of team effectiveness. Should you intervene at this time or should he just keep monitoring the team, if you think he should take action at what level should be the intervene, internal or external?

If internal should he stay can be task or relational oriented is there. What specific leadership function should Jim implement to improve the team and why?

(Refer Slide Time: 30:43)

This is what you can refer to and the final, this is about the book which we always refer. One book and the thirteen key performance indicators for a highly effective team are there and I am sure that is this book will be helping you to understand more in detail that is the how and when and where. This you will be able to make your team highly effective with the high standard performance is there.

(Refer Slide Time: 31:11)

So, it contributes to understanding of the nature and functioning of the team cohesiveness. So, here it is the team health indicators. So, therefore, in that case, highly effective, whether your team is healthy or not or it is on oxygen and the ventilator so that you have to check. Industry sectors, team sizes and organizational and identifying the factors that impact on teams and the implication of team work.

So, these books, these research papers that will give you the idea actually in the direction. But then you have to make the relative and selective options so that what will be applicable and not only in the context of India, even in the context of your organization and not only in the all the unit, is of your organization. It is related to the unit only and it is not applicable to only your unit. This is applicable to your team only.

So, if you will make this you will be, you yourself will be identifying these indicators and then you can write a book also in that case.

(Refer Slide Time: 32:16)

So, balance rule. These are the thirteen clear objective's purpose, openness, trust confrontation conflict, cooperation, support, communication relationships, individual and team learning and development, sound intergroup relations and communications, appropriate management leadership, sound team procedures, regular review, output performance quality and accountability, change creativity.

And challenging the status quo, decision making and problem solving, the moral, the moral is also that is the emotional moral I have talked about once in emotions that is moral emotions that is, your moral should be very high and the empowerment is there.

(Refer Slide Time: 32:52)

References

1. Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
2. Northouse, P. G. (2019). Leadership Theory and Practice Eighth Edition (8th ed.). Sage Publications, Inc.
3. Larson, C. E., & LaFasto, F. M. J. (1989). Teamwork : what must go right, what can go wrong. SAGE Publications.
4. Lussier, R. N., & Achua, C. F. (2016). Leadership: Theory, Application, & Skill Development (6th ed.). Cengage Learning.
5. Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.
6. Zaccaro, S. J., Rittman, A. L., & Marks, M. A. (2001). Team leadership. The Leadership Quarterly, 12(4), 451–483. https://doi.org/10.1016/S1048-9843(01)00093-5

So, this is all about. These are the references which you can refer for your further studies and for in detail you can go through these references for more understanding. Thank you.