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TECHNOVISION
Educational Technology
Services Centre
IIT DELHI
PRESENTS
A Video Course
On
Management Science
BY
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Social Sciences, IIT DELHI
Lecture # 7
Team Building & Participation**

Today we are discussing team building and participation and will go on to discuses for the leadership style all these are important aspects are to groups functioning organizations team building as you can understand.

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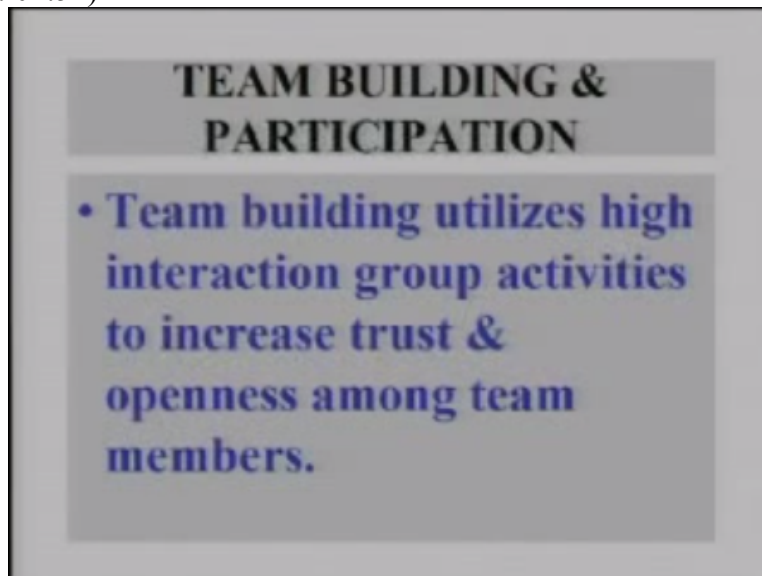
Team building utilizes high interaction group activities to increase trust and openness among team members last time we were discussing how team and groups are different and what are this

special characteristics of the team which is as special type of group you can say and team building as an important aspects of participative management in the organizations, when we are talking about team building.
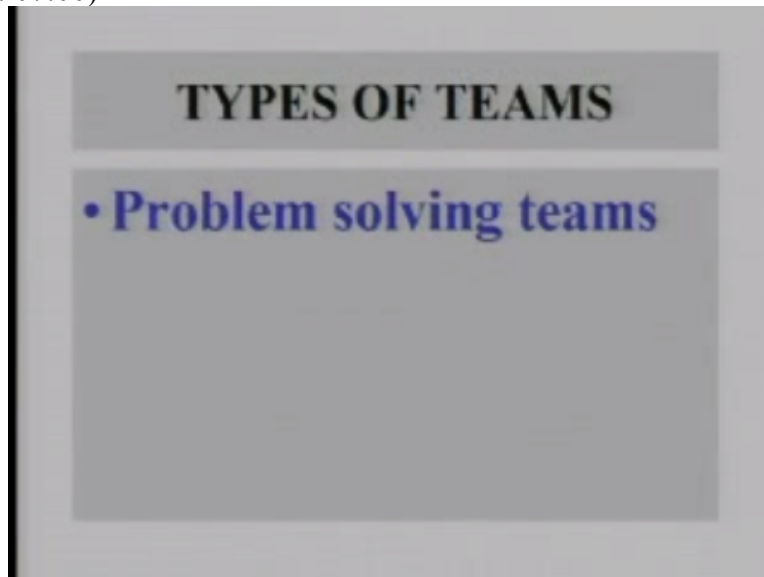
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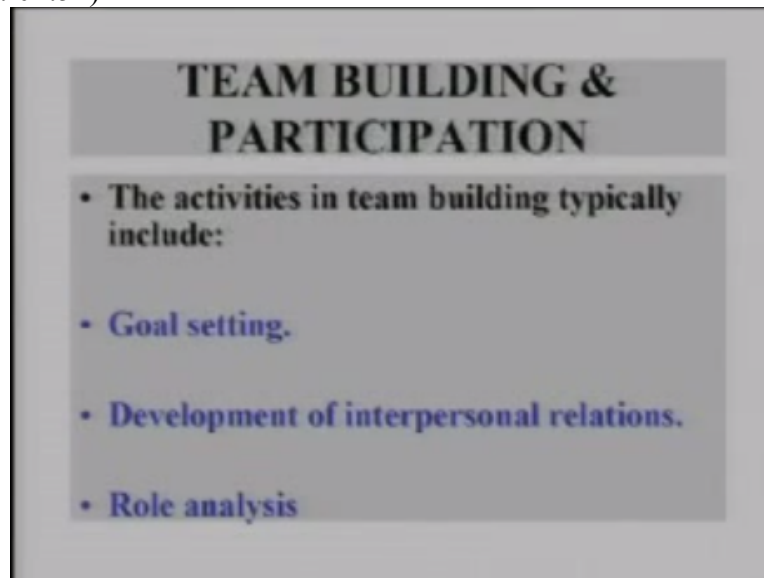
Typically they activities that we include team building are goal setting, development of interpersonal relations , role analysis , earlier we have discussed goal setting as an application of motivational strategies in which we are using participative management as well and team building the teams play important role in that further team also play important role in the development of interpersonal relationship , this second relates to what we have done earlier as part of a our factional analysis understanding we have to develop interpersonal relations at the place of work in order to manage they affairs of a company and of course that we have discussed earlier that different types of goals that types of roles that. We play in the teams also we have playing some roles.

Okay these are the roles given to us from the organizations which are related to the work settings in then organizations, now the activities in team building also relate to the issues of responsibility employee involvement and participation as we have already discussed because earlier in our discussion we have seen that whatever there is a team here are complementary characteristics that members have so it is not anything like a association of people. It is a very well designed grouping of people.

We can say in which everyone has complementary characteristics and so try to that is this responsibility at the place of work this also relates to the involvement employees involvement in that activity and in the long term in the affairs of the organizations and finally that relates to participation at work, so we are try to understand why teams are important know teams could be a different types because teams are made you know teams some objective. We have to understand.

What are different types of teams functioning in any organizations and which is in fact to know the in the recent years we are talking about a concept team management also were we are trying

to see that if we have to achieve some goals for at least by setting goals the management becomes very, very important so there could be problem solving.

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Team you have a problem of that and exactly you like of solve the problem know the problem solving team has been given a problem by the manager or the company.

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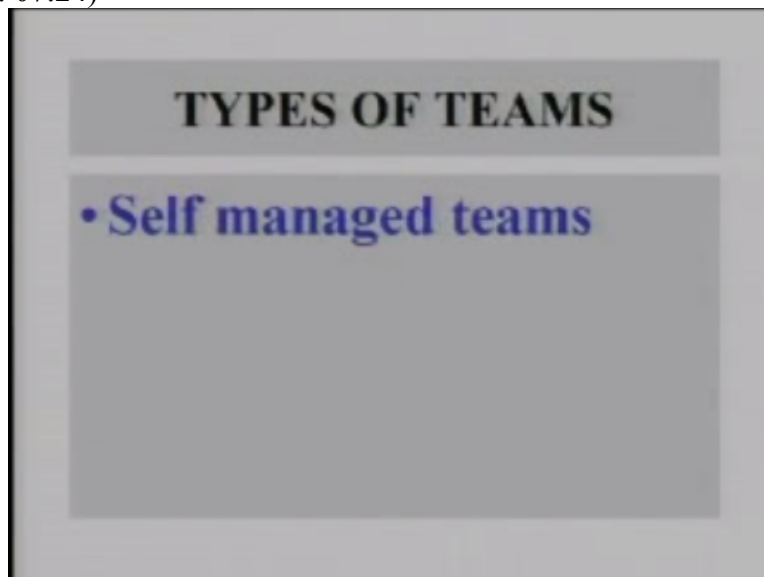
In the self manage team again problem of course is there but in the self manage team the manager is not the really monitoring the members are selecting such a way that they can manage the team themselves and finally of course we are trying to achieve some results some goals so in the self manage teams many times even has to densities are managing certain affairs of hostels or any academic.

Activity as self manage teams, teams are there and you try to find a solution to that particular situation as the self management team now that self management team has we have discussed

these are actually the autonomous groups these are the autonomous groups, let me given example of.
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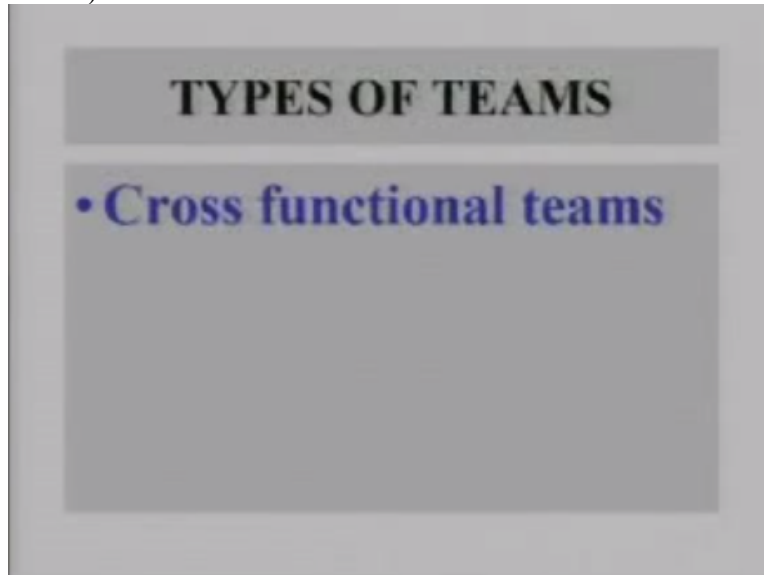
Autonomous groups are the self managed teams , see for example when you are asking people to do something in your in terms of the field, fields performance say at the place of work in ,industries of course you can monitor very closely monitor the performance of the people but if you have sent them for some kind of a field work , field work maybe any kind of a marketing strategy or it maybe say any kind of a other strategies like drilling ricks in a in the jungles okay any such activity in that team working becomes very important are autonomous teams are extremely important also maybe you can take design world also , also design and development work also schemes can work.

So the idea is that we give the all in this kind of autonomy to remember of the team and they arrive at the results with their complementary characteristics that are the idea so then the cross function teams are there.
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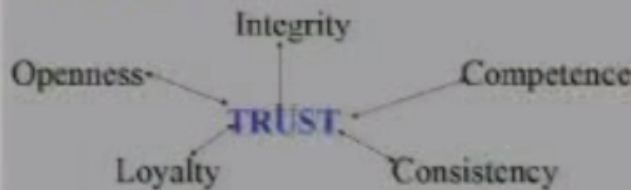In which you have one function is there and people maybe there you know typically from different levels in an organizations to arrive at the particular functional requirement in that of course functional team.

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Now the characteristics of high performing teams when we are talking about the teams there are set in characteristics which are necessary for high performance, you can see that trust is the central pint in any kind of a team building and the trust this also relates to integrity competence consistency loyalty and openness, when you are playing the role of a manager in any organizations we are understanding that teams.

Become very important but this teams are actually govern by the core issue of trust I repeat that in this trust built into this trust the issue of integrity the issue of competence the issue of consistency loyalty and openness , these dimensions of trust when we analyze and when we look back what we have done earlier this course we find that the issues of motivation issues of commitment , and the issues of interpersonal behavior these are reflected in this whole process ,

so remember when we are talking about different topics in a course like this we are actually not talking about the decreed categories are not the did creed categories.

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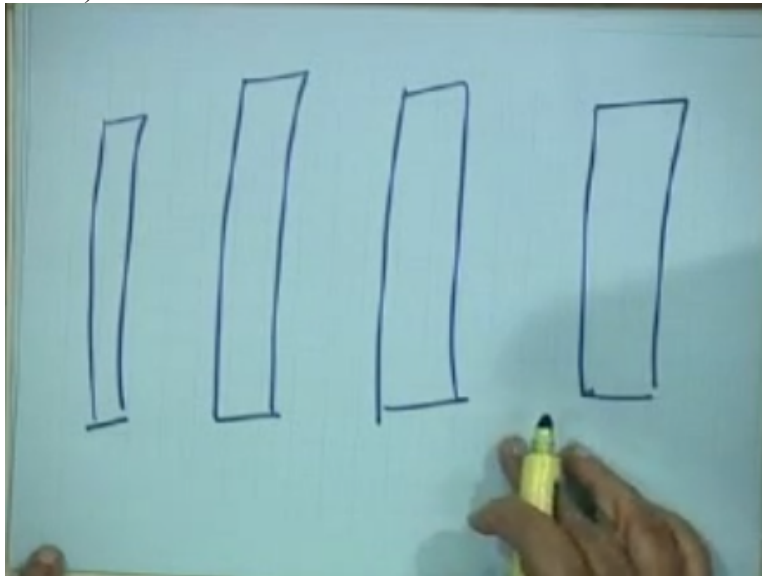
Which will explain in a set of feminine thought the topics that we have discussing may look like in a as a we have discussing motivation leadership attitudes team buildings something like that but actually it goes something like , some think like this.

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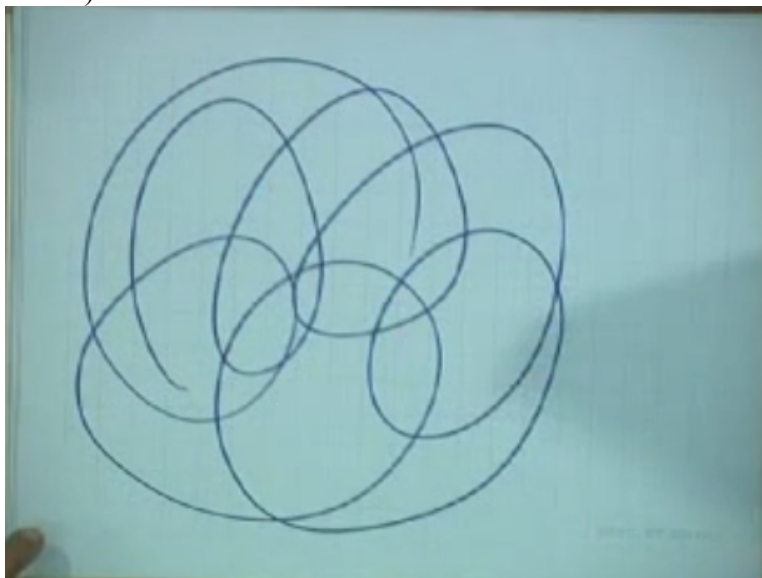
These are all built into the, the same system okay and these are all overlapping like this these are over lapping like this okay so what I am trying to say that the team building is not, not working in a isolation it is working along with the other factors that we have talked about earlier in this course and we will be talking about many other use the related issues related part of the course. Now when we are taking about.

The overall understanding people at work, we have talked about the motivation, we have discussed the communication issue, we have discussed inter personal behavior and how people

work in a group. Are understanding of all these processes, whether we talk about communication we talk about group behavior, or inter personal relationship, is not complete, until we have understood the issue of leadership.

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LEADERSHIP

- Leadership as a power relation
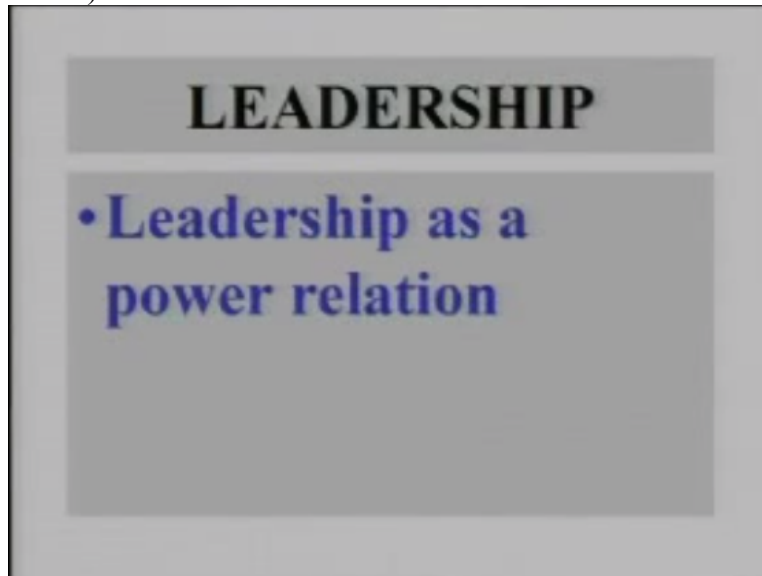
Generally we all understand the meaning of leadership, but it actually assumes lot of important, when we are talking about managing people at work, or the process of management, because the leadership becomes an important attribute of a successful organization, or and of a successful manager. So now let us look at what is concept of leadership, and how is that related to the overall issues of management.

The leadership is discussed as power relation often we think that this is power relation, here is a leader and here are the subs ordinate, that kind of relationship and the leader as know some kind of power at authority that is our relationship that we understand, as usually we understand that.

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LEADERSHIP

- Leadership as an instrument of goal achievement
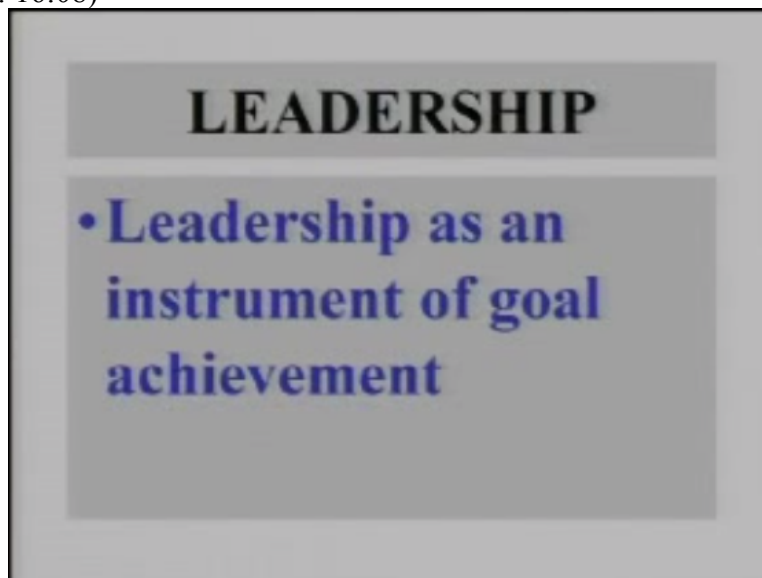
But there are many other authors they have defined leaderships taking the other attributes are we can say, the leadership is again a multi dimensional concept, in which many dimensional actually appear which make a leader very successful leader. So there are researches and many other researchers have said that leadership is an instrument of gold achievement, so unless you have a very effectively leader goal achievement might become difficult.

But then you know we will be discussing just now, the leader or manager, we expect every manager to be a good leader okay. So that issues just coming up now and we want to discuss that in a short while now.

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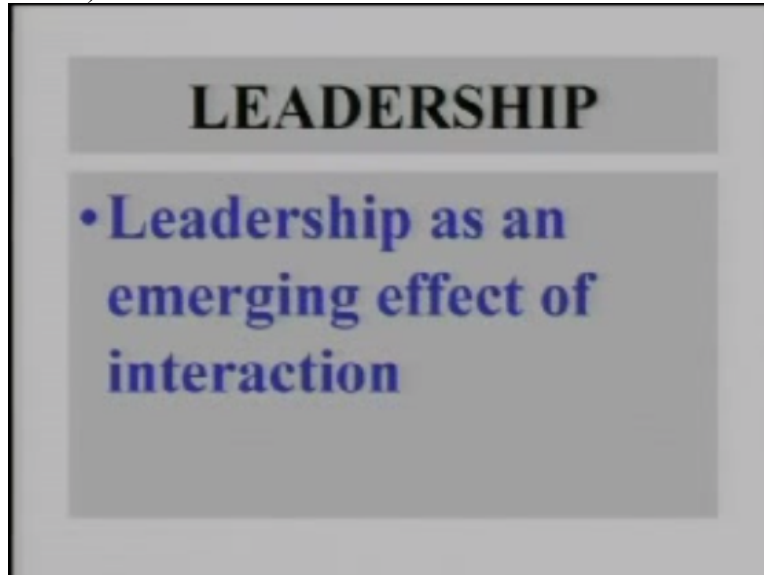
So let us see leadership is also discussed, we are talking about the concept of leadership, and leadership is also discussed as an emerging effect of interaction, so we can see that we are taking about leadership in terms of many of the topics that we have already touched upon in the earlier part, because un may be some which are trying to come up, so that is the emerging effect of the interaction.
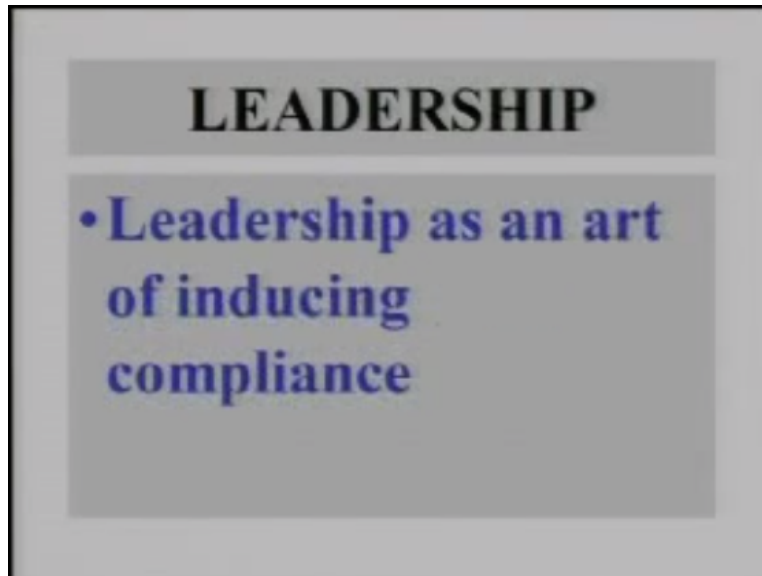
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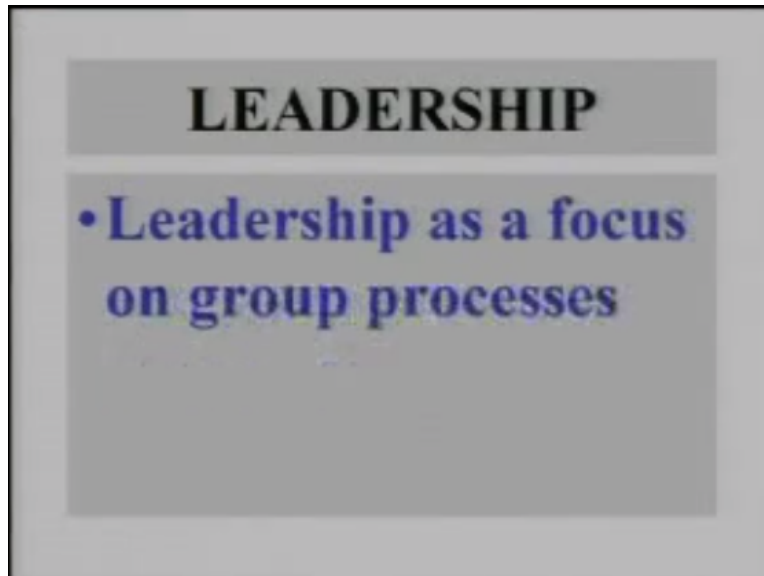
Leadership also has focused on group processes; short while ago I was just taking to you about the group processes and hoe these are related to the other issues like in the personal behavior, leadership is explained as a focus by many authors, because there is the systems of leader is there only when he is leading a group okay, so the group process become extremely important.
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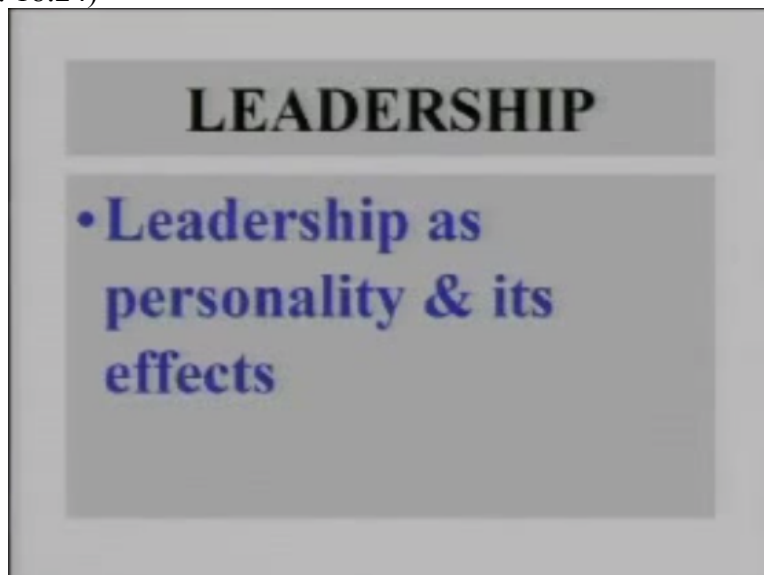
Leadership is also explained as the personality effect of an individual, we can see the personality trade, these are some of the point of views, which have been explained as the concept of leadership okay, so as, as we just now discussed that it is multi dimensional concept, never the less, we just talk about effectiveness of the manager at the place of work.
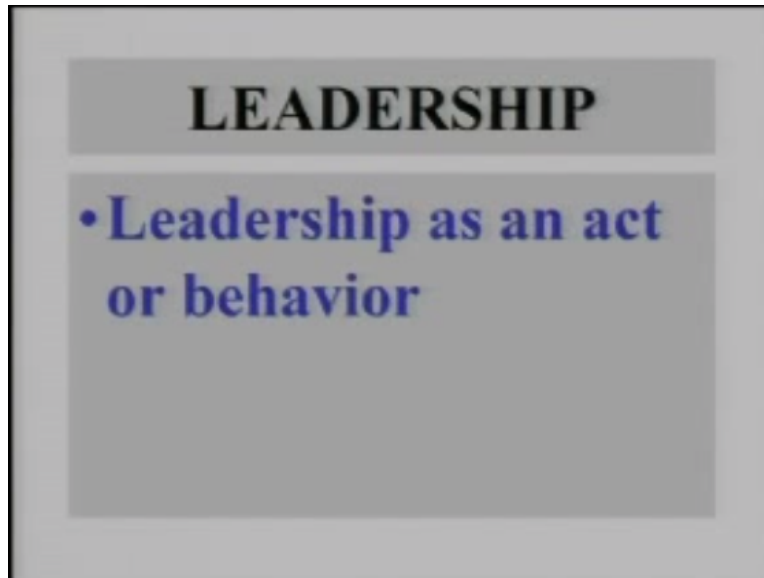(Refer Slide Time: 19:02)

Therefore leadership is also an art of inducing compliance; so many researchers have said that if a leader can actually in use complaints he is a very effective leader, so just the art a person might develop.
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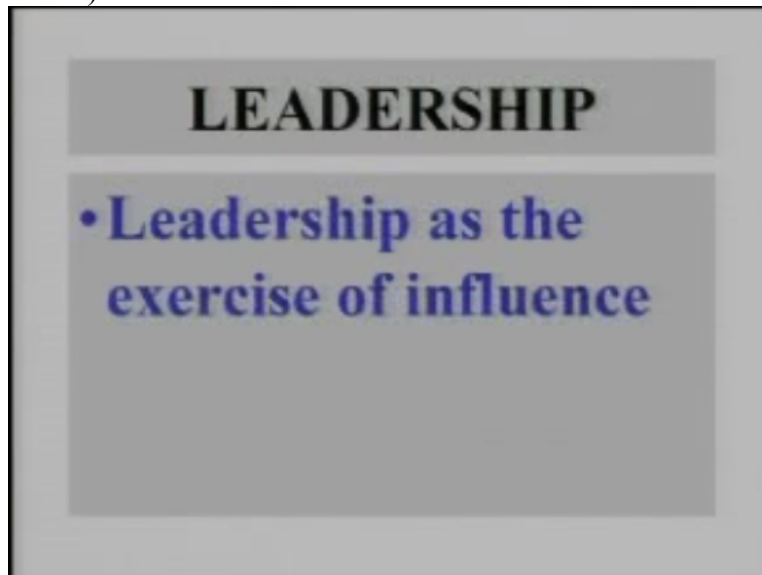
Therefore when you try to induce complaint obviously you are trying to influence people, the other authors have written the decision exercise of influence leadership as the exercise of influence, how much you can influence people, and there are some authors there have been very general very, very general time of the explanation there are just saying, that leadership is an art or behavior.
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Just a general one, we can say that this is a special type of behavior that we can say special type of behavior.
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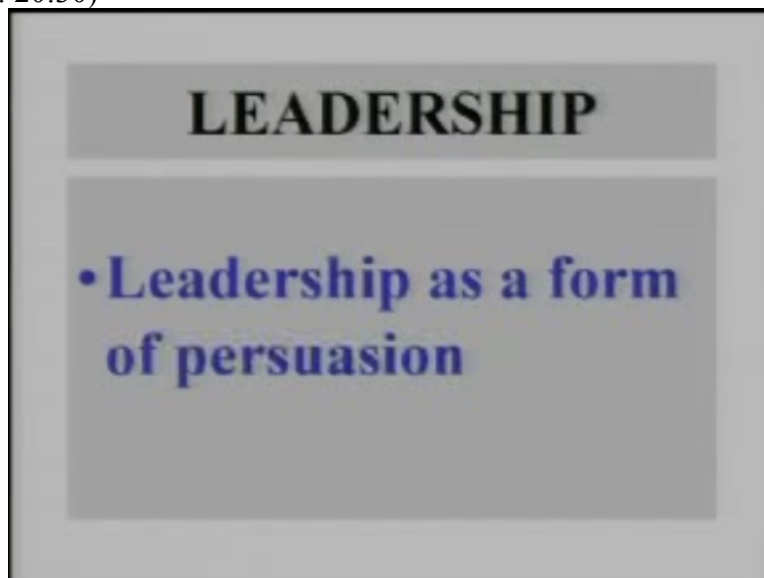
This is again another authorization, that this is a form of persuasion, which is repetition to the earlier authors that we have already discussed a form of persuasion.
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	Leadership roles	Management roles.
Approach.		
Critical Tasks.		
Assignment.		
Function through.		

LEADERS & MANAGERS:A COMPARISON

This brings us to the issue of leader and manager to compare that, but before we compare this issue, let me first talk to you something about that earlier, the earlier theories of leadership in the earlier, in the earlier years and in fact some managers are still believe in that even today that great men or born great, you believe that great men are born great that means all great leaders are born great leaders.

So this issue has been debitate, because whether that is the heredity part born great or is it the you development or your environment, that is important, in fact this goes take as soon as earlier issue that we have discussed that the heredity and the environment are the two important contributors in our development and one might inherit certain things, but whether trades like a leadership is inheritance or that is an environmental attribute.

When a child is exposed in that kind of an environment, the child picks up those through the reinforcement process, and it is very difficult for us to say, whether that was inborn or developed because you find children of a family of a particular family say liking sitting in curious light say joining politics, are becoming trade union leaders, or becoming the in charge of the very good union as a manager, very goodly.

So it is very difficult for us to really say whether leadership is that in born trade of an individual, that is why the new cherries have come up, which is very briefly we are going to see in the relative part of this, lecture, let us now see, because we are talking about leadership, in the contrast of managers in this course, here is a comparison that we have tried to fix in for you, the comparison has taken four issues.

The approach, the critical tasks assignments and functions, and you can see that the leadership roles and the management roles, even though both are leadership roles, but the management roles are slightly different than the leadership roles, you can see that, that inducted and analytic fusion oriented, that is the leadership style, where us the manager role is deducted, because he is performing a duty and most of that is an is be have a strategy have to be designed. Now the leaders' role.

That is creating vision establish strategies, where has manager role is to plan, to organize, to control art the output, the work output, the work processes, even though some king of strategy

manager must uses there, sometime of mission even manager might have, but largely we find that managerial role is actually within the lenis of a scope of a duties that the manager has to perform okay.

Which is called reject I terms of what performance he has to achieve? What productivity he has to achieve and so on? Now the assignment leadership rules are assigned or resumed, more in formal way, where the management roles more formal, informal, unformal have, and the function, the leadership function relative, motivating others modeling values, use of multiple communication channels.

Where has manager, even though broadly he is also using some of these, here because he has to be various specific, he is planning assigning other things possibilities and authorities and use of formal mechanism, so you can see broadly leadership manager is also a leader, at least good manager is suppose to be a good leader, but what we are trying to understand from analysis from this author is that the leadership role is much larger in its cope, it is informal in its cope, it has a vision.

It has a machine okay even though the goal achievement may be that but it is not a very specific goal achievement. Like a managers drawn because managers is working in a organization and he has to achieve the most common goal that managers has to achieved that of a productivity in our organization.

And with the competitive advantage that would be like to achieve in to these global economy, performance and productivity become really extremity important. Then perhaps ever before, so he has to perform the duties of a leader, but the goal achievement becomes very important for any manager. Okay there is a slit distinction that with trying to draw between both the leaders is and when a manager is a leader. Okay how the managerial rules are slidely different. but I am sure whenever you look have know any advertisement your for any kind of a managers, managers in a job you will find that inevitable in that advertisement you will find that they will be talking about that you should be desire qualities. You should be able to work with teams, you should have good communication if you look at in a very I mean very carefully you will find that in managerial rule or a managerial job these are the attribute looking for okay. But you when you become a manager your rule is like a different one the overall leaders rule that what we are trying to say here.

Okay because manager has to achieve certain results within the bounty rough the organizational expectation and organization requirements. Okay never the less the issue that we are trying to raze and understand here is that better manager should be good leader and answer that question in that yes manager has to be a good leader only than he can achieve the results.

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LEADERS & MANAGERS:A COMPARISON

	Leadership roles	Management roles.
Approach.	Inductive & analytic; future oriented; assesses broad array of information; discerns patterns, risks & opportunities.	Deductive; focus on achieved results or predictable outcomes; plan, organize & control processes & systems.
Critical Tasks.	Create vision, establish strategy, install values, motivate others, build constituent buy-in.	Plan, organize & control resources; focus on execution within a specific area. Invoke dynamic usually involve reconfiguring, whereas mgrs. trained to plan.
Assignment.	Leadership roles assigned in informal way, need to be dealt. Usually given management assignments.	Formal assignment is part of management process, from managers have become either large or smaller than management position.
Function through.	Motivating, establishing culture, use of multiple communication channels, informal networks.	Planning, assigning responsibilities & systems; install & control mechanisms and being driven & range of resulting conditions.

Okay so with this comparison of leader and manager you should be able to understand the management process that we are talking about particular rule that is manager will play okay. You remember we talked about the different types of rules that people play in organizations that was in our earlier lecture.

So here mangers rule we are taken into consideration and we trying to say that how managerial rule has leadership attribute and what here to perform in order to achieve the goals of his job. Now another comparison here comes,
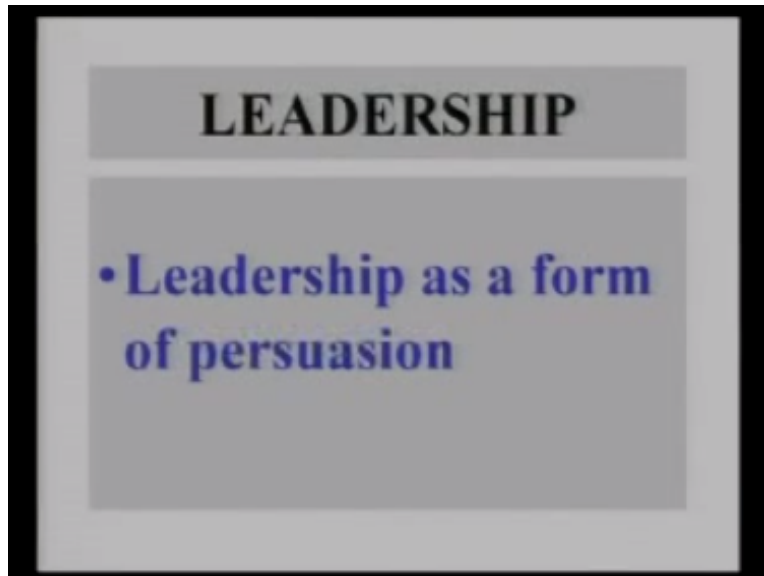
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LEADERS & MANAGERS:A COMPARISON

	Leadership roles	Management roles.
Approach.	Inductive & analytic; future oriented; assesses broad array of information, discerns patterns, risks & opportunities.	Deductive; focus on achieved results or predictable outcomes; plan, organize & control processes & systems.

Okay this in document to douche this already seen discussion, the future oriented, the leadership rules are the future oriented asset brought in array of information. Where are the managers rule are deductive the focus on achieve results are predictable heart comes plan organize and control the improvise of the system. This we about already discuss is just repeated that I thought.

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Okay now the critical tasks.
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In the leadership rule or to creative vision established statuary and model values, okay now we move on talk about.
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That having understood that how various authors and the searches I am trying to talk about leadership has a concept. We find and also we try to make a comparison between a manager's rule and overall leadership rule. We are trying to understand why it is difficult to analyze leadership, because you may be very good leader in one situation but if you go to another situation you may not succeed has you could in the earlier situations is in that true, so there are number of problems.
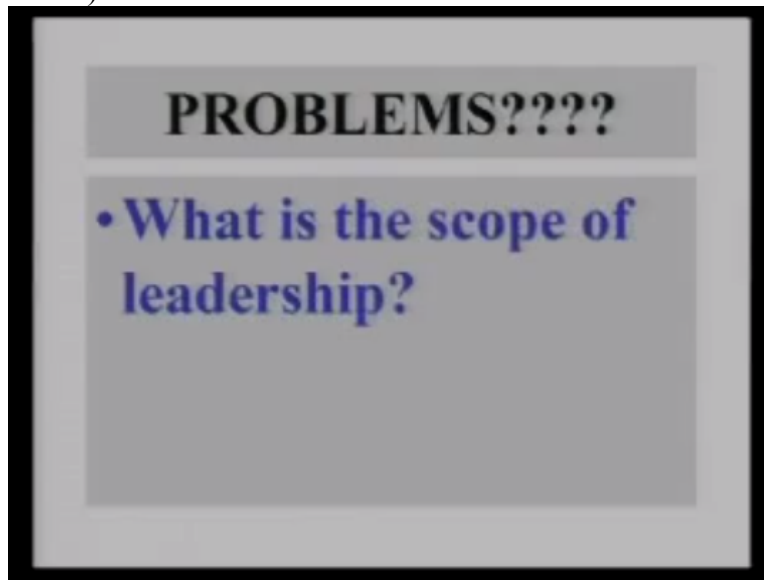
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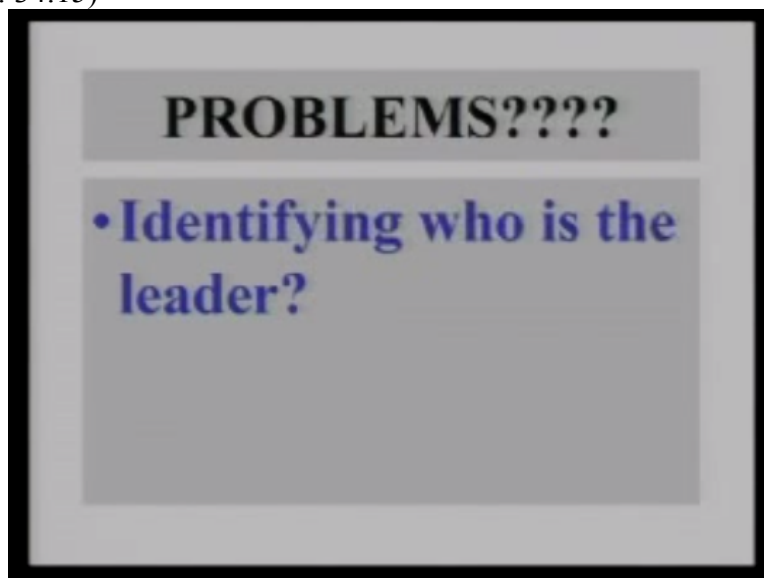
And some of the issues that we discussing at discussed by seen in his writings and he has try to prepare some of those points between discussing. Are presents in writing forcibly identifying how the leader is? Let us see how is the leader? In a cricket team, the person he is he the leader, the manager who is of the place of work is the leader, is chief executive of a company, and is he the leader, who is the leader?

That is a first issue we have to identify. In fact by are earlier definition all of domain leaders, and their own performing managerial rules. Okay the issue comes who is the leader.

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Then what is the scope of leadership? Can the scope be universal kind of a thing are it is very specific situation what is a scope of a leadership. What is cultural context?

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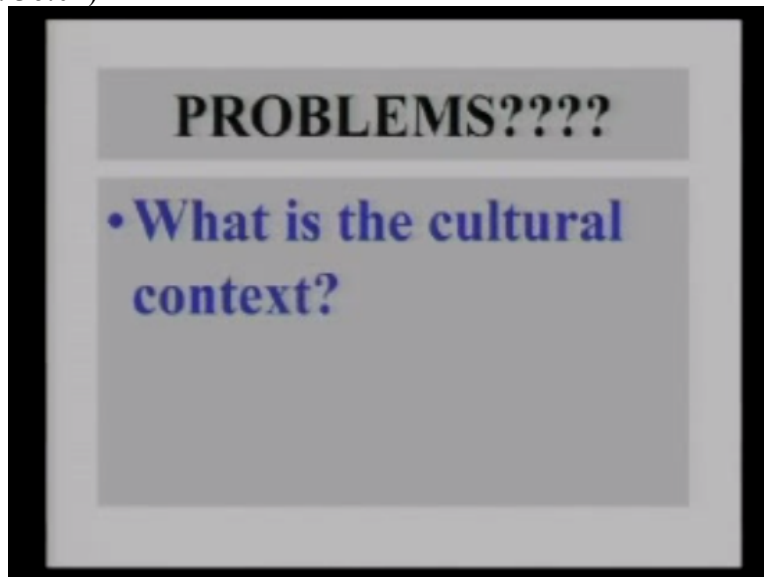
Is leadership, in India and leadership in say Japan or the US or Yugoslavia or any other countries is it exactly this saying or is there is cultural context option. There is a cultural context to leadership also okay.

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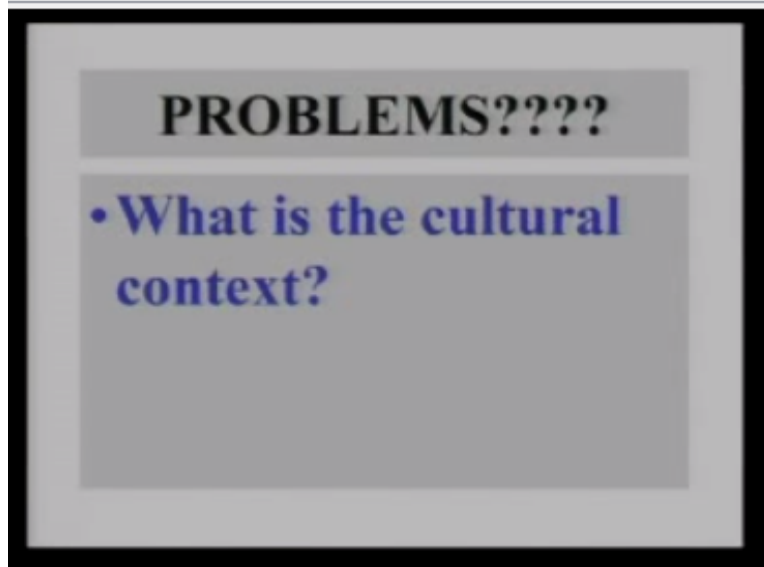
Keeping in view in our certain common future there is a cultural context to leadership to, therefore the is the task? Antiphonary leader is managerially leader is teacher ally leader is politically leader in a leader of course says a leader political leader but we are talking within the organization. So what is the task, task becomes very important and based on depend tasks, leadership style or we can see the leadership statuary or different on based on the different tasks.

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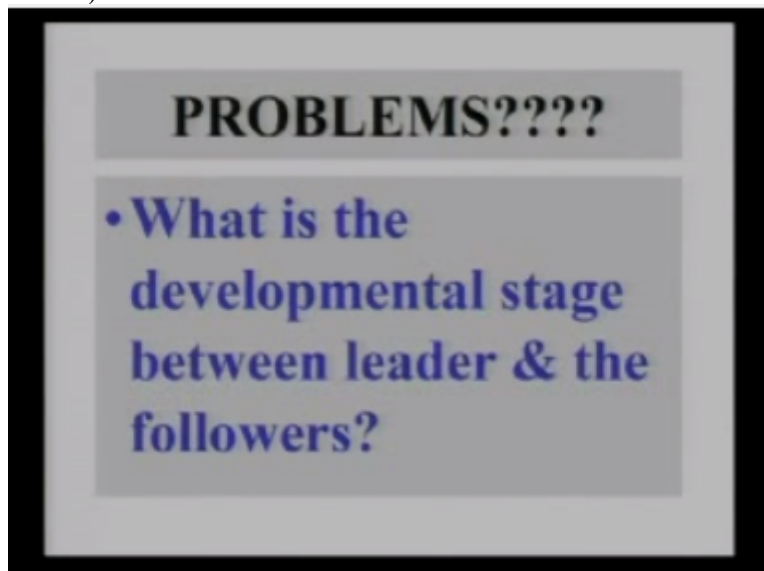
Also important what is the developmental stage between leader and the follower, now the developmental stage usually refers to development of phone? Development of perhaps of an organization, because if in organization is very new the style of leadership that one might of may be silently different than in a organization that is smooth running and making good business. And style of leadership might again differ in our organization. That is very old decanis and you need a different kind of managers so the developmental stage of an organization is very important.

See when you are starting an organization. At that time if we are two demo critic in your leadership style. Maybe you are not too able to establish the kind of a work culture that you

would like to establish. Then you are starting your organization you are also trying to establish culture work culture.

So at that time the leadership style and who is the leader that may be different than in a company that has been that has established excel in the market and that should running. Okay also developmental stage when we say industrialization also is important here, because if a country is trying to become highly industrialized in that process leadership has a different flavor. Diamond culture that is highly industrialized.

So these trials of leadership and in fact the meaning of leadership changes also when you are in a country that is developing in terms of industrialization and trying to become a big part. Like in India we trying to do a lot and we are opting that we going to be big industrial part. Perhaps very sure.

So the style of the leadership that we have in India and the style of leadership that w might have known in some of the other countries. Which are much idea of us which had been much idea of us and they are stabilized in many sense. And one important factor that can take India a head is the leadership style office managers. Of course these very closely try to the process of motivation has we discussed earlier, so one important and single factor that one has to look into is the leaderships style. And the development stage is important.
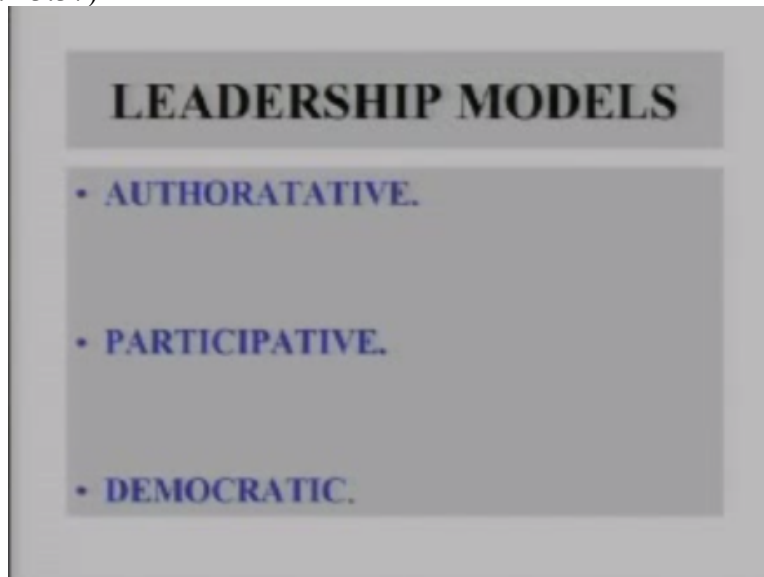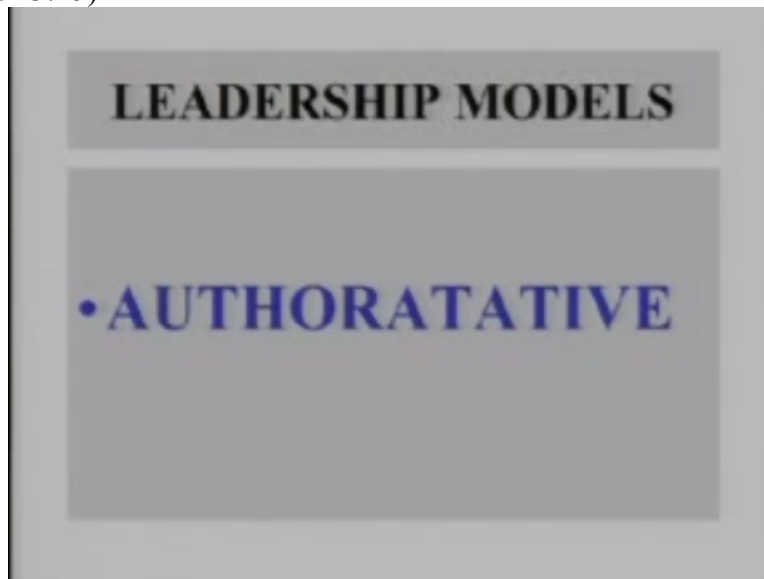
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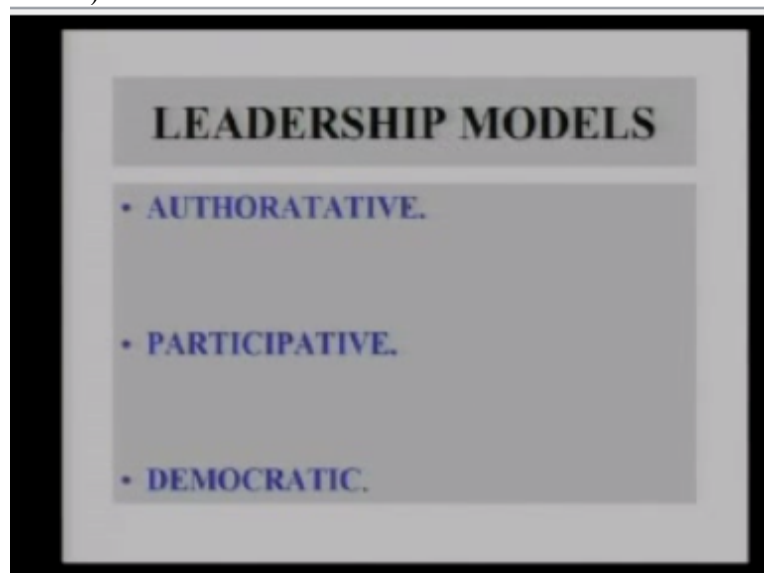
Now when we look at the leadership models we find, that leaders could be very yet additive leaders could be participative, leaders could be democratic. So at the manager and many of you perhaps believe that unless you are very auto critic and very abdicative you cannot manage the situation, and some of you believe that is only that the democratic style that works at whole, at whole work situations, but what we find that the, the earlier some of the issues that we have raised we find that it is the situation that becomes very important, is the situational demand that becomes very important.

If there is an emergency, then you have no other choice then to be authoritative because you cannot devote so much time to analyze the problem and you have to get the result very soon say

on the what front perhaps okay but during these time you do not need a authority it if a style you need a good participative style perhaps, okay.
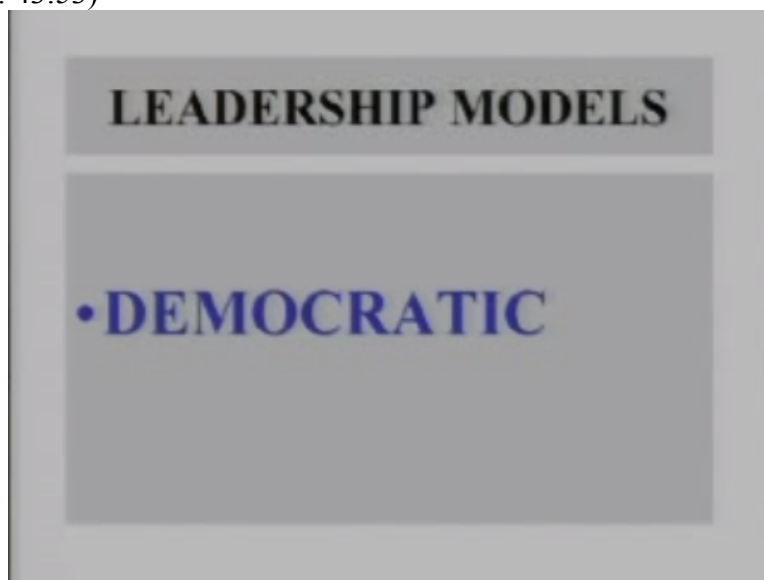(Refer Slide Time: 43:37)

So this creates some kind of a continue this authoritative.
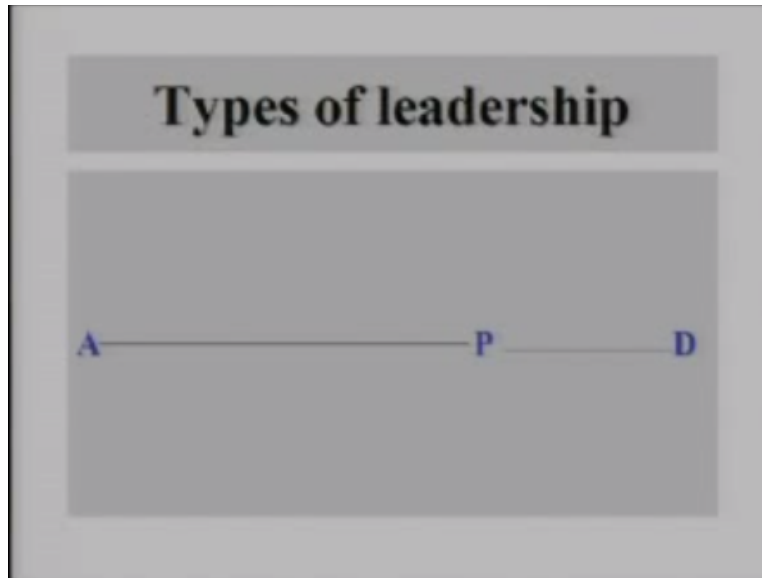(Refer Slide Time: 43:45)

This repeating this authoritative
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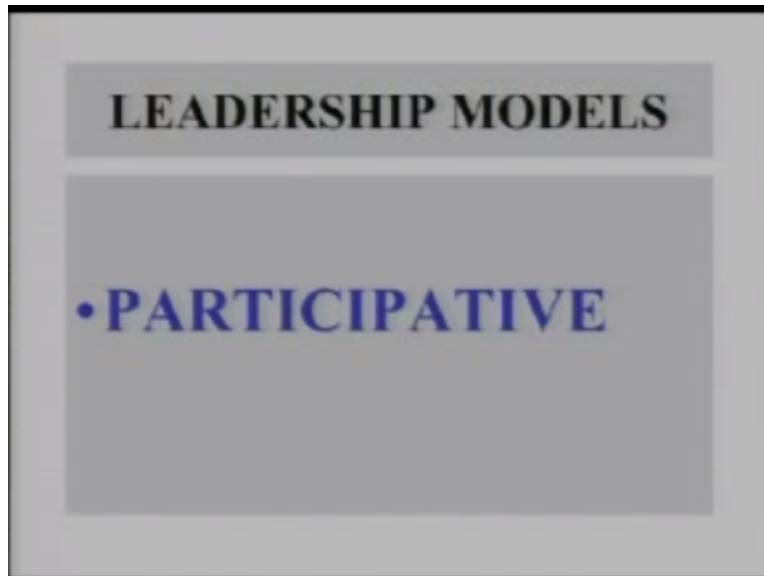
Participative
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And democratic these three styles then make.
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Types of leadership

A—————————————P———D

This continue you can see that authoritative or auto critically receipt style on the one extreme and democratic style use on the other extreme, and in between closer to the democratically rest style is the participative leader ship style you can see that okay so a participative manager can get better results the reason is the participative manager will involve people in decision making, he is not very authoritative or autocratic at the same time.

He is not participation does not mean democratic totally democratic even though some authors are used the convocation democracy at the place of work for participative management but w are not using the concept of leadership in terms of democratic leadership style in which know one person perhaps you know may have one both kind of a that kind of a situation because in the work situation you cannot to that.

in the whereas majority point of you is important for us okay and then in a participative leadership style another important component that is that the work is of a so much trust them, the climate work climate is of so much trust there the work achievement becomes easier and the final decision is always taken by the manager that is the different there is no nothing like you know the, that there are has to be a majority.

And voting kind of a situation nothing like that kind okay but the when we discussed we find it people are involved okay and finally manager decides that okay this is what is the, is the decision we are taking so over all decision is taken okay but some time the organizational requirement is also same but it is in no way a situation that is autocratic or authoritative in fact if we are using the auto creative receipt style.
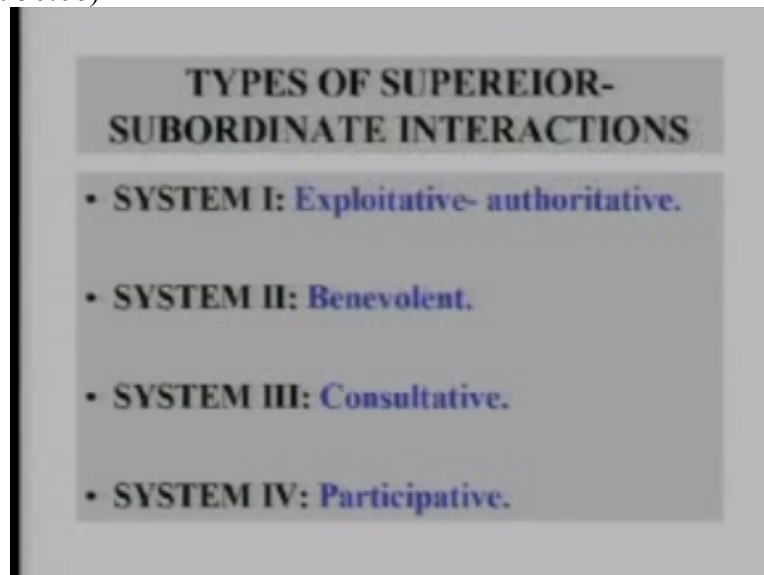
That gives the satisfaction to the employees okay and democratic we cannot use all the time at the place of work in the sense in the, in the production systems we cannot use the democratically receipt style in fact most of the times okay so participate to the leadership style then becomes best choice for us and that results to better production system okay so in this continue we have seen that the 3 major leadership.

Styles are here but we are going to discuses number of other styles also know in addition to there is some authors have try to talk about another style which we call as they were are free end leadership this is a style in fact some, some authors are said that this is no leadership style

because sometime one might become head of a , head of something by vertical of same say in authority or something like that but may not have a real leadership attributes , so this person will not actually play the role of a leader very effectively that is why some authors have preferred not to put that you know as a leadership style at all.

But others are saying because in some organizations there are people of this type be keeping that as a separately receipts style okay but this leadership style is not at all effective because if someone becomes leader just by virtual works seniority and one is not really playing the role of a leader manager them the performance suffers and that is why whenever people are you know set of a put on the level of authority sometimes we have to see that okay in a seniority is not the only, only criterion we have also to see who can really deliver results so we have to see that also so that is very important when we are talking about the leadership styles in any organizations now very closely tried to this.

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TYPES OF SUPEREIOR-SUBORDINATE INTERACTIONS

- SYSTEM I: Exploitative- authoritative.

- SYSTEM II: Benevolent.

- SYSTEM III: Consultative.

- SYSTEM IV: Participative.

Is the superior sub ordinate relationship that maybe fine in the leadership style in fact like at one of the management think is writers, he has proposed 4 types of leadership styles and these leadership styles they have he has called it as system 1, 2, 3 and 4 and the 1st one which is exploitative authoritative is very close to the continue we have discussed just now, benevolent autocrats.

Benevolent auto craft consultative leadership And participative leadership the 4 styles in fact this is like a it is also often credited with the use of word participative leadership style for the 1st time even though many authors have talked about participative management in there writings as we will discuss and we have already discussed in some other lectures participative leaderships style for the 1st used by this is like a in his writings so we can see that the leadership styles. Typically that we have talked about are the authoritative auto tactic leadership style we talked about democratically receipts style.

We talked about participative leadership style okay and the free in leaders whether we should call them as leaders but leaders are know but they are on the, the managerial roles some times and they have to perform the managerial roles, because of the organizational requirements they might

be put there, that style of the leadership is not very effective of example if we are talking about free in leader he maybe 2 receive the paper work perhaps we had meets his subordinates highly interacts.

There is no inter personal communication is so difficult to meet on the manager. They may be very difficulties because of the leadership style that the manager might have in addiction to this styles there are number other styles that have been discussed which we are going to take up in a next lecture so today we have talked about how leadership is important for an understanding work behavior motivation inter personal relationship and overall performance management of a company.

So in about next lecture we are going to continue with are a standing of leadership concept and we see that how some of the newer issues are emerging in leadership understanding.

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