

LEADERSHIP AND TEAM WORK

CONCEPT OF LEADERSHIP

Leadership is a complex process by which a person influences others to accomplish a mission, task, or objective and directs the organization in a way that makes it more cohesive and coherent. A person carries out this process by applying her leadership attributes (belief, values, ethics, character, knowledge, and skills). Although your position as a manager, supervisor, lead, etc. gives you the authority to accomplish certain tasks and objectives in the organization, this power does not make you a leader...it simply makes you the boss. Leadership makes people want to achieve high goals and objectives, while, on the other hand, bosses tell people to accomplish a task or objective.

Two Most Important Keys of Leadership

1. **Trust and confidence** in top leadership was the single most reliable predictor of employee satisfaction in an organization.
2. **Effective communication** by leadership in three critical areas was the key to winning organizational trust and confidence: Helping employees understand the company's overall business strategy and how they contribute to achieving key business objectives. Sharing information with employees on both how the company is doing and how an employee's own division is doing - relative to strategic business objectives.

Principles of Leadership

Following are eleven principles of leadership:

- Know yourself and seek self-improvement. In order to know yourself, you have to understand your be, know, and do, attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through reading, self-study, classes, etc.
- Be technically proficient. As a leader, you must know your job and have a solid familiarity with your employees' jobs.
- Seek responsibility and take responsibility for your actions. Search for ways to guide your organization to new heights. And when things go wrong, they will sooner or later, do not blame others. Analyze the situation, take corrective action, and move on to the next challenge.
- Make sound and timely decisions. Use good problem solving, decision making, and

planning tools.

- Set the example. Be a good role model for you employees. They must not only hear what they are expected to do, but also see.
- Know your people and look out for their well-being. Know human nature and the importance of sincerely caring for your workers.
- Keep your people informed. Know how to communicate with your people, seniors, and other key people within the organization.
- Develop a sense of responsibility in your people. Develop good character traits within your people that will help them carry out their professional responsibilities.
- Ensure that tasks are understood, supervised, and accomplished. Communication is the key to this responsibility.
- Train your people as a team. Although many so called leaders call their organization, department, section, etc. a team; they are not really teams...they are just a group of people doing their jobs.
- Use the full capabilities of your organization. By developing a team spirit, you will be able to employ your organization, department, section, etc. to its fullest capabilities

LEADERSHIP MODELS

● Four Framework Approach

In the Four Framework Approach, Bolman and Deal suggest that leaders display leadership behaviors in one of four types of frameworks: Structural, Human Resource, Political, or Symbolic. The style can either be effective or ineffective, depending upon the chosen behavior in certain situations.

- Structural Framework - In an effective leadership situation the leader is a social architect whose leadership style is analysis and design. In an ineffective leadership situation the leader is a petty tyrant whose leadership style is details. Structural Leaders focus on structure, strategy, environment, implementation, experimentation, and adaptation.
- Human Resource Framework - In an effective leadership situation the leader is a catalyst and servant whose leadership style is support, advocate, and empowerment. In an ineffective leadership situation the leader is a pushover, whose leadership style is abdication and fraud. Human Resource Leaders believe in people and communicate that belief; they are visible and accessible; they empower, increase participation, support, share information, and move decision making down into the

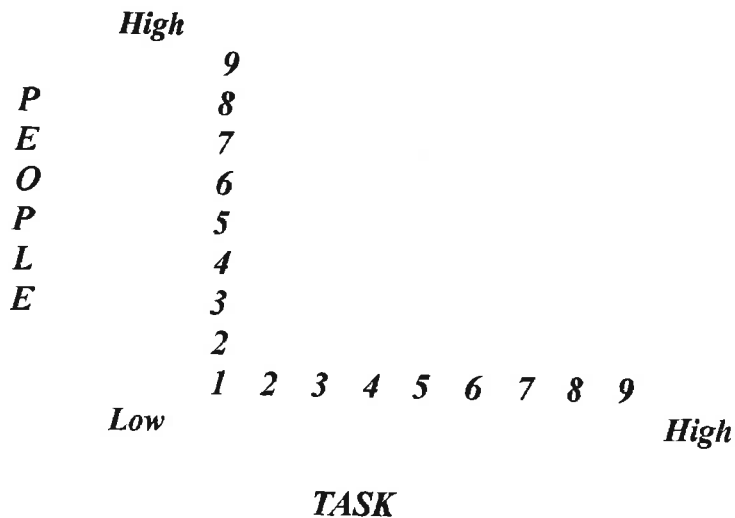
organization.

- **Political Framework** - In an effective leadership situation the leader is an advocate, whose leadership style is coalition and building. In an ineffective leadership situation the leader is a hustler, whose leadership style is manipulation. Political leaders clarify what they want and what they can get; they assess the distribution of power and interests; they build linkages to other stakeholders; use persuasion first, then use negotiation and coercion only if necessary.
- **Symbolic Framework** - In an effective leadership situation the leader is a prophet, whose leadership style is inspiration. In an ineffective leadership situation the leader is a fanatic or fool, whose leadership style is smoke and mirrors. Symbolic leaders view organizations as a stage or theater to play certain roles and give impressions; these leaders use symbols to capture attention; they try to frame experience by providing plausible interpretations of experiences; they discover and communicate a vision.

This model suggests that leaders can be put into one of these four categories and there are times when one approach is appropriate and times when it would not be. Any one of these approaches alone would be inadequate. We should be conscious of all four approaches and not just rely on one. For example, during a major organization change, a structural leadership style may be more effective than a visionary leadership style; while during a period when strong growth is needed, the visionary approach may be better. We also need to understand ourselves as each of us tends to have a preferred approach. We need to be conscious of this at all times and be aware of the limitations of our favored approach.

- **Concern for People or Task Approach**

The Blake and Mouton Managerial Grid uses two axis. **"Concern for people"** is plotted using the vertical axis and **"Concern for task"** is along the horizontal axis. They both have a range of 1 to 9. The notion that just two dimensions can describe a managerial behavior has the attraction of simplicity. These two dimensions can be drawn as a graph or grid:



Most people would fall somewhere near the middle of the two axis. But, by going to the extremes, that is, people who score on the far end of the scales, we come up with four types of leaders:

Authoritarian (9 on task, 1 on people),
Team Leader (9 on task, 9 on people),
Country Club (1 on task, 9 on people), and
Impoverished (1 on task, 1 on people).

- Authoritarian Leader - high task, low relationship – 9,1:
People who get this rating are very much task oriented and are hard on their workers (autocratic). There is little or no allowance for cooperation or collaboration. Heavily task oriented people display these characteristics: they are very strong on schedules; they expect people to do what they are told without question or debate; when something goes wrong they tend to focus on who is to blame rather than concentrate on exactly what is wrong and how to prevent it; they are intolerant of what they see as dissent (it may just be someone's creativity) so it is difficult for their subordinates to contribute or develop.
- Team Leader - high task, high relationship - 9,9:
This type of leader leads by positive example. She endeavors to foster a team environment in which all team members can reach their highest potential, both as team members and as people. She encourages the team to reach team goals as effectively as possible, while also working tirelessly to strengthen the bonds among the various members. They form and lead the most productive teams.
- Country Club Leader - low task, high relationship - 1,9:
This leader uses predominantly reward power to maintain discipline and to encourage the team to accomplish its goals. Conversely, she is almost incapable of employing the more punitive coercive and legitimate powers. This inability results from the leaders' fear that using such powers could jeopardize her relationships with the team members.
- Impoverished Leader - low task, low relationship-1,1:
This person uses a "delegate and disappear" management style. Since he is not committed to either task accomplishment or maintenance; he essentially allows the team to do what ever it wishes and prefers to detach himself from the team process by allowing the team to suffer from a series of power struggles.

The most desirable place for a leader to be along the two axis at most times would be a 9 on task and a 9 on people, the Team Leader. However, do not entirely dismiss the other three. Certain situations might call for one of the other three to be used at times. For example, by playing the Impoverished Leader, you allow your team to gain self-reliance. Be an Authoritarian Leader to instill a sense of discipline in an unmotivated worker. By carefully studying the situation and the forces affecting it, you will know at what points along the axis you need to be in order to achieve the desired result

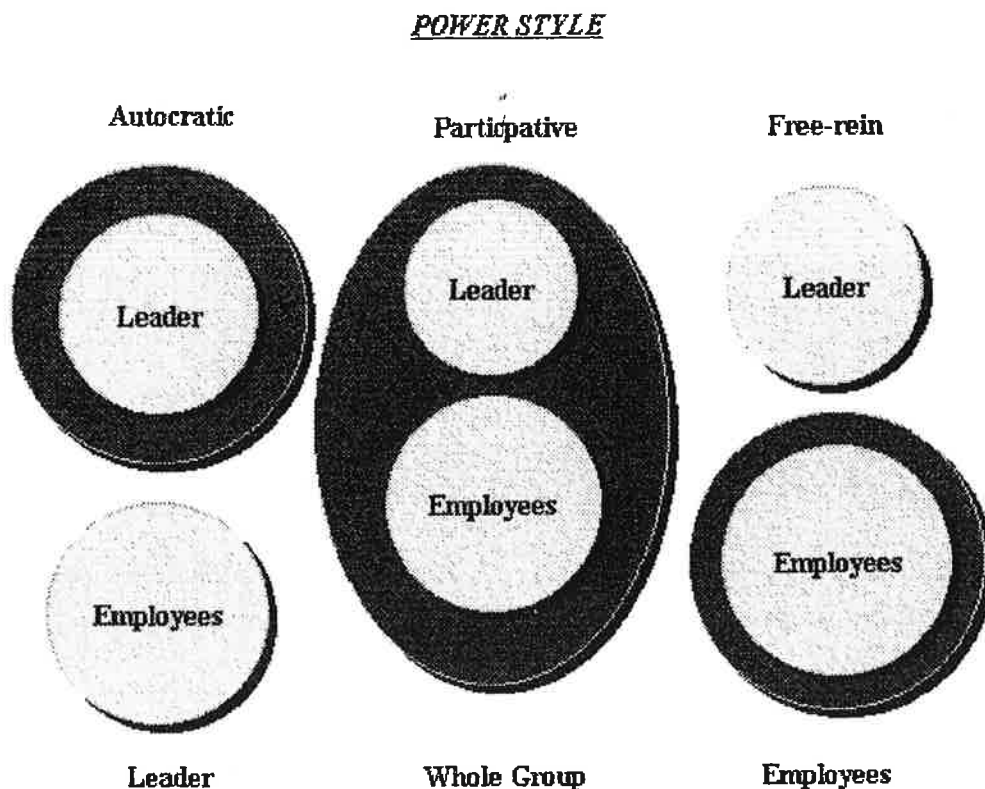
● The Process of Great Leadership

According to Kouzes & Posner, the road to great leadership are:

- Challenge the process - First, find a process that you believe needs to be improved the most.
- Inspire a shared vision - Next, share your vision in words that can be understood by your followers.
- Enable others to act - Give them the tools and methods to solve the problem.
- Model the way - When the process gets tough, get your hands dirty. A boss tells others what to do...a leader shows it can be done.
- Encourage the heart - Share the glory with your followers' heart, keep the pains in your heart.

STYLES OF LEADERSHIP

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. There are three different styles of leadership: (1) authoritarian (autocratic), participative (democratic), and delegative (free reign).



EMPHASIS

Although most leaders use all three styles, one of them becomes the dominant one.

(1) Authoritarian (autocratic)

This type is used when the leader tells her employees what she wants done and how she wants it done, without getting the advice of her people. Some of the appropriate

conditions to use it is when you have all the information to solve the problem, you are short on time, and your employees are well motivated. Some people think that this style includes yelling, using demeaning language, and leading by threats and abuse of power. This is not the authoritarian style...it is an abusive, unprofessional style of leadership.

However, if you have the time and you want to gain more commitment and motivation from your employee, then you should use the participative style.

(2) Participative (democratic)

This type of style involves the leader including one or more employees in on the decision making process (determining what to do and how to do it). However, the leader maintains the final decision making authority. Using this style is not a sign of weakness, it is a sign of strength that your employees will respect. This is normally used when you have some of the information, and your employees have some of the information. This allows them to become part of the team and allows you to make a better decision.

(3) Delegative (free reign)

In this style, the leader allows the employees to make the decision. However, the leader is still responsible for the decisions that are made. This is used when employees are able to analyze the situation and determine what needs to be done and how to do it. You cannot do everything! You must set priorities and delegate certain tasks.

A good leader uses all three styles, depending on what forces are involved between the followers, the leader, and the situation. Some examples include:

- Using an authoritarian style on a new employee who is just learning the job. The leader is competent and a good coach. The employee is motivated to learn a new skill. The situation is a new environment for the employee.
- Using a participative style with a team of workers who know their job. The leader knows the problem well, but he wants to create a team where the employees take ownership of the project. The employees know their jobs and want to become part of the team. The situation allows time.
- Using a delegative style with a worker who knows more about the job than you. You cannot do everything! The employee needs to take ownership of her job. Also, the situation might call for you to be at other places doing other things.
- Using all three: Telling your employees that a procedure is not working correctly and a new one must be established (authoritarian). Asking for their ideas and input on creating a new procedure (participative). Delegating tasks in order to implement the new procedure (delegative)

THE CHARACTER AND TRAITS IN A EFFECTIVE LEADERSHIP

Building Excellence

Leaders do not command excellence, they build excellence. Excellence is "being all you can be" within the bounds of doing what is right for your organization. To reach excellence you must first be a leader of character. You must do everything you are supposed to do. An organizations will not achieve excellence by figuring out where it wants want to go, then having leaders do whatever they have to in order to get the job done, and hope that along the way those leaders acted with good character. That way is backwards. Pursuing excellence should not be confused with accomplishing a job or task. When you do planning, you do it by backwards planning. But you do not achieve excellence by backwards planning. Excellence starts with leaders of character who engage in the entire process of leadership. And the first process is being a person of honorable character.

Character develops over time. Many think that much of character is formed early in life. However, nobody knows exactly how much or how early character develops. But, it is safe to claim that character does not change quickly. A person's observable behavior is an indication of her character. This behavior can be strong or weak, good or bad. A person with strong character shows drive, energy, determination, self-discipline, willpower, and nerve. She sees what she wants and goes after it. She attracts followers. On the other hand, a person with weak character shows none of these traits. She does not know what she wants. Her traits are disorganized, she vacillates and is inconsistent. She will attract no followers.

A strong person can be good or bad. A gang leader is an example of a strong person with a bad character, while an outstanding community leader is one with both strong and good characteristics. An organization needs leaders with strong and good characteristics, people who will guide them to the future and show that they can be trusted.

To be an effective leader, your people must have trust in you and they have to be sold on your vision. Korn-Ferry International, an executive search company, performed a survey on what organizations want from their leaders. The respondents said they wanted people who were ethical and who convey a strong vision of the future. In any organization, a leader's actions set the pace. This behavior wins trust, loyalty, and ensures the organization's continued vitality. One of the ways to build trust is to display a good sense of character. Character is the disposition of a person, made up of beliefs, values, skills, and traits.

Beliefs are the deep rooted beliefs that a person holds dear. They could be assumptions or convictions that you hold true regarding people, concepts, or things. They could be the beliefs about life, death, religion, what is good, what is bad, what is human nature, etc.

Values are attitudes about the worth of people, concepts, or things. For example, you might value a good car, home, friendship, personal comfort, or relatives. These are

import, because they influence your behavior to weigh the importance of alternatives. For example, you might value friends more than privacy.

Skills are the knowledge and abilities you gain throughout life. The ability to learn a new skill varies with each individual. Some skills come almost naturally, while others come only by complete devotion to study and practice.

Traits are distinguishing qualities or characteristics of a person, while character is the sum total of these traits. There are hundreds of personality traits, far too many to be discussed here. Instead, we will focus on a few that are crucial for a leader. The more of these you display as a leader, the more your people will believe and trust in you:

- **Honesty** - Display sincerity, integrity, and candor in all your actions. Deceptive behavior will not inspire trust in your people.
- **Competent** - Your actions should be based on reason and moral principles. Do not make decisions based on childlike emotional desires or feelings.
- **Forward-looking** Set goals and have a vision of the future. The vision must be owned throughout the organization. Effective leaders envision what they want and how to get it. They habitually pick priorities stemming from their basic values.
- **Inspiring** - Display confidence in all that you do. By showing endurance in mental, physical, and spiritual stamina, you will inspire your people to reach for new heights. Take charge when necessary.
- **Intelligent** - Read, study, and seek challenging assignments.
- **Fair-minded** - Show fair treatment to all people. Prejudice is the enemy of justice. Display empathy by being sensitive to the feelings, values, interests, and well-being of others.
- **Broad-minded** - Seek out diversity.
- **Courageous** - Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.
- **Straightforward** - Use sound judgment to make a good decision at the right time.
- **Imaginative** - Make timely and appropriate changes in thinking, plans, and methods. Show creativity by thinking of new and better goals, ideas, and solutions to problems.

KEYS TO EFFECTIVE LEADERSHIP

These keys can be used by anyone to develop a more prosperous leadership style. By incorporating any, or all, of these keys into your personal leadership technique you will increase your chances of success.

- **Absolutes Of Leadership**

The Absolutes of Leadership are a clear agenda, a personal philosophy, and enduring relationships.

Good leaders create environments in which others want to give their maximum efforts. Regardless of the style of leadership you employ to develop goals or resolve a situation you will have to create a positive environment for others. The three absolutes of leadership will assist you in creating that positive environment.

Develop a Clear Agenda

Followers need a clear idea of the goals being set for the organization. They also need to understand why those goals are important. As a leader, your job is to outline the vision to the members of your organization. Once the agenda is communicated the entire membership can begin to develop a carefully thought out plan that implements the vision.

Create a Personal Philosophy

A leader needs to have a pragmatic and understandable operating philosophy. People do not like to work with those who are uninformed or who change philosophies on a daily basis. Creating your own personal philosophy requires three steps: learning, deciding, and communicating. Learning involves keeping informed of all activities. Leaders need to remain up-to-date with all three levels. Learning however, is not enough; it is using what you learn that makes you successful. This involves making decisions. When making decisions, leaders need to insure that the decision is clearly articulated to the members. When decisions are not communicated clearly confusion occurs which hinders the progress of the organization. Without open communication between the leaders and the members, the organization cannot carry out the agenda.

Develop Enduring Relationships

The key to building and maintaining enduring relationships is respect for the other person. Respecting another person's lifestyle or point of view is not always easy. However, the importance of respecting others and developing relationships with them cannot be understated.

- **Situational Leadership**

The following leadership styles represent four fundamental methods of leading others. Each style is useful with specific types of people or during certain situations. By understanding each styles' differences, one can begin to use these styles appropriately. Problems develop when we, as leaders, have not accurately diagnosed what people need by way of direction. Instead, we make decisions on leadership style based on our own situation and not based upon the other person's needs. **A good leader will be able to identify which style of leadership to use based upon each situation.**

Style 1: Directing

At this first stage people need to be told exactly what to do. The leader must provide specific instructions and closely supervise the accomplishment of tasks. Constant positive and negative feedback are essential to correctly accomplish tasks.

Style 2: Coaching

The second stage is a step up on the maturity ladder. A person at this stage needs to be sold on an idea or a plan. Once that occurs the individual will be able to accomplish those tasks without close supervision.

Style 3: Supporting

People at this stage are more confident in their abilities. They can decide what tasks need to be done and what plans are required for future goals. They need to have their ideas developed and expanded upon by another leader in order to feel secure.

Style 4: Delegating

People at this stage need only to be given a sense of what the leader expects them to accomplish. From there they can develop and achieve their own goals and tasks. Little feedback is required to keep these individuals on track.

LEADERSHIP IN TEAMWORK

A team is a group of people coming together to collaborate. This collaboration is to reach a shared goal or task for which they hold themselves mutually accountable. A group of people is not a team. A team is a group of people with a high degree of interdependence geared towards the achievement of a goal or completion of a task...it is not just a group for administrative convenience. A group, by definition, is a number of individuals having some unifying relationship

Leaders should not think of themselves as managers or supervisors, but as "team leaders." Thinking of yourself as a manager or supervisor places you in a position of traditional authority based solely on respect for the position, which places you in a position of power. By understanding the personal work preferences and motivations of your team members, you as an individual and not your position, can earn their real respect and trust. All the tools discussed so far in this guide, such as counseling and planning, provide the basic structure for developing a team. But to go from a group to a team requires a few extra steps.

- **From Group To Team**

There are a number of ways to get your team started. None of them are hard to

accomplish.

Be Enthusiastic - its Contagious

One way is to become enthusiastic about one aspect at a time, and initially look for a quick problem to be solved. Most teams trace their advancement to key performance oriented events that forge them together. Potential teams can set such events in motion by immediately establishing a few challenging yet achievable goals that can be reached early on. First, find a problem and start to talk about it with the team; do not delegate it to an individual or small group...make it a project for everybody. Choose a simple, but distracting work-related problem and solicit everybody's views and suggestions. Next, get the problem solved. Demand urgency against a clear target. There is no need to allocate large amounts of resource or time to this, simply raise the problem and make a fuss. When a solution comes, praise it by rewarding the whole team. Also, ensure that the aspects of increased efficiency, productivity, and/or calm are highlighted since this will establish the criteria for success. Finally, find another problem and repeat (preferably bigger).

Develop a Sense of Urgency

Team members need to believe the team has a urgent and worthwhile purpose so establish a sense of urgency and direction. This will help them know what their expectations are. The more urgent and meaningful the need to reach a goal, the more likely it is that a real team will emerge. The best teams define their performance expectations, but are flexible enough to allow changes to shape their own purpose, goals, and approach.

Set Clear Rules of Behavior

All real teams develop rules of conduct to help them achieve their purpose and performance goals. Such as attendance - "no interruptions to take phone calls", discussion - "no sacred cows", confidentiality - "personal revelations must remain among the team", analytic approach - "facts are friendly", constructive confrontation - "no finger pointing", and often the most important - "everyone does real work."

Keep Them Informed

Challenge your team with fresh facts and information. New information causes a potential team to redefine and enrich its understanding of the objectives, thereby helping the team to set clearer goals.

Grow Together

Teams must spend a lot of time together, especially in the beginning. Yet potential teams often fail to do so. The time spent together must be both scheduled and unscheduled. Creative insights as well as personal bonding require impromptu and casual interactions.

Reinforcement Works Wonders

Exploit the power of positive feedback, recognition, and reward. Positive reinforcement works as well in a team context as elsewhere. If people in the group, for example, are alert to a shy person's initial efforts to speak up and contribute, they can give her the positive reinforcement that encourages continued contributions.

Leadership shows itself in the inspired action of team members. Traditionally,

organizations have assessed leaders by their actions and behaviors. But, the best way to assess a leader would be to assess the leadership by the degree to which people around leaders are inspired. It is this inspiration that leads organizations on to success

- **Elements of a Team**

As a leader, there are a number of elements that you must help to create in a team. Teams learn and demonstrate behaviors that are not exhibited by groups. These characteristics represent the essential elements of an effective team. Your team will not form on its own. There's almost always someone who was the catalyst who brought the people together. This someone must be you. It's okay for you to be the focal point at the beginning but at some point the ownership of the group needs to shift to the team as a whole.

The elements that must be in a team are:

- A common team goal –**

Although your team might have a number of goals, one of them must stand out. For example, "To produce 10% more widgets than last year without hiring additional personnel." A supporting goal might be, "To provide 40 hours of yearly training for each member." Everyone will know, agree upon, and committed to accomplishing the team goal.

- Productive participation of all members –**

This has four levels: Contributing data and knowledge. Sharing in the decision making process and reaching consensus. Making the decision. Making an imposed decision work.

- Communication –**

Open, honest, and effective exchange of information between members.

- Trust –**

Openness in critiquing and trusting others.

- A sense of belonging –**

Cohesiveness by being committed to an understood mandate and team identity.

- Diversity –**

This must be valued as an asset. It is a vital ingredient that provides the synergistic effect of a team.

- Creativity and risk taking –**

If no one individual fails, then risk taking becomes a lot easier.

- Evaluation –**

An ability to self correct.

- Change compatibility –**

Being flexible and assimilating change.

Participatory leadership –

Everyone must help lead to one degree or another

• Team Verses Group

There are several factors that separate teams from groups.

Roles and Responsibilities

Within a group, individuals establish a set of behaviors called roles. These roles set expectations governing relationships. Roles often serve as source of confusion and conflict. While on the other hand, teams have a shared understanding on how to perform their role. These roles include: leader, facilitator, timekeeper, and recorder.

Identity

While teams have an identity, groups do not. It is almost impossible to establish the sense of cohesion that characterizes a team without this fundamental step. A team has a clear understanding about what constitutes the team's 'work' and why it is important. They can describe a picture of what the team needs to achieve, and the norms and values that will guide them.

Cohesion

Teams have an esprit that shows a sense of bonding and camaraderie. Esprit is the spirit, soul, and state of mind of the team. It is the overall consciousness of the team that a person identifies with and feels a part of. Individuals begin using "we" more than "me."

Facilitate

Groups have a tendency to get bogged down with trivial issues. Ask yourself, "How much time gets wasted in meetings you attend?" Teams use facilitators to keep the team on the right path.

Communication

While members of a group are centered upon themselves, the team is committed to open communication. Team members feel they can state their opinions, thoughts, and feelings without fear. Listening is considered as important as speaking. Differences of opinion is valued and methods of managing conflict are understood. Through honest and caring feedback, members are aware of their strengths and weakness as team members. There is an atmosphere of trust and acceptance and a sense of community.

Flexibility

Most groups are extremely rigid. Teams, however maintain a high level of flexibility, and they perform different task and maintenance functions as needed. The responsibility for team development and leadership is shared. The strengths of each member are identified and used.

Morale

Team members are enthusiastic about the work of the team and each person feels pride in being a member of the team. Team spirit is high. To be a successful team, the group must have a strong ability to produce results and a high degree of satisfaction in working with one another.

- **Steps to Team Problem Solving**

Step 1 - Define the goal or objective. A team needs to know what to focus on. You can lay out the basic goal, reduce workplace accidents for example, but it is important to let the team define and expand the goal.

Step 2 - Not only must the "what" be solved, but also the "why." The team should identify what's in it for the organization and the team to achieve this objective. This is best done by asking "What is the benefit?" Also, help them to create a specific target that builds enthusiasm. Make achieving the objective sound appealing.

Step 3 - Define the obstacles that will prevent the team from achieving what it wants. Focus on internal obstacles, not on the external environment, such as competitors and laws. It will be too easy to say, "We can't do anything about it." Internal factors are within their reach.

Step 4 - The team now plans its actions. Lay out four or five concrete steps, and write them down. Not "we'll try" actions, like "We'll try to serve customers better." You want actions that can be tracked and monitored. You cannot measure a "try" action. You want observable behaviors like "Greet all customers with a smile and a good morning or good afternoon," or "Customers will be served within 1 minute upon their arrival."

Step 5 - Now its time to change the obstacles that were defined in step three. The team needs to formulate actions to address.

Step 6 - Take action now! This is most critical step. It is what differentiates an effective team from a group...groups have lots of meetings before taking action - teams

- **Team Leadership**

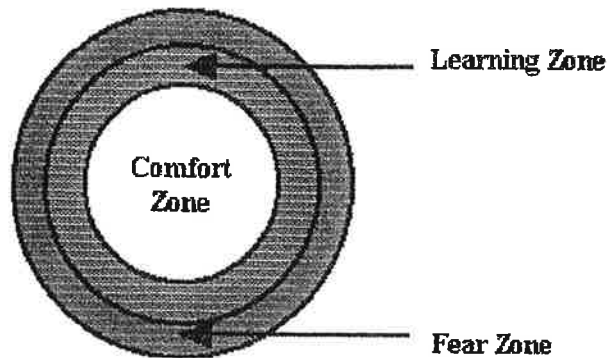
Keep the purpose, goals, and approach relevant and meaningful.

All teams must shape their own common purpose, goals and approach. While a leader must be a working member of the team who contributes, she also stands apart from the team by virtue of her position as leader. A team expects their leader to use that perspective and distance to help them clarify and commit to their mission, goals, and approach. Do not be afraid to get your hands dirty (lead by example), but always remember what you are paid to do (get the job done and grow your people).

Build commitment and confidence.

You should work to build the commitment and confidence level of each individual and the team. Effective team leaders are vigilant about skills. Their goal is to have members with technical, functional, problem solving, decision making, interpersonal, and teamwork skills. To get there, encourage your people to take the risks needed for growth and development. You can also challenge team members by shifting their assignments and role patterns. Get them out of their comfort zone and into the learning

zone, but not so far that they go into the fear zone:



As long as we stay in our comfort zone, change or learning becomes difficult as we have nothing pushing (motivating) us. If we go too far out of our comfort zone we enter the fear zone where no learning takes place because of the extreme discomfort of it. When we enter the learning zone, we become slightly uncomfortable as we are slightly out of place. We therefore change (learn) to fit in .

Manage relationships with outsiders.

Team leaders are expected, by the people outside as well as inside the team, to manage much of the team's contacts and relationships with the rest of the organization. You must communicate effectively the team's purpose, goals, and approach to anyone who might help or hinder it. You must also have the courage to intercede on the team's behalf when obstacles that might cripple or demoralize the team get placed in its way.

Create opportunities for others.

One of your challenges is to provide performance opportunities, assignments, and credit to the team and the people in it. You cannot grab all the best opportunities, you must share it with your team. This will help you to fulfill one of your primary responsibilities as a leader - growing the team.

Create a vision.

The vision is the most important aspect of making a team successful. Teams perish when they don't clearly see the vision - why they are doing what they do and where they are going. You must motivate the team toward the fulfillment of the goals. Workers want to be successful and they know the only way to do that is by following and achieving great goals.

• Working With Other Team Members

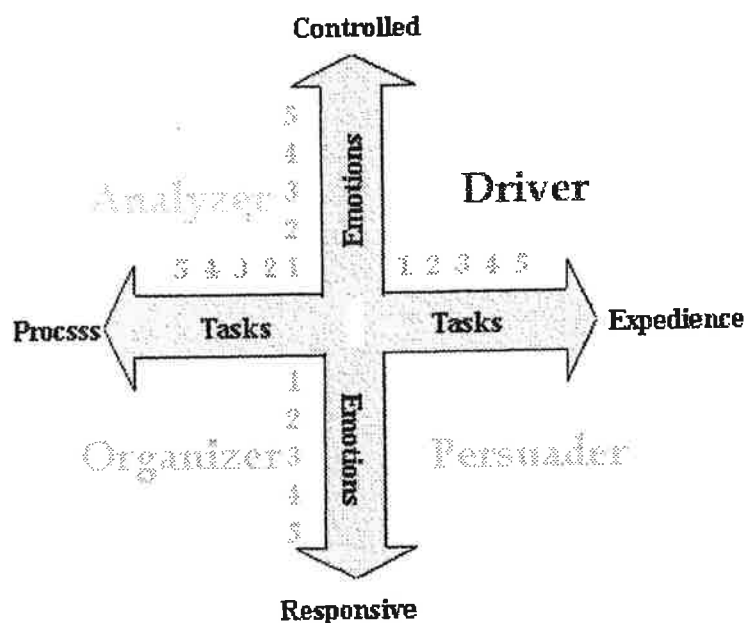
Humans have always tried to classify things, including themselves. People can be placed into four styles - Driver, Persuader, Analyzer, Organizer. It does this by charting them on two dimensions - tasks and emotions. People get results on tasks between two extremes - expedience and processes. People use emotions in dealing with others

through two extremes - controlled or responsive. In the chart below, the two dimensions are shown under the profile column in italics:

Profile	Style	Key (focus)	Potential Strengths	Potential Weaknesses
A take-charge person,exerts strong influence to get things done, focuses on results. <i>Emotions are controlled and gets results through expedience.</i>	Driver or Controller	results and accomplishments (get it done)	Get things done. Determined, requiring, thorough, decisive, efficient, direct	In-attentative behavior when listening to others. Dominating, unsympathetic, demanding, critical, impatient
A social specialist, expresses opinions and emotions easily; prefers strong interaction with people. <i>Emotions are responsive and gets results through expedience.</i>	Persuader or Enthusiast	involvement and enthusiasm (positive ideas and responses)	Involves and works with others. Personable, stimulating, enthusiastic, innovative	Hard time following systems or processes. Opinionated, undependable, reactionary
Likes to be well organized and thought out; prefers specific project and activities; enjoys putting structure to ideas. <i>Emotions are controlled and gets results through processes</i>	Analyzer or Theorist	precision and accuracy (actions will be documented)	Great at organizing. Industrious, persistent, serious, orderly, methodical	Can have trouble when action needs to be taken immediately. Indecisive, uncommunicative, critical

Adaptive specialist, high concern for good relationships, seeks stability and predictability, wants to be part of larger picture. <i>Emotions are responsive and gets results through processes</i>	Organizer or Affiliator	relationships and stability (loyal)	Builds relationships. Cooperative, supportive, dependable, helpful	Does not want to change. Conforming, uncommitted, hides true feelings
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There are various degrees along the two dimensions (emotions and tasks). Each experience that we have will call for varying degrees of emotions and approaches to task results. The result (how we accomplish tasks) and emotions (how we deal with people and experiences) dimensions can be charted as:



There are three main flaws that must be taken into consideration when using a tool of this nature:

(1) Everyone uses all four style depending upon the situation, however, the chart can be a useful tool for understanding different viewpoints. It is based on the theory that each person tends to have one or two dominant styles.

(2) The very simplicity that makes a tool like this so popular, cannot possible

predict the complexity of human nature. However, it can help us get a handle on the various approaches taken by individuals.

(3) People try to pigeon-hole the four styles of people into certain categories. For example, managers are drivers, human resource personnel are persuaders, programmers are analysis's, etc. This is simply untrue. Where I once worked, our human resource contact was a driver, our manager was a persuader, one on the employees on the bottom of the rung was a driver, and one of our best technical persons was an organizer. However, most of the employees (workers in a manufacturing plant) were organizers, analyzers, or a combination of the two.

The goal of using such a tool in a team setting is to realize that people look upon things with a different viewpoint than you. For example, the reason someone will not hurry-up and complete a task is not because they are slow, it might be because they are viewing it from a process standpoint and want to ensure that they get it absolutely right (analyzer). Also, it takes all types to form an effective team. Without drivers a team will get nothing done, without persuaders a team will fail to get all involved, without organizers a team will not gel together, without analyzers a team will miss key steps. The four styles form a complete community, and it takes a community to grow a team.

● **Problems in Teams**

- Leaders select too many members in their own image. As a result, teams become unbalanced with too many people overlapping in the same areas, while there are skill gaps in other areas.
- Leaders do not understand their own strengths, abilities, and preferences.
- Individuals in unbalanced teams feel their talents and abilities are not being used.
- Leaders feel they do not know how to motivate people. This is because they do not know them and their individual needs.
- Team members feel that the team does not work smoothly. They believe individual work preferences conflict rather than complement each other.

Its time to build that team if you are facing the following problems:

- Loss of productivity or output.
- Complaints.
- Conflicts between personnel.
- Lack of clear goals.
- Confusion about assignments.
- Lack of innovation or risk taking.
- Ineffective meetings.
- Lack of initiative.
- Poor communication.
- Lack of trust.
- Employees feel that their work is not recognized.

- Decisions are made that people do not understand or agree with.

Sometimes it helps to bring the team in on the team building process. First have a diagnostic meeting. This meeting should be off-site so that there are no interruptions and to show them you are truly committed to building a team. This part of the process is not to fix any problems but to bring forth what is good and bad with the team in order to formulate future plans. You need to find out what is working or not working and where they are with their working relationships with each other, other teams, and you. If the team is large, it might help to break them down into smaller discussion groups in order to have more lively discussions or to pair them up and then report back to the team. Consider the first part of the diagnostic meeting as a brainstorming session. Do not throw out any problems or ideas that you feel is irrelevant. After all the data has been made public, have the team determine what is correct and relevant. Next categorize the issues, such as planning, scheduling, resources, policies, tasks or activities the group must perform, interpersonal conflict, etc. Once all the information has been categorized, develop action plans to solve the problems. And finally and most importantly, follow up on the plans to ensure they are being accomplished.

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