# Leadership
## Leading Teams

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Organizational Change and Leadership

# Leadership vs Management

▶ Change and Movement

▶ Seeking Adaptive and Constructive Change

▶ Order and Consistency

▶ Stability

(Northouse, 2019)

# Management

Instruction

Standards

Established Culture

Lines of Communication

Responsibilities

Expectations

# Leadership

Trail Blazing/Bridge Building

The Unexpected

Innovation

Critical Thinking

Creativity

Instruction
Standards
Established Culture
Lines of Communication
Responsibilities
Expectations

Collaboration

# Overview



- Benefits of an Effective Team
- Group Effectiveness
- Team Excellence
- 5 Dysfunctions of a Team
  - Absence of Trust
  - Fear of Conflict
  - Lack of Commitment
  - Avoidance of Accountability
  - Inattention to Results
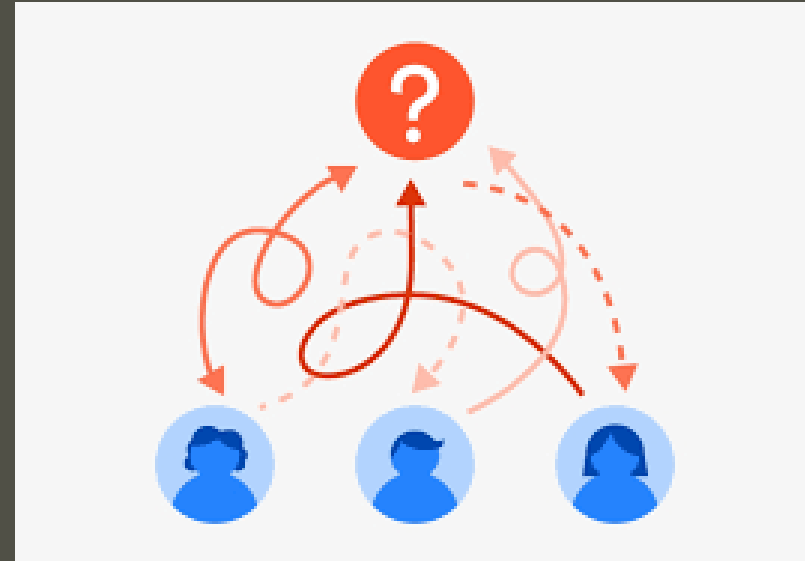- The End State...Feedback and Lessons Learned

# Benefits of an Effective Team

- Powerful competitive advantage
- More effectively identifies the problem
- Higher Quality Decisions
- More in Less Time
- Less Distractions and Frustration
- More "Buy-in" from teammates

# Group Effectiveness

(Hackman, 2012)



- ▶ Enabling Conditions
  - ▶ Does the group have a **compelling purpose**?
  - ▶ Do we have the **right people?**
  - ▶ Is this a **real team**?
  - ▶ Are there **clear norms of conduct?**
  - ▶ Is there a **supportive organizational context**?
  - ▶ Is there a **team-focused coaching**?

# Team Excellence
(Larson & Lafasto, 1996)

- **Characteristics of Team Excellence**

  - **Clear/Elevating Goal -- A Compelling Purpose**

  - **Results-Driven Structure**

  - **Competent Team Members -- The Right People**

  - **Unified Commitment -- A Real Team**

  - **Collaborative Climate**

  - **Standards of Excellence -- Clear Norms of Conduct**

  - **External Support and Recognition
    -- Supportive Organizational Context**

  - **Principled Leadership -- Team-Focused Coaching**

# Clear/Elevating Goal


SETTING GOALS — SMART GOAL SETTING: Specific, Measurable, Achievable, Realistic, Timely

- ► Compelling purpose

- ► Energizes team members

- ► Fully engages talents

  - ► Vision: Sets the tone for organizational culture and provides a destination
  - ► Mission Statement: Provides the left and right limits and addresses obstacles, resources, and milestones

- ► **A vague task and asking teams to work out the details can end in failure**

# Results-Driven Structure

- Features that lead to effective teamwork
  - Task Design
    - What is the focus
  - Team Composition
    - Clear Roles
  - Core Norms of Conduct
    - Good Communication
    - Methods of assessing individuals
    - Emphasis on fact-based judgments

# Competent Team Members

- The Right People
- The leader needs to ensure:
  - The correct mix and number of people
  - The right education and training
  - Sufficient information

- The individual must bring to the team:
  - Interpersonal and teamwork skills
  - Openness, supportiveness, action oriented, and a positive personal style

# Unified Commitment

- A Real Team
- Unified or collective identity
- Giving a sense of purpose in the process. Be inclusive of all team members in all aspects of the task.

- **Do not treat a team as a collection of individuals**

# Collaborative Climate

- Stay problem focused
- Listen to and understand one another
- Take risks
- Be willing to compensate for one another

- Fostering collaborations requires trusting relationships
- Integration of individual actions

# Standards of Excellence

- ▶ Clear Norms of Conduct

- ▶ Performance should be regulated to ensure coordination and task completion

- ▶ Pressure to perform

- ▶ Clear and concrete standards

- ▶ Must be consistent

# External Support and Recognition

- ► Supportive Organizational Context

- ► Material Resources
- ► Rewards
- ► Educational system
- ► Information system

# Principled Leadership

- Team-Focused Coaching

- Leader support in four processes:
  - Cognitive- Helps the team understand the problem
  - Motivational- Invigorates team cohesion and setting high standards while helping the team achieve them
  - Affective- Provides clear goals, assignments, and strategies
  - Coordination
    - Matching member skills to roles
    - Providing clear performance feedback
    - Adapting to environmental changes

# Team Excellence
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# 5 Dysfunctions of a Team

(Lencioni, 2002)

# Absence of Trust

▶ The first dysfunction is an **absence of trust** among team members. Essentially, this stems from their unwillingness to be vulnerable within the group. Team members who are not genuinely open with one another about their mistakes and weaknesses make it impossible to build a foundation for **trust**

▶ **Invulnerability**

# Fear of Conflict

- Teams that are lacking on trust are incapable of engaging in unfiltered, passionate debate about key issues, causing situations where team conflict can easily turn into veiled discussions and back-channel comments. In a work setting where team members do not openly air their opinions, inferior decisions are the result.

- **Artificial Harmony**

# Lack of Commitment

▶ Without conflict, it is difficult for team members to commit to decisions, creating an environment where ambiguity prevails. Lack of direction and commitment can make employees, particularly star employees, disgruntled.

▶ **Ambiguity**

# Avoidance of Accountability

▶ When teams don't commit to a clear plan of action, even the most focused and driven individuals hesitate to call their peers on actions and behaviors that may seem counterproductive to the overall good of the team.

▶ **Low Standards**

# Inattention to Results



- Team members naturally tend to put their own needs (ego, career development, recognition, etc.) ahead of the collective goals of the team when individuals aren't held accountable. If a team has lost sight of the need for achievement, the business ultimately suffers.

- **Status and Ego**

# 5 Dysfunctions of a Team
### (Lencioni, 2002)

# The End State

- Clear and Concise

- How do people know they have completed the task?

- Is it in accordance with the intent and direction of the organization?

- How can people measure their work against the Vision and Mission Statement?

  - Feedback

  - Lessons Learned

  - Desired Focus Points

"Character cannot be developed in ease and quiet. Only through experiences of trial and suffering can the soul be strengthened, vision cleared, ambition inspired and success achieved" (Helen Keller)

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# Questions

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