# Lecture 8: Leadership & Teams

**Groups: collection of people with common boundaries and common objectives**
**Teams: a group that are focused on narrow objectives**
- Notes teams often form out of groups

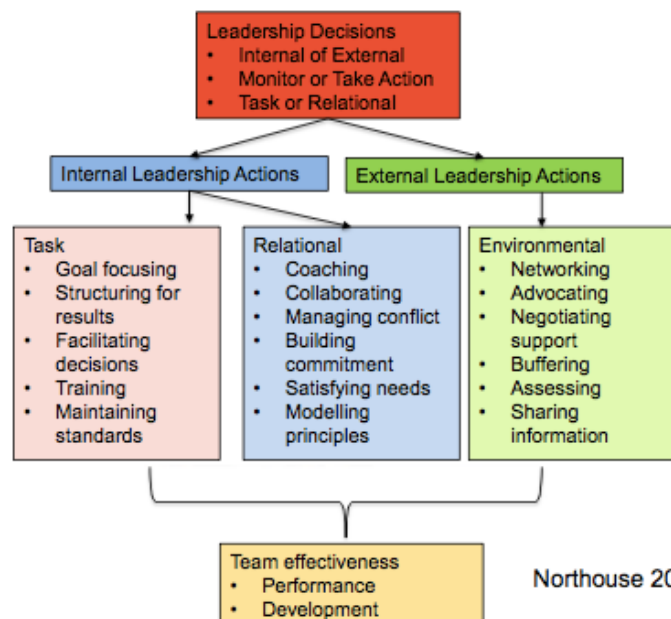## Simon Sinek – Psychology of Leading Teams:
- Leaders eat last: people are social beings and are effected by the environment → leader sets the tone / environment and can provoke how people act and perform (need trust and cooperation is created out of a safe zone that leaders can create)
- Task: consider a team you've been in and if you felt safe – the factors that made me feel safe was having a good facilitator, openness at the beginning at responsibilities + goals

## Types of teams
- <u>Functional</u>: group of employees belonging to the same functional department who have a common objective. (hierarchical structure – problems are boredom / too much focus on team not organisation)
- <u>Cross-functional</u>: composed of members from different functions who perform unique tasks: producing novel products + services (due to organisations becoming flatter + different teams had a common objective)
  o Why global teams fail: language / cultural barriers, communicating and building trust difficulties due to diff. norms, values etc. competitions b/w team members, lack of people skills (usually have technical knowledge but lack people skills)
- <u>Virtual</u>: geographically-dispersed teams
  o Different forms of distance: geographic, temporal & cultural
  o 2 main challenges: integrating practices <u>within</u> a virtual team & integrating practices <u>between</u> a virtual team and the parent organisation
  o Technology has allowed communication to develop
- <u>Self-managed</u>: (autonomous teams) are groups of people who work without a leader → share responsibility of leading + holding others mutual responsible for set goals
  o Roles of team members often interchange
  o Need to have: strong accountability, openness to ideas, effective communication etc.

## Hill model of team leadership
- leadership decision making in teams:
  o should I monitor or take action
  o should I intervene internally or externally
  o should I intervene to meet task or rational needs
- <u>Strengths</u>: organisational focus, cognitive guide to help leaders, accounts for shared leadership b/w leaders and followers & useful in selection of team leaders.
- <u>Critic</u>: limited decision-making framework & quite abstract
- <u>Application</u>: help understand general dimensions of leadership decision-making in organisations



Leadership Decisions
- Internal of External
- Monitor or Take Action
- Task or Relational

Internal Leadership Actions | External Leadership Actions

Task
- Goal focusing
- Structuring for results
- Facilitating decisions
- Training
- Maintaining standards

Relational
- Coaching
- Collaborating
- Managing conflict
- Building commitment
- Satisfying needs
- Modelling principles

Environmental
- Networking
- Advocating
- Negotiating support
- Buffering
- Assessing
- Sharing information

Team effectiveness
- Performance
- Development

Northouse 2010 p244

Enabling team effectiveness (Hackman & Walton, 1986)
- clear, engaging direction
- enabling, open structure
- enabling context
- adequate resources

For team excellence (Larson & Lafasto, 1989)
- clear elevating goal
- results-driven structure
- competent team members
- unified commitment
- collaborative climate
- standards of excellence
- external support and recognition
- principled leadership

## Team task 1: can this virtual team work?

- Which of the 8 characteristic is lacking: not a clear enough goal, lack of collaboration
- Should Jim intervene or keep monitoring (use hill model): he should intervene
- If intervene, should this be internal or external; task or relational? (see 3rd step of hill)
  o task: goal focusing, maintaining standards
  o relational: collaborating, coaching & building commitment
- What specific leadership functions should Jim implement to improve the team?
  o Answer above

## Team task 2: team consulting task?

1. Identify 3 preliminary business solutions for Uber London, ranked in order of most viable to least:
- In general people had collaborative environment and component team members
- Issue of limited engagement – due to the unified commitment lacking
- Issue of no clear standards of excellence + principled leadership

## Prosocial – a model of optimal team functioning
- **Ostrom's Group Design Principles (diagnostic tool)**
  o Task: which principle was strongest in the group (inclusive decision making)



Shared Identity and Purpose

Appropriate relations with other groups (embodying principles 1-7)

Equitable distribution of costs and benefits

Authority to self-govern (according to principles 1-6)

Inclusive decision making (collective choice arrangements)

Fast and fair conflict resolution (resolution of differences)

(Non-hierarchical) monitoring of agreed behaviours

Graduated sanctions for transgressions

21