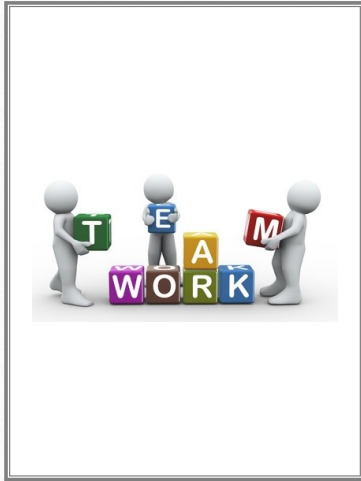# Leadership (Part 2)

1

What will we cover?

- Groups & Teams

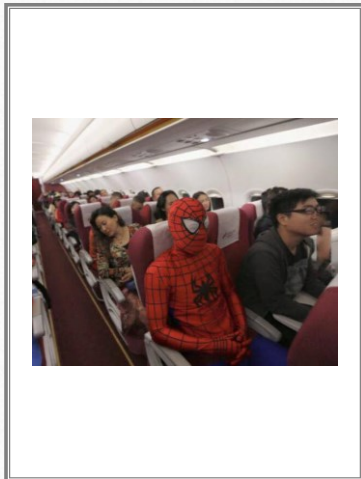- Strategic Leadership

- Organisational Performance

2

The rise of Teamwork

- Team based working has become increasingly common since the 1960's

- According to the UK Workplace Employment Relation Survey (2011) 71% of British workplaces reported placing their employees into formally designated teams.

- Team working appears to be a long-term organisational trend

3

Team?

- Passengers on a plane

- Have the same goal (arriving at destination)

- Adapt their behaviour to ensure the goal is met (e.g. Not being drunk, abusive, ignoring safety instructions).

4

What is your definition of a group vs team?

- What are the characteristics that differentiate between the two?

- Take a moment to consider and note the differences in characteristics between the two.

5

Why study Leadership?

6

Groups

- Two or more people who work together to achieve a goal (Stott & Walker, 1995).

EVERY GROUP PROJECT

DOES 99% OF THE WORK

SAYS HE'S GOING TO HELP BUT HE'S NOT

HAS NO IDEA WHAT'S GOING ON THE WHOLE TIME

DISAPPEAR AT THE VERY BEGINNING AND DOESN'T SHOW UP AGAIN TIL THE VERY END

In school you have ever done

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Kozlowski & Ilgen (2006) - Team

Two or more individuals

Who interact socially [face-to-face or virtually]

Share at least one common goal

Are brought together to perform organisationally relevant tasks

Have interdependencies in; workflows, goals and outcomes

Have different roles & responsibilities

Embedded within a wider organisational system

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Isn't it all just semantics?

- If we believe that individuals who are in groups/teams will have different experiences and display different behaviours then this can potentially lead to different outputs.

- Organisations who have a problem requiring responses generated by more than one employee will need to carefully consider whether a team or work group is required.

- If there is a fundamental difference in the ways in which groups & teams operate, researchers, as well as organisations, should be able to recount exactly what these differences are.

9

Fisher at al. (1997)

- Conducted a literature review and generated a list of 149 adjectives that could describe groups or teams.

- Participants were asked to mark (according to their own personal experiences) which adjectives were characteristic of groups, teams or both.

- Authors conducted factor analysis & concluded there was 1 main factor for groups & 1 main factor for teams…

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Fisher et al. (1997)

Journal of
Managerial
Psychology
12,4

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	Factor 1 for the team	Factor 1 for the group	Overlaps/differentiates team from group
Eigenvalue	4.832	6.173	
Variance (%)	24.2	30.9	
Active	0.4010	0.5788	Overlap
Effective	0.6486	0.4671	Overlap
Energetic	0.4491	0.5874	Overlap
Flexible	0.5498	0.7236	Overlap
Creative	0.7312		Team only
Innovative	0.7388		Team only
Well rounded	0.4654		Team only
Negotiates		0.6158	Group only
Networking		0.4273	Group only
Persuasive		0.6346	Group only
Sum of individual goals		0.4260	Group only

Table II.
A comparison of the one factor solutions for the team and group data

Note: the sort by 0.4 criterion was used in order to reduce the possibility of a Type I error

Source:[27]
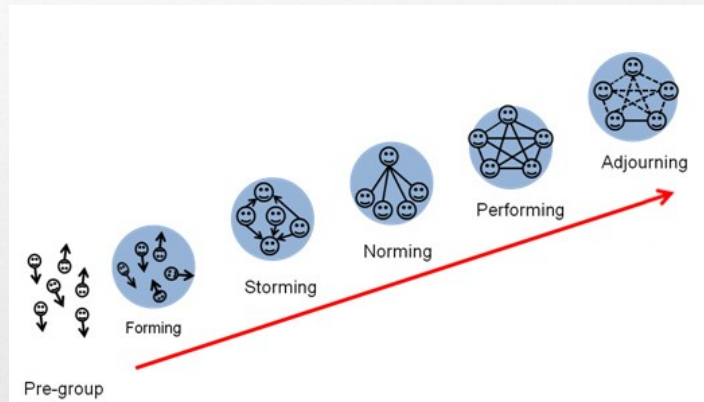
11

How do groups form?

- What is your perception of how groups are formed?

Ex: A plane has crashed onto a deserted tropical island. There are several survivors.

What stages might these individuals go through in order to form a cohesive group/team to ensure their successful survival?

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Group Formation

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Stage 1: Forming

- In this stage the group are becoming orientated with both each other and the situation

- Identifying the overall objectives of the team & defining them so that they are clear to all members

- Setting initial goals & milestones

- Establishing team norms – How to handle both routine & unexpected situations

- Establishing a team strategy – What is the overall approach the team will take?

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Stage 2: Storming

- This stage can represent a time of upheaval for the team as individuals vie for power & manage differences between group & personal goals.

- The leader is challenged – Are they the right person for the team?

- Issues of autonomy, levels of control, support & competition can be come apparent during this stage.

- Team contraction – Are individuals right for the team? Some people may choose to leave if differences in values & opinions cannot be resolved.

- Team building & open communication can be used by the leader to manage member interaction so that they are seen as colleagues rather than competition.

15

Stage 3: Norming

- At this stage the team are becoming comfortable working with each other and the situation. The focus shifts from dealing with uncertainty to increasing clarity.

- The group establishes ways of tracking progress & monitoring resources e.g. time, money, progress

- Group goals become valued more than personal goals

- Communication, co-ordination & individual role boundaries are established and monitored. Members become interdependent.

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Stage 4: Performing

- At this stage, the group is functioning effectively.
- Members trust each other & group goals are highly valued.
- Each member is comfortable in their own role and the roles of others.
- There is a clear vision & direction for members to work towards.
- Creativity, innovation & how to improve even further become a key aim of the team during this stage.

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Stage 5: Adjourning

- Not all groups enter the adjourning stage.

- During this stage, the group has accomplished its goal & dissolved.

- Group achievements are recognised and celebrated.

- Both leaders and the organisation as a whole need to handle the transition sensitively and supportively as employees may feel loss at the disbanding of the team or uncertainty about their future.

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1965? Wow that's old!
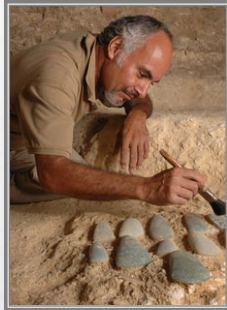
- Whilst certainly an old model it is one of the most commonly known and frequently referenced models within the literature (Bonebright, 2010).

- It is still often used in contemporary research e.g.:

- Natvig & Stark (2016)
- Scherrer, Olcon & Butterfield (2016)
- Bod & Ben-Zvi (2015)
- Betts & Healy (2015)

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Group Decision Making

- Share your experience whereby you have been involved in a meeting at work where the purpose was for the group to discuss a problem and come up with potential ideas/solutions.

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Meetings, meetings everywhere…

- "Almost every time there is a genuinely important decision to be made in an organization, a group is assigned to make it -- or at least to counsel and advise the individual who must make it."

- *Hackman & Kaplan (1974)*

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The Purpose of Meetings

- McSween et al. (1989) were amongst the early researchers to explore the reasons why meetings were being held in large American organisations.

- Over 1/3 of meetings involved group decision making .

Table 1. Meeting Purposes by Percentage [52]

%	Meeting Purpose
29	Reconcile conflict
26	Reach a group judgment or decision
11	Solve a problem
11	Ensure that everyone understands
5	Facilitate staff communication
4	Gain support for a program
4	Explore new ideas and concepts
2	Accept reports
2	Demonstrate a project or system
	(Percentages based on 903 Meetings)

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Example of Group Decision Making Tasks

Generating plans (how many new people to employ for a new project)

Generating ideas (thinking of new products to grow the business)

Solving problems that have 'correct' answers (the costs of hiring a new employee)

Solving problems that don't have 'correct' answers (staff turnover levels in 7 years time)

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Generating Ideas - Brainstorming

- Evidence for the efficacy of brainstorming was put forward by Osborn (1957.)

- Whilst one of the most popular tools used in group idea generation, the outcomes of brainstorming can vary greatly (Gerber, 2009).

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Think of reasons why group brainstorming can fail

25

Example reasons why group brainstorming can fail

Evaluation apprehension

Free-riding

Production Blocking

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Factors that enhance Brainstorming

Knowledge Diversity	Online Disinhibition

However, whilst virtual brainstorming groups tend to generate more ideas, such groups also tend to make more extreme decisions and are more likely to engage in hostile communication that face to face counterparts (Hollingshead & McGrath, 1995)

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What are the benefits of group decision making processes?

What are the disadvantages of group decision making processes?

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Group Decision Making

| Many hands make light work | Too many cooks spoil the broth |

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Which is best?

| The situation | The nature/complexity of the task being performed | KSAs of the individual or of the group |

Hill, 1982

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Test your Group Decision Making

Marshmallow Challenge
Build the Tallest Freestanding Structure

- Teams of Four People
- Eighteen Minutes
- Using the Following Ingredients

20 sticks of spaghetti + one yard tape + one yard string + one marshmallow

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Strategic Leadership

&

Organisational Performance

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Re-cap from previous lecture

- Definition of a 'leader' is broad
- Leadership is socially constructed, adopted and selected
- Trait theory - Personality of leader?
- Behavioural theory – what leaders do?
- Contingency theories - situational factors that impact a leader's effectivity (e.g. Simmons 2007)

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Strategic Leadership - Definition

- Christensen (1997) an individuals' ability to think strategically, anticipate and envision a viable future for the organisation with the capability to work with others to commence the transformations required

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Strategic Leadership - Definition

- According to Hoskisson et al. (2004) Strategic Leadership is: "…the managerial ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary".

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Strategic Leadership - Attributes

- The organisation as a 'community', employees as 'community citizens' – sharing responsibility for organisational outcomes (Handy 1994)

- Organisational community encourages innovation – *Innovative Strategic Thinking* from Citizens (Handy 1994)

- The top management team as opposed to one specific individual is responsible for providing strategic leadership to organizational citizens (Handy 1994)

- For this to be effective, the top management team (TMT) must be heterogeneous - diverse KSAs ensuring that collectively able to respond effectively to multiple needs of different stakeholders (Finkelstein & Hambrick, 1996).
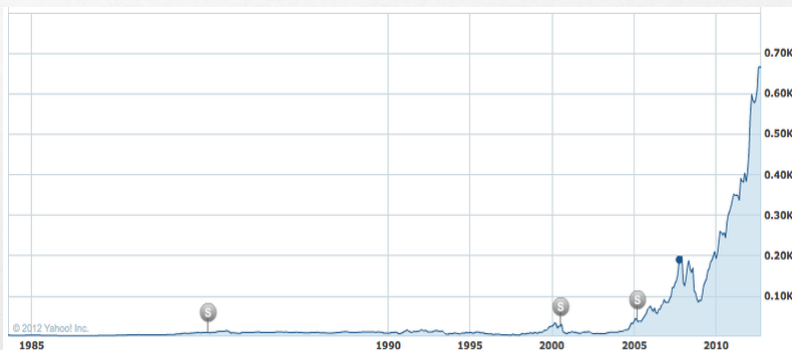
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Strategic Leadership – Key Components

- Determining the Organisation's vision (Ireland and Hitt 1999)

- Developing core competencies (Ireland and Hitt 1994)

- Sustaining an effective organisational culture (Ireland and Hitt 1994)

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Impact of Strategic Leadership

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Transformational Leadership – Definition

- Style of leadership in which the leader identifies the needed change, creates a vision to guide the change through inspiration, and executes the change with the commitment of the members of the group.

- Leaders aim to inspire and empower 'followers' to achieve and have a clear vision and instil confidence (Steptoe-Warren 2013)

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Transformational Leader

Idealized Influence	Purpose Driven. Role Model. "Walk the talk"
Inspirational Motivation	Inspiring. Inspire followers
Individualized Consideration	People Driven. Genuine concern for needs of followers
Intellectual Stimulation	Innovating. Challenges followers to be innovative and creative

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Transformational Leadership

Bass and Avolio (1994) – five transformational styles.

- Idealised Individual (II)
- Inspirational Motivation (IM)
- Intellectual Stimulation (IS)
- Individualised Consideration (IC)
- Idealised Attributes (IA)

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Transformational Leadership

Famous Transformational Leaders

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Transformational Leader - example

Geoffrey Canada Founder and Transformational leader of Harlem Children's Zone non profit making organisation

https://www.youtube.com/watch?v=We CtnWBZRTc

Make a note of some of the personality traits and attributes that you would assign to Geoffrey Canada.

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Transformational Leader

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Link between Strategic and Transformational Leadership

- Both styles of leadership (Bass et al. 2006) are ……..
- Encourage innovation from their followers through intellectual stimulation from the leader
- Replace old ways of working with new creative methods of working
- Offer inspirational motivation through articulating and manifesting a clear vision
- Create a sense of collective identity

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Organisational Performance

Determinants of Organisational Performance

- Organisational effectiveness = long-term prosperity and survival of an organisation.
- Adapt to environment
- Acquire necessary resources
- Conduct operations effectively

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Performance - Adaption

- Respond to opportunities or threats
- Strategies in place to respond
- Accurate interpretation of environmental information
- Flexibility of work processes
- Crisis management

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Performance - Efficiency and Process Reliability

- People and resources – minimum cost, least waste
- Process reliability
- Weigh up cost of strategy against potential outcome

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Performance - Human resources and Relations

- Human capital – human resources
- Social Capital – social relations and networks
  - Strong skill set
  - Communal task commitment
  - Mutual trust
  - Identification with the organisation's mission

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## Performance – Competitive Strategy

- Product or services offered
- How to appeal to new/existing customer/clients
- Methods – advertising, promotions, discounts
- Financial resources – loans, stocks
- Organisational growth

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How Leaders Influence Organisational Performance

Flexible Leadership Theory (Yukl 2008)

- leaders influence individuals and groups – relations orientated approach
  - Leaders task-orientated behaviours
- Decisions about: competitive strategy, organisational structure and management programmes.

External Environment

Strategy and goals ⟷ Leadership ⟷ Organisational Culture

Individual and Organisational Performance
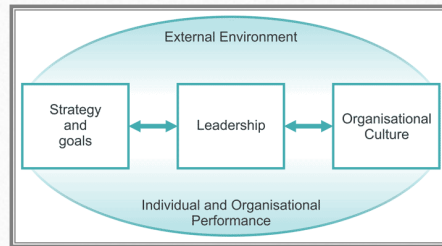
51

Effect of Leadership on Organisational Workplace Change

- Transformational Leadership - when e.g. increase in international competition, deregulation of markets, technology, creating a team, mergers

The transformational leader has the key to unlock *"what is"* in order to discover *"what can be"!*

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Learning Outcomes

- Gained an understanding of groups and teams dynamics
- Developed an understanding of how leadership types influence change in the workplace
- The effect of leadership on organisational performance

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Thank you

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