

Organizational Behaviour- II
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Lecture - 37
Team Leadership Context Actions

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Welcome back on the discussion on leadership today we will be discussing on team leadership. In this part of the lecture session, we will be trying to discuss on team leadership its nature and importance in organizational behaviour.

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Team Leadership Context

Team may be defined as -
 A group of organizational members who are interdependent, share common goals, and coordinate activities to accomplish the common goals. Members can meet face-to-face or be virtual.

Outcomes of Effective Teams may be described as -
 Higher productivity
 Optimum use of resources
 Better decisions and problem solving
 Better-quality of products, goods and services
 Greater innovation and creativity

Team leadership context to understand team leadership it is very important that we need to understand teams first. Now what is a team a team may be defined as a group of organizational members who are interdependent who share common goals and coordinate activities to accomplish the common goals. Members can meet face to face or be virtual. The outcomes of effective teams may be described as higher productivity optimum use of resources.

Better decisions and problem-solving better quality of products goods and services greater innovation and creativity.

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Team Leadership Actions

Leadership Functions – performed internally or externally

- Internal Leadership Actions
 - Task
 - Goal focusing
 - Structuring for results
 - Facilitating decision making
 - Training
 - Maintaining standards
 - Relational
 - Coaching
 - Collaborating
 - Managing conflict
 - Building commitment
 - Satisfying needs
 - Modeling principles
- External Leadership Actions
 - Environmental
 - Networking
 - Advocating
 - Negotiating support
 - Buffering
 - Assessing
 - Sharing information

The team leadership action as you can understand the leadership functions in a team are both like

there are certain functions which we tell to be internal functions and certain functions which you tell external leadership functions. The which is like the internal leadership functions can in again be divided into two types which are task focused or which is the main focus is on the relations which we tell relational.

Now what is the task focused leadership action? The sub components are it is focusing on the goal of course like when you are talking of tasks it is a it has to be focused to a certain goal. Structuring the task for getting the results facilitating decision making training the members for achieving the task and maintaining the standards of performance these are task focused leadership actions.

Now what is the relational focus? In it like how to build on the interpersonal relations dynamics one is that of coaching the members for how to be more productive as a team member, collaborating like helping them to collaborate with each other, managing conflict building commitment satisfying needs and modelling principles like how they can act as a role model for them. The external leadership function is when the leader communicates with the environment in order to sense the environment and to negotiate with the environment and so, that the more information and wisdom can be gained further from the environment and which can help in the team's performance.

So, under environmental functions are that of networking advocating negotiating support buffering assessing and sharing information. So, where the person is acting as a liaison the leader is acting as a liaison between the team and the external environment.

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Internal Task Team Leadership Actions

- Set of skills or actions leader might perform to improve task performance:
 - Goal focusing (clarifying, gaining agreement)
 - Structuring for results (planning, visioning, organizing, clarifying roles, delegating)
 - Facilitating decision making (informing, controlling, coordinating, mediating, synthesizing, issue focusing)
 - Training team members in task skills (educating, developing)
 - Maintaining standards of excellence (assessing team and individual performance, confronting inadequate performance)

Now we will try to discuss each of these in details where internal task leadership actions. So, where it is based on the set of skills or actions leader might perform to improve the task performance. In goal focusing it is clarifying the goals and getting the agreement of people on the achieving or reaching a particular goal. Structuring for results it is planning visioning organizing clarifying roles and delegating the responsibilities, facilitating decision making informing controlling coordinating then acting as a mediator between the members synthesizing and then issue focusing.

So, like people to focus on the issue sometimes what happens when there is a lot of discussion going on there a lot of conflicts sometimes happen between the team members and they get defocused from the task of the issue at hand. So, the one of the functions of the leader is of course to keep the members focused on the issues that they have gathered for to address or the problem that they have gathered to address and find solution too.

Training to other team members in task, skills like educating and developing and maintaining standards of excellence like assessing team and individual performance confronting inadequate performance, internal relational leadership actions in this the set of actions which the leader needs to implement to improve team relationships. So, coaching team members in interpersonal skills, collaborating asking them or showing them how to collaborate and the; importance of collaboration.

Like how to go for including everybody and how to get involved with others. So, these are two things in collaborating managing conflict and power issues, avoiding confrontation, questioning ideas, building commitment and aspiring course that is the we feeling by being optimistic innovating envisioning socializing and rewarding and recognizing others contribution. Satisfying individual's member needs by trusting and supporting and advocating.

Modelling ethical and principal practices like fair consistent and normative in nature external environmental leadership actions. So, these are set of skills and behaviours the leaders need to implement to like improve the environmental interface with the team. It is networking and forming alliances in the environment like gather information increase the influence advocating and representing the team to the environment negotiating upwards to secure necessary resources support and recognition for the team.

Buffering team members from environmental distractions, assessing environmental indicators of team's effectiveness like from surveys evaluations and performance indicators and sharing relevant information environmental information with the team. So, he is acting as a linking pin liaison between the environment and the team and trying to understand what the environment wants from the team and also trying to find out how the team can better its performance utilize the opportunities which are present there in the environment to make its own presence in the competitive scenario.

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Enabling conditions of Team Effectiveness	Characteristics of Team excellence
Compelling purpose	Clear, elevating goals, result-driven structure
Right people	Competent team members
Real team	Unified commitment, collaborative climate
Clear norms of conduct	Standards of excellence
Supportive organizational context	External support and recognition
Team focused coaching	Principled leadership

The effectiveness of the team leadership like on the left-hand side of this table that you find is the enabling conditions of the team effectiveness and the characteristics of team excellence. So, if we are telling like when you talk of there is a team is focused towards a compelling purpose it means like the they have a clear elevated goals and that result driven structure. Right people mean there are competent team members.

If we define a team to be real team it means it is a unified commitment and collaborative climate is present within the team. Clear norms of conduct mean they have a standard of excellence which is well known and it is well communicated to all the members of the team. Supportive organizational context means external support and recognition team focused coaching means there is a principal leadership which talks of like focusing on the team members each of the members to finding out the strengths the competencies and working on it to develop on those.

So, that they can contribute to the purpose of the team finding out what are the complementary skills in present in the team members nurturing them. So, that they can contribute to the purpose of the team.

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Effectiveness of Team Leadership

- × Clear, Elevating Goal
 - ◆ Clear so that one can tell whether performance objective has been met
 - ◆ Motivating or involving so that members believe it is worthwhile and important
- × Results-Driven Structure
 - ◆ Need to find the best structure to achieve goals
 - Clear team member roles
 - Good communication system
 - Methods to assess individual performance
 - An emphasis on fact-based judgments

The slide features a 3D illustration of a team of white figures holding hands, with one red figure in the center. The background includes faint icons of a gear, a lightbulb, and a network diagram. A small inset video of a woman is visible in the bottom right corner of the slide.

Now whenever we are discussing this, we will again try to elaborate it in further like what we understand when you are talking of clear elevating goals. So, clear. So, that one can tell whether performance objective has been met or not motivating or involving. So, that members believe it is worthwhile and important it is very, very important whenever we are discussing leadership or we are discussing team behaviour to understand the expectations clearly to have operational definitions of each of the terms that you are using and to understand how what it means.

Like if we do have not defined what we mean by clear elevating goals and what are the components of in given what or what things if reached are accomplished will mean that the team has a clear elevating goal. If this idea is not clear to the leader or to the team members then we will different people may try to understand it in different ways and interpret in different ways. So, it is very important to go here that we understand these terms and get clarity on it.

Result-driven structure means needs to find the best structure to achieve goals, clear team member roles, viewed communication system methods to assess individual performance and of emphasis on an emphasis on fact-based judgment if these things are there then we understand it is a result-driven structure.

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Effectiveness of Team Leadership

- **Core Competencies**
 - ◆ Ability to do the job well
 - ◆ Problem-solving ability
- **Competent Team Members**
 - ◆ **Components**
 - Right number and mix of members
 - Members must be provided
 - Sufficient information
 - Education and training
 - Requisite technical skills
 - Interpersonal & teamwork skills

Core competencies mean ability to do the job well problem-solving ability. When you talk of competent team members means we have the right number and mix of members. Members may be must be provided sufficient information education and training they must be having requisite technical skills interpersonal and teamwork skills also.

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Effectiveness of Team Leadership

Competent Team Members (contd.....)

- ◆ **Team Factors**
 - Openness
 - Supportiveness
 - Action orientation
 - Positive personal style

And the team factors which needs to be present if we need to have competent team members are like the openness supportiveness action oriented and positive personal style. So, all these things present we may tell that we need to have competent team members.

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Effectiveness of Team Leadership

- **Unified Commitment**
- Teams need a carefully designed and developed sense of unity or identification (*team spirit*)
- **Collaborative Climate**
- Trust based on openness, honesty, consistency, and respect
- Integration of individual actions
- Teams contribute to collective success by
 - ◆ Coordinating individual contributions
 - ◆ Team leaders making communication safe

The slide features a background with icons of gears, a lightbulb, and a network diagram. On the right, there is an illustration of a team of people standing together with arrows pointing upwards. In the bottom right corner, there is a small video inset showing a woman with glasses speaking.

When we understand unified commitment, it means teams need a carefully designed and developed sense of unity of identification which we mean by team spirit. Collaborative climate what does it mean it means trust based on openness honesty consistency and respect integration of individual actions the teams contribute to collective success collective success of all the members together there is a synergy.

By coordinating individual contributions and team leaders make communication safe this is very important if there is a threat like if I am communicating something maybe if I am voicing something which is negative which is like somewhat critical of how the things are being done. Now but the objective is for the betterment of the organization but if there is a there is no climate of trust and psychological safety then even when the team members want to tell something they may not be able to express that voice.

So, it is very important team leaders make communication safe and they team members feel like there is a psychologically safe climate where they can communicate about not only like things which are need to be like do being done well in the organization but if they feel something which is there which can be done differently and or in a different way and it is not done properly now which we discuss under prohibitive voice they can do it also.

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Effectiveness of Team Leadership

- **Collaborative Climate**
 - ◆ Team leaders demanding and rewarding collaborative behavior
 - ◆ Team leaders guiding the team's problem-solving efforts
 - ◆ Team leaders managing their own control needs
- **Standards of Excellence**
 - **Regulated Performance**
 - Facilitates task completion and coordinated action
 - Stimulates a positive pressure for members to perform at highest levels
 - **How Accomplished**
 - Requiring results (clear expectations)
 - Reviewing results (feedback/resolve issues)
 - Rewarding results (acknowledge superior performance)

Collaborative climate it means team leaders demanding and rewarding collaborative behaviour how we can nurture it. Team leaders guiding the team members problem solving effort team leaders managing their own control needs. Standards of excellence regulated performance facilitates task completion and coordinated action stimulates a positive pressure for members to perform at highest levels.

And how it is accomplished by requiring results like clear expectations are made reviewing results like given feedback resolve issues rewarding results acknowledge superior performance. So, you can tell that the standards of excellence are accomplished by these three different steps.

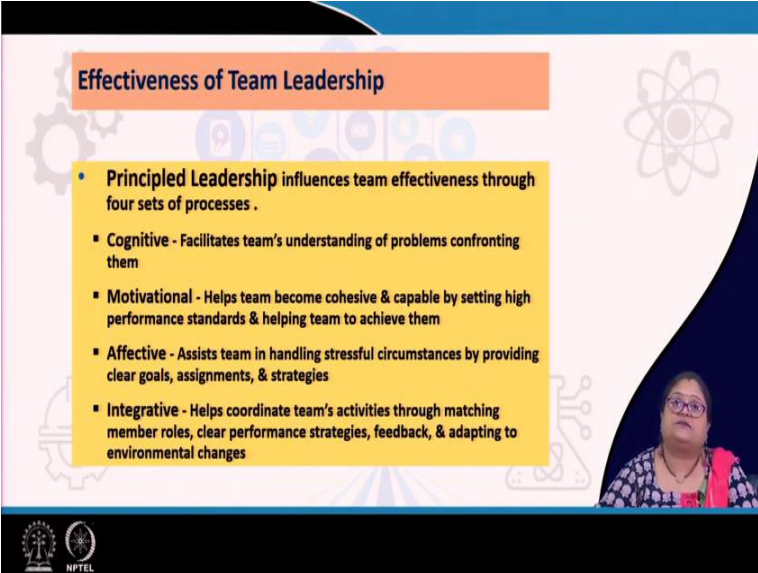
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Effectiveness of Team Leadership

- **External Support and Recognition**
 - **Regulated Performance**
 - **Teams supported by external resources are**
 - Given the material resources needed to do their jobs
 - Recognized for team accomplishments
 - Rewarded by tying those rewards to team members' performance, not individual achievement

External support and recognition that is also done by regulated performance. Teams supported by external resources are given the material resources needed to do their jobs recognize for team accomplishments and rewarded by tying those rewards to team members performance not only to individual achievement. So, if that is done then a team behaviour develops.

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The slide is titled "Effectiveness of Team Leadership" and is presented in a video format with a presenter visible in the bottom right corner. The slide content is as follows:

- **Principled Leadership** influences team effectiveness through four sets of processes .
- **Cognitive** - Facilitates team's understanding of problems confronting them
- **Motivational** - Helps team become cohesive & capable by setting high performance standards & helping team to achieve them
- **Affective** - Assists team in handling stressful circumstances by providing clear goals, assignments, & strategies
- **Integrative** - Helps coordinate team's activities through matching member roles, clear performance strategies, feedback, & adapting to environmental changes

What we understand by principal leadership like it is a type of leadership which influences team behaviour through four set of processes. Cognitive like it facilitates teams understanding of problems confronting them. Motivational it helps teams to become cohesive and capable by setting high performance standards and helping the team member to achieve them. Effective assist teams in handling stressful circumstances by providing clear goals assignments and strategies.

Integrative it helps to coordinate team members activities through matching members roles clear performance strategies feedback and adapting to environmental changes.

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Team Leadership Decision: Monitor or Action?

- **Leaders can**
 - Diagnose, analyze, or forecast problems (monitoring) or take immediate action to solve a problem
 - Focus on problems within the group (internal) or which problems need intervention
 - Make choices about which solutions are the most appropriate
- **Effective leaders** have the ability to determine what interventions are needed, if any, to solve team problems
- **All members** of the team can engage in monitoring
- **Leaders differ** in timing of taking action

The slide also features a small video inset in the bottom right corner showing a woman speaking. The background includes faint icons of a gear, a lightbulb, and a network diagram. The NPTEL logo is visible in the bottom left corner.

Now the team members sometimes have to decide on how they should be interacting with the team. They should monitor the team always or they should try to take some actions or they should not monitor. So, there could be different range these we tell to be team leadership decisions. So, whether they should take monitor and take immediate actions and or they should wait for like to help tell people to contribute and see what needs to be done.

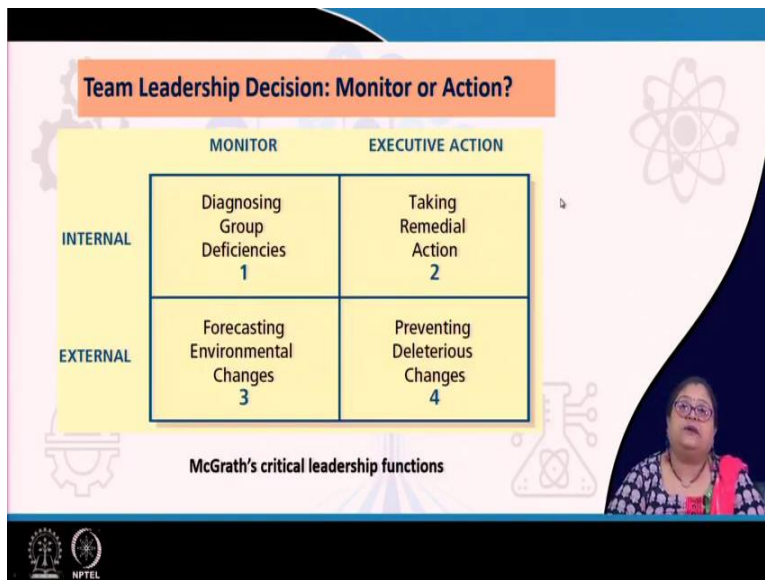
So, what is the kind of decision regarding team behaviour the leader needs to take. So, what the leaders can do is they can diagnose analyze and forecast problems which is monitoring or take immediate action to solve them or they can focus on the problems within the group which is internal or based on which problems needs to be in its intervention. So, and then try to focus on which are the things solutions which needs to be most appropriate.

So, one is an external focus and other is the internal focus like one we can focus on like environmental scanning and monitoring. And if we find there is certain problem which is existing, we try to like solve for that problem and or we can focus on the problems which lie which may be lying within the group itself and then we see like which of the problem may needs intervention. And then maybe we can prioritize based on the demands which are there.

So, effective leaders have the ability to determine what interventions are needed if any due to the like if there are certain team problems. So, and all the members of the team can engage in

monitoring. So, and leaders may differ in timing of taking the action because I need to interpret first as a leader why what is the root of the problem this where is this where the problem lies is it with the team members their coordination is it because of the nature of the work that they are doing or there are certain external causes to the problem.

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Based on that like whenever you are talking of monitoring and executive action and based on whether there is an internal focus or there is an external focus, we get like there is four quadrants. Like first is when it is a monitoring and the focus is on internal focus it is the diagnosing for group deficiencies like if there are any deficiencies which are lying internally within the group members or within the group itself. So, diagnosing group deficiencies but when it is a focus monitoring on the external but the focus is on external.

So, it is forecasting environmental changes and getting to see like; how to we can predict it and whether you are ready for it or not. Now whenever you are talking of the executive action then when it is an internal focus it is taking remedial action for the types of deficiencies that we have noticed for internally and whenever we are talking of external focus and executive action then we are talking of trying to see like how the environmental changes are going to affect the team and we are trying to prevent changes which may be detrimental to the organization or the team's performance.

So, these could be the four actions or decisions like whether to monitor or to take action or and based on the internal and external orientations and this is given by McGrath critic this is a model for the McGrath's critical leadership functions.

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Team Leadership Decision: Monitor or Action?

Task	Maintenance Functions
• Getting job done	× Developing positive climate
• Making decisions	× Solving interpersonal problems
• Solving problems	× Satisfying members' needs
• Adapting to change	× Developing cohesion
• Making plans	
• Achieving goals	

The slide also features a small icon of a leader and team members in the top right corner and a video inset of a woman speaking in the bottom right corner. The NPTEL logo is visible in the bottom left corner.

Now when the focus like is on task then what happens and it is a decision either to monitor or to take action it is a task focus thing then the focus is on getting the job done making decisions, solving problems, adapting to change, making plans and then achieving goals. Then when it is a maintenance function it is developing positive climate, solving interpersonal problems satisfying members needs and developing cohesion.

So, in team leadership decisions if you are task focused like what to monitor and to take an action about or you can be focused on the maintenance means like if there are certain deficiencies happening within the team itself. So, and then you need to take a take some action regarding like. So, that these this can be healed. So, that it becomes more effective then how it can be done this maintenance function can be done is by developing positive climate solving interpersonal problems satisfying members needs and by developing cohesion amongst the group members.

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Team Leadership Approach/Model

Model provides a cognitive map to identify group needs and offers suggestions on appropriate corrective actions

Model assists leader in making sense of the complexity of groups and provides suggested actions to improve group effectiveness

The slide features a central icon of a group of people with one person in blue at the front, arms raised. The background includes faint icons of gears, a lightbulb, and a molecular structure. A small inset video of a woman is visible in the bottom right corner.

So, the team leadership approach model it gives a cognitive map to identify group needs and offer suggestions on appropriate corrective actions. This model helps the leaders in making sense of the complexity of the groups and provide suggested actions to improve the on the group's effectiveness.

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Team Leadership Approach/Model: Strength

Focus on real-life organizational group work; model is useful for teaching

Provides a cognitive guide that assists leaders in designing and maintaining effective teams

Recognizes the changing role of leaders and followers in organizations

Can be used as a tool in group leader selection

The slide features a central icon of a group of people with one person in blue at the front, arms raised. The background includes faint icons of gears, a lightbulb, and a molecular structure. A small inset video of a woman is visible in the bottom right corner.

What are the strengths of this model? So, it is a model which is very important for understanding the team behaviour and the leaders focus like as you can tell it is under either on the task or the relation of the external situations and it provides a cognitive guide that assist leaders in designing and maintaining effective teams recognizing the changing role of leaders and followers in organization and it can be used as a tool in group leader selection.

So, now whenever you talking of it can be used as a tool in group leader selection? So, some people may be very well like groomed for managing the tasks some people are better in managing relations and some people are like good in environmental scanning and like playing the boundary spanner role with the environment. So, if we see again bell beans nine team roles. So, if you refer to that you will find there are different kinds of team roles a person may take up.

And when you take up the role and you are given the troll or you yourself take up that role you yourself become leader for that particular activity that you take responsibility about. So, it is very important to understand what that what are the different leadership roles and like in on whether it is based on internal focus and external focus. And then you have to map your skills to understand like what you are good at and you can yourself take the take up that role and emerge as a leader in a group situation in a based on like the complexities that the group is facing.

And the need of the hour like this situation leads this person and if it matches with the skill sets that you possess that you can like come stand up on that situation and take the leadership role.

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Criticism of Team Leadership Approach/Model

- Model is incomplete. Additional skills might be needed
- May not be practical as the model is complex and doesn't provide easy answers for difficult leader decisions
- Fails to consider teams that have distributed leadership, where team members have a range of skills, and where roles may change
- More focus required on how to teach and provide skill development in areas of diagnosis and action taking

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The some of the criticisms of this model of course so of course every you can go on thinking on different things which needs to be done and like it is additional skills of course may be needed. So, one of the things is like the; it is not talking of the levels of development of the followers. So,

and if it is a like case of difficult leadership decisions like whether to monitor or to action if it is something which is a midway then how to go about it.

So, like and of course as I was talking of the model per se does not discuss about the distributive leadership. So, where the each of the members may have a different range of skills and the roles may change but see you can always apply this model for a distributive leadership also. When you can connect your like competencies that you have your preferences that you have for taking up a certain team role and you know like there are three kinds of leadership roles which could be present in the uh organization. uh

In the team based on the internal for task focus or relation focus or on the external focus. So, and so, this model like needs to focus more on teaching and providing skills of development and how to take actions and how to diagnose them, how to be become more efficient as an environmental scanner and how to be better in action taking this is not discussed elaborately in this model but this model can always be used as a reference point for you to nurture and cultivate your like competencies for becoming a better leader.

And to understand in what kind of situations what are the proper actions required and then revisit your own competencies to find out given a particular situation and a given a particular nature of task how you can use your competencies to emerge as a leader in one of the roles that is mentioned. And contribute positively to the team and like show the way to the others also and like take all together to reach the objective of the team and get the work done or accomplish the objectives.

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CONCLUSION

This part of lecture session has given clear picture on the concept, models and functions of team leadership with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of team leadership.

Next part of the lecture we will focus on theories of leadership. Enjoy learning. Thank you all.



So, this part of the lecture session we have tried to focus on the team leadership to understand like how team behaviour is important. Why leadership is more important in terms of team situations. And like how they a good leadership help the team’s performance both in terms of task focus relational focus and environmental focus. How the different team members can take up their own leadership role based on the things that they are comfortable the role that they are comfortable in playing in the or in the team situations.

And they can emerge as leaders and the team leadership can become a distributed leadership also. So, it is very important like the leadership is like it is not based on it is not restricted to a

single position or a single person it based on the nature of the situation based on the demands of the task based on the actions that we have to take. And based on the matching of the competencies and preferences of the roles that the team member may like to play every person has the capability to emerge as the leader.

Provided I have done a proper self search of myself provided I have the self knowledge of what I can do what are the skills of myself that I need to develop on what i am good at and how I can set an example by practicing certain things doing certain things how I can communicate with others how I can move along with all others who are present there and think of not only my well-being but also well-being of the others contributing towards a coordinated concerted goal of the group leading to a better team performance which contributes towards organizational performance.

And as a result, also every individual finds a meaning of their own self achievement in it and purpose of development. If we can do that then in team leadership there can always be a distributed leadership and any member based on their own competencies can come forward to take up a leadership role. Thank you for now meeting you next with the further discussion on leadership.