

**TEAM BUILDING
AND LEADERSHIP
UNIT-2
MBA- 3RD SEMESTER**

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WHO IS A LEADER

- ◉ A leader inspires others to act while simultaneously directing the way that they act. They must be personable enough for others to follow their orders, and they must have the critical thinking skills to know the best way to use the resources at an organization's disposal.
- ◉ Leadership captures the essentials of being able and prepared to inspire others. Effective leadership is based upon ideas—both original and borrowed—that are effectively communicated to others in a way that engages them enough to act as the leader wants them to act.

LEADER FOCUS

- ◉ The complexity of human nature and office politics can obfuscate where a leader needs to focus his/her attention. Amidst office drama, jockeying for resources, or decoding the tone of the boss's emails, it is easy to become distracted and overlook what needs to be done to build great teams. These are, however, daily realities of business. The exceptional leader can rise above the distractions. When he or she does, the following ten areas become more apparent paths to more meaningful work.
- ◉ **Focus on Clarity** Clarity is made up of four items: goals, priorities, expectations, and a short feedback loop. With clarity, a team knows where to shift its focus and determine the level of effort necessary to finish an assignment. In the absence of clarity, teams make up what they think is important. The leader is rarely pleased with the outcome.
- ◉ **Focus on Relationships**
- ◉ It is easier to trust and understand colleagues when relationships are high-quality. Great teams make time to eat together, have coffee together, plan together, review progress, and even share a drink together. We find safety in relationships where there is a bond.

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- ◉ **Focus on Solutions**
- ◉ High-quality teams solve problems. They do not get to absorbed in idolizing the problem. Instead, they develop a bias for solutions and what is possible. Central to this focus is clarity and quality relationships. Clarity provides the parameters to solve problems. Relationships help us determine who needs to be involved and when to achieve the desired solution.
- ◉ **Focus on Radical Candor**
- ◉ In a results-oriented culture, people practice radical candor. Author and consultant Kim Scott popularized the term in her book with the same name. Scott explains radical candor this way:
- ◉ **Focus on Progress**
- ◉ It is maddening and demotivating to spend time on a project that goes nowhere. Progress is particularly powerful for teams. Leaders must remain aware of impediments to progress and then remove barriers swiftly.

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- ◉ **Focus on Strengths**

- ◉ A strength is not just what we are good at. It is also something that energizes. It's a performance advantage to pair up a strategic thinker with another team member who is strong in execution. Know how to position team members to maximize their strengths individually and collectively. This also boosts work fulfillment.

- ◉ **Focus on Purpose**

- ◉ A team that knows its purpose and how they make a difference can innovate, adapt to change more easily, and make stronger decisions. A sense of purpose is a calling that unifies the team's collective effort. Without purpose the team's focus can meander, undermining performance and discipline.

- ◉ **Focus on Workplace Climate**

- ◉ Climate is what it feels like to work in the team. In a cause-and-effect relationship, employees' perception of their boss influences their commitment and effort that ultimately effects results. As a leader, know what your actions and words create. Collaborative, affiliative, and coaching leadership styles have a positive effect on climate and motivation.

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- ◉ **Focus on whole-employee growth**
- ◉ Team members' commitment and performance increase when they believe you are genuinely invested in their success. Broaden your perspective on growth. Instead of focusing only on professional growth, also spend time helping each person on your team grow outside of work.
- ◉ **Focus on Values-Alignment**
- ◉ Employees want greater alignment with their personal values and the company's, too. One way to look at this growing workforce expectation is a source of fulfillment. Fulfilling work is an intrinsic motivator that has a long-lasting influence on performance. Evaluating the opposite dynamic--believing in a value but not acting in alignment with it--we become anxious.

POWER, INFLUENCE AND AUTHORITY

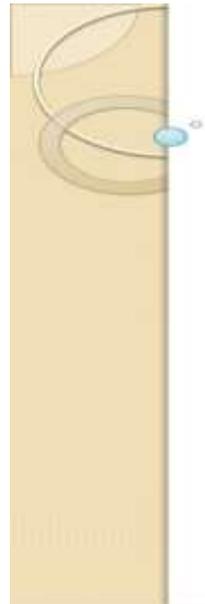
- ◉ Influence occurs when a person or a group affects what another person or group does and/or thinks.
- ◉ Power is the potential or capacity of a person or group to influence other people or groups.
- ◉ Authority is one particular kind of power given to an individual or group.
- ◉ Influence can be defined as the ability to create an impact on the beliefs and actions of an individual. Influence evokes respect. Unlike Power, influence contains such a magic that those under the influence keep working in the desired manner even in the absence of the influential person. Influence is a desirable trait in any leader.
- ◉ Power can be defined as the authority to get something done through an individual. This usually evokes fear. Both power and influence can be used to achieve a particular goal such as the completion of a task. However, since power is often associated with fear, there is a tendency for the task to be completed poorly. Especially, when the person, who uses the power, is absent, the quality of work decreases.

DIFFERENCE BETWEEN POWER AND INFLUENCE

Power	Influence
Power is the authority to get things done by others.	Influence is the ability to create an impact on the beliefs and actions of others without forcing them.
Power might not generate respect because people are forced to obey the commands of someone who is stronger and has authority over them.	Influence generates respect as people act out of their own beliefs and change of heart when they like someone or follow him or her.
Power does not contain any emotional feelings and without the presence of an authoritative figure, work may not continue or its quality may not remain the same.	Influence is just like a magic and those being influenced keep working even when the influential figure is not present.
Power is positional as it usually comes with a high post and rank.	Influence is personal and it is due to who the person is, not what rank he or she holds.

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Power pushes people to do things.	Influence persuades people by changing their beliefs and perceptions.
Power is imposed by authoritative figures like bosses or teachers.	Influence does not require position or authority and it is wholeheartedly accepted.

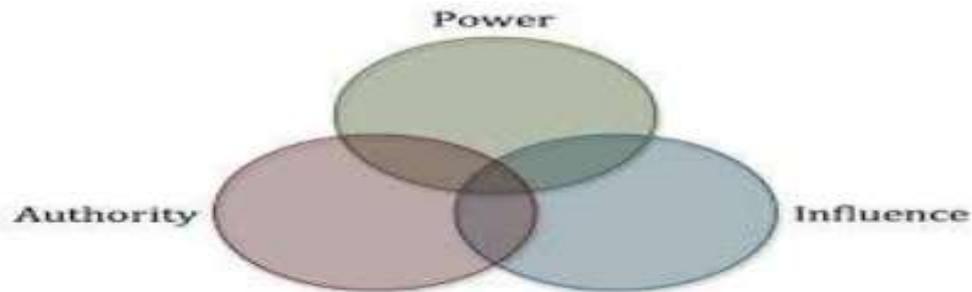


Power, Authority and Influence

Objectives:

1. Definition of Power, Authority and Influence
2. Identifying the characteristics of power
3. Identifying the different sources of power
4. Identifying the six influence strategies (6 Ps)
5. Using Power Responsibilities
6. Get familiar with the theories of leadership, related process, abilities and skills

Power, Authority and Influence



Definitions

- **Power:**
 - The capacity of a person or a group to influence other people or groups.
 - (i.e. Manager may decide to recognise the way tasks are allocated within an organization, which will affect the on how the people work)

Definitions

- Influence:
 - Occurs when a person or a group affects what another person or group does and/or thinks.
 - (i.e. New Senior manager had adopted new dress code which had led to others in the organization starts to do so)



Definitions

- Authority:
 - Is the power which is **formally** given to an individual or group because of the position or rule they occupy within an organization.
 - (Authority is subset of Power)





Characteristics of Power

- Power depends on relationships
 - Power derive from difference
 - Power is based on beliefs
 - Power is never just one sided
 - Power is contextual
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CORE LEADERSHIP VALUES

- ◉ Values are the guiding principles in our lives. Leadership occurs within the context of core values. Leaders guide and facilitate others to make a positive difference in their own lives and to contribute to a larger good. Values inform the application of leadership qualities as the competencies of leadership are activated – learned, developed, and practiced – within the set of core values. By focusing on what people believe and value, and then positively building on this understanding, we have the potential for impact far more wide reaching than if we approached leadership development as a problem-solving activity.
- ◉ **1. Respect**
- ◉ as demonstrated by self respect and respecting others regardless of differences; treating others with dignity, empathy and compassion; and the ability to earn the respect of others.
- ◉ **2. Making a Difference**
- ◉ as demonstrated by personal efforts that lead to making a positive impact on individuals, systems, and/or organizations or positively affecting outcomes.
- ◉ **3. Integrity**
- ◉ as demonstrated by moral courage, ethical strength, and trustworthiness; keeping promises and fulfilling expectations.
- ◉ **4. Authenticity**
- ◉ as demonstrated by consistency, congruency, and transparency in values, beliefs, and actions; integrating values and principles to create a purposeful life and to contribute to the growth of others.

◎ **5. Courage**

- ◎ as demonstrated by possessing a strength of self to act with intention on behalf of the common good; taking a stand in the face of adversity; acting boldly in the service of inclusion and justice.

◎ **6. Service**

- ◎ as demonstrated by commitment that extends beyond one's own self interest; personal humility for the sake of a greater cause.

◎ **7. Humility**

- ◎ as demonstrated by a sense of humbleness, dignity and an awareness of one's own limitations; open to perspectives different from one's own.

◎ **8. Wisdom**

- ◎ as demonstrated by a broad understanding of human dynamics and an ability to balance the interests of multiple stakeholders when making decisions; can take a long term perspective in decision-making.

What are Leadership Traits?

Leadership traits refer to personal qualities that define effective leaders. Leadership refers to the ability of an individual or an organization to guide individuals, teams, or organizations toward the fulfillment of goals and objectives. It plays an important function in management, as it helps maximize efficiency and achieve strategic and organizational goals. Leaders help motivate others, provide guidance, build morale, improve the work environment, and initiate action.

List of Effective Leadership Traits

A common misconception is that individuals are just naturally gifted with leadership skills. The truth is that leadership traits, like other skills, can be acquired with time and practice. Below are seven traits of an effective leader:

1. Effective Communicators

Leaders are excellent communicators, able to clearly and concisely explain problems and solutions. Leaders know when to talk and when to listen. In addition, leaders are able to communicate on different levels: one-on-one, via phone, email, etc.

2. Accountable and Responsible

Leaders hold themselves accountable and take responsibility for any mistakes. Leaders support and encourage individuality while abiding by organizational structure, rules, and policies that need to be followed.

3. Long-term Thinkers

Leaders are visionaries. This is evidenced by the leadership trait of being able to plan for the future through concrete and quantifiable goals. They understand the need for continuous change and are open to trying new approaches to solve problems or improve processes.

4. Self-motivated

Leaders are self-motivated and are able to keep going and attain goals despite setbacks. In addition, good leaders try their best to exceed, not just meet, expectations.

5. Confident

Virtually all good leaders share the leadership trait of confidence. They are able to make tough decisions and lead with authority. By being confident, leaders are able to reassure and inspire others, establish open communications, and encourage teamwork.

6. People-oriented

Leaders are typically people-oriented and team players. They're able to foster a team culture, involve others in decision-making, and show concern for each team member. By being people-oriented, leaders are able to energize and motivate others. By making each individual feel important and vital to the team's success, they secure the best efforts from each member of the team.

7. Emotionally Stable

Leaders exercise good control and regulation over their own behavior and are able to tolerate frustration and stress. Leaders are able to cope with changes in an environment without having an intense emotional reaction.

CONTINGENCY THEORY

Contingency theories put forth the idea that the success of a leader hinges on the specific situation at hand. Certain factors come into play that define whether a particular leader or leadership style will be effective for the given situation. Those factors include the task, the personality of the leader and the composition of the group that is meant to be led. Its basic assumption is that leadership - success or failure - is situational.

There are a number of different sub-theories that fall under the general contingency umbrella. They include: Fiedler's Contingency Theory, the Situational Leadership Theory, the Path-Goal Theory and the Decision-Making Theory. While all similar on the surface, they each offer their own distinct views on leadership.

Fiedler's Contingency Theory

This theory puts forth the idea that effective leadership hinges not only on the style used by the leader, but also on the control held over the situation. In order to succeed, there must be strong leader-member relations. Leaders must also present tasks clearly and with goals and procedures outlined. They need to possess the ability to hand out punishments and rewards, as well.

LEADERSHIP BEHAVIOUR

Positive leadership behavior is a set of actions, taken by individuals in a position of power and influence, to motivate and cultivate others through mechanisms of empowerment, engagement, and collaborative assignment to meaningful work. Positive leadership behavior promotes happiness, well-being, and mindfulness as goals for organizations that are as important as profit, achievement, and winning in competitive situations, like markets and contract award.

× **Being grounded in ethics and integrity.**

Both are hallmarks of the most successful leaders - those who are deeply committed to doing the right things for the right reasons, even when it is difficult or unpopular to stay the course. This underscores the importance of adhering to high principles and professional standards, and doing so with consistency.

× **Building trust.**

This isn't something that just comes automatically to a leader. It's something the most successful know they must earn. To that end, they take actions that gain them respect. They involve others in decisions that affect them rather than making unilateral calls. They are transparent and consistent, so subordinates know what to expect (and can count on it). Successful leaders act in a way that makes others proud to be associated with them.

× **Bringing others along.**

It's important to help others grow and achieve, and the best leaders serve as both coaches and teachers in pursuit of that goal. It takes looking at individuals and treating them as such in understanding their distinct needs, abilities and goals. At the same time, it takes working with people to help them uncover what they do best and ways to strengthen their assets.

× **Inspiring those around you.**

The most successful leaders have a vision that motivates people to follow. But it's not just the vision - for whatever future or goal or purpose - that inspires. It's expressing it with passion and energy, and backing it with strong beliefs and values that count. It's a matter of exciting people to be equally engaged and uplifted at being a part of something bigger and better.

× Encouraging innovation.

Innovative organizations give their people the space to stretch their creative wings. The culture to make this happen is set by leaders who encourage the art of “possibility” thinking and looking at issues from different perspectives - and who share how such practices have worked for them. The most successful leaders also understand the importance of training people in being more innovative through questioning, observing, experimenting and networking, and to that end ensure that employees get work time each week to do outside-the-job creative endeavors.

× **Reward achievement.**

No one likes to see their hard work and accomplishments go unrecognized. The best leaders make a habit of calling out people who make contributions to the organization, and they do it in both a timely and appropriate manner. This may be expressed through a tangible reward or a public acknowledgement. Either way, it is a function of a leader who not only sets and shares specific expectations, but shows what happens when individuals meet them. Most importantly, the best leaders deliver what they promise when that happens.

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This particular theory only fits situations where groups are closely supervised and not team-based. It also uses a least preferred co-worker (LPC) scale to help determine the type of worker the leader least likes working with. This theory emphasizes the leader's disposition as the main trait that defines the ability to lead.

Situational Leadership

More formally called the Hersey-Blanchard Situational Leadership Theory, this model focuses on leadership style and the maturity of those being led. The theory puts forth the idea that leadership styles hinge on four behaviors: telling, selling, participating and delegating.

The maturity levels range from an incompetence or unwillingness to perform the task, to a willingness and ability to perform. The idea is that a successful leader will adapt leadership techniques to fit the maturity level of the group in question on a situational basis.

Path-Goal Theory

This theory combines two popular theories - goal-setting and expectancy - into one. It puts forth the idea that effective leaders help those in their direction attain their goals. Under this theory, leaders have the responsibility of making sure their subordinates have the support and information required to achieve the goals set forth. Essentially, this theory holds that effective leaders create clear paths to help their subordinates achieve goals and that they work to remove obstacles that stand in the way.

Decision-Making Theory

Also known as the Vroom-Yetton-Jago Decision-Making Model of Leadership, it puts forth the idea that effective leaders size up situations, assess them and then determine how much support the group will give toward the effort, adjusting style of leadership to fit.

While contingency models diverge on some points, they all share a common thread. The overlying viewpoint of this theory is that effective leadership is contingent on the situation, task and people involved.