



HPT: Leading Successful Teams



With a focus on negotiating skills, managing conflict, and constructive debate, this module will begin to examine some of the more nuanced and complex issues that can affect the effectiveness of a team. Different styles of leadership are presented, and learners are given the opportunity to reflect on their own experiences and leadership style. The inevitability of conflict is discussed, along with tools and techniques for avoiding, resolving, and transforming conflict into a constructive team experience. These methods are discussed in the context of teams with, and without, formally ratified leaders.

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Module Objectives



“ The **art of leadership** is no longer merely to plan and direct action, but to **inspire** and **empower belief**.

Harvard Business Review, 2021

By the end of this module, you will be equipped with the knowledge to:

- 1 Identify the strengths and weaknesses of relevant leadership model(s)
- 2 Assess your own leadership style
- 3 Make leadership decisions in different scenarios

[CONTINUE](#)

What is a Leader?



A rowing team resting. Leader appears to be talking to the crew.

Introduction

To help you to gain an understanding of leadership frameworks, this lesson will:

- outline the core concepts of five leadership models

- discuss the behaviours or traits associated with each leadership model
- highlight the relevant pros and cons of the models presented

Taking the time to understand the core principles of each model will not only provide you with a holistic view of what leadership can look like, but also, what the potential implications may be for teams, and for individual team members. Through the use of short survey activities, you will have opportunities to reflect on what team leadership means to you, and your own leadership preferences.

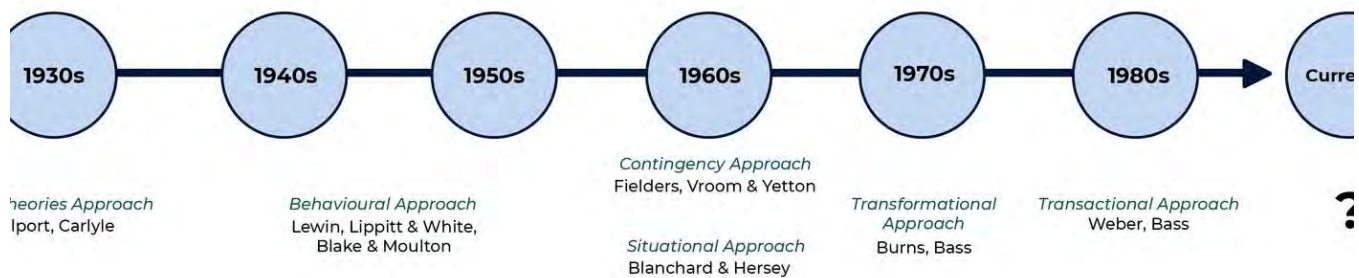


“Dream big, value people, and align your dreams with your values.”

- Oprah Winfrey (talk show host, actress & author)

The Evolution of Leadership Theories

Throughout this lesson, we will discuss various approaches to understanding key leadership qualities that have been proposed over the past century. We will start with an exploration of some of the earlier models developed in the 1940s-1950s, and end with a discussion of where leadership frameworks stand today, and how they capture the unique needs of organizations of the 21st century.



A timeline of popular leadership theories.

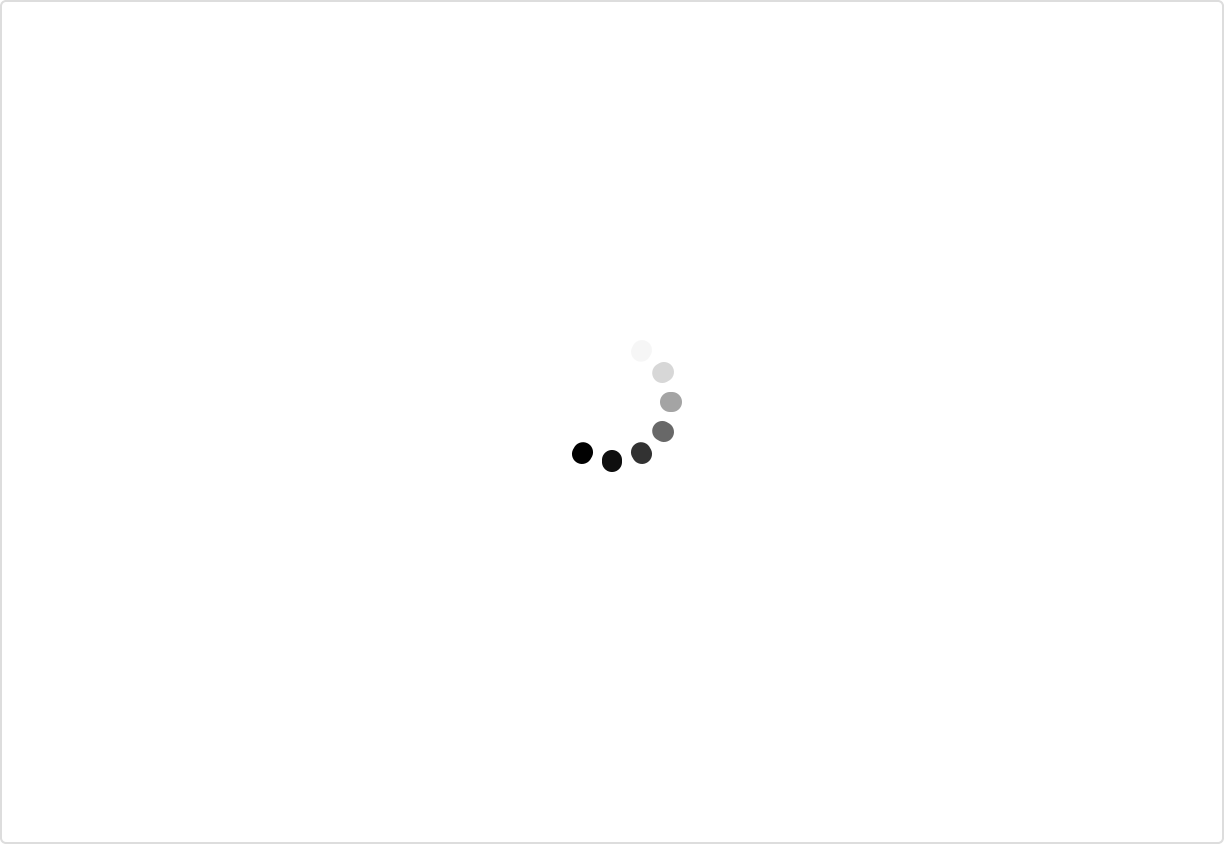
What is a Leader?

Before delving into leadership frameworks, we need a working definition of what it means to be a leader. Unfortunately, there isn't one easy way to do this. Leadership often means different things to different people, making it somewhat challenging to understand how it applies to you as a teammate! In addition, as you will soon appreciate, there isn't one approach to leadership that works for all teams, i.e., one size does not fit all.



Leadership styles including Autocratic, Democratic, Transactional, Transformational, and Laissez-Faire.

So how do effective leaders get the best from their teams? Watch the following video to see how three world class leaders perceive the value of teams in achieving their goals and objectives. While we haven't discussed specific leadership styles yet, can you get a sense for these leaders' values?



Having trouble accessing the video or interactive transcript? Watch online at this link: <https://stream.queensu.ca/Watch/Nz9g3Q8M>

How do YOU define Leadership?

Read the following definitions and think about how **you** might define leadership.

Definition 1

"Leadership is the lifting of a man's vision to higher sights, the raising of a man's performance to a higher standard, the building of a man's personality beyond its normal limitations."

- Peter Drucker (former author and management consultant)

Definition 2

**“Audiences are shifting. Platforms are shifting. Ages are shifting.
It’s better to be in charge than to have to react to change.”**

- Roger Ailes (former Chairman & CEO, FOX News)

Definition 3

“Leadership is helping people succeed, inspiring and uniting people behind a common purpose and then being accountable.”

- Paul Polman (former CEO, Unilever)

Definition 4

"In the past, leaders were chosen for what they could deliver, but tomorrow's leaders will be defined by their good judgement."

- Ajay Banga (CEO, Mastercard)

Definition 5

"Leadership is about inspiring people to do things they never thought they could."

- Steve Jobs, Apple, Inc.

Definition 6

“Leaders aren’t born, they are made. And they are made just like anything else, through hard work.”

- Vince Lombardi (former General Manager, Green Bay Packers)

Definition 7

"Leadership is helping believe in a better tomorrow or a better outcome than you have today."

-Marissa Mayer (former CEO, Yahoo!)

Activity

Before learning about some of the core leadership styles and behaviours, please take the first leadership survey, where you will begin to identify and understand what leadership means to you personally. Once you have completed the survey, make note of any insights you may have, as these will serve as useful references to you as you progress through the rest of the module.

Click the 'Next' button below to begin.



What's Your

Leadership Style?

NEXT

Having completed the first leadership activity, **what are your thoughts about leadership** in relation to teams you've **worked in before**, and what are the implications for an **HPT**?

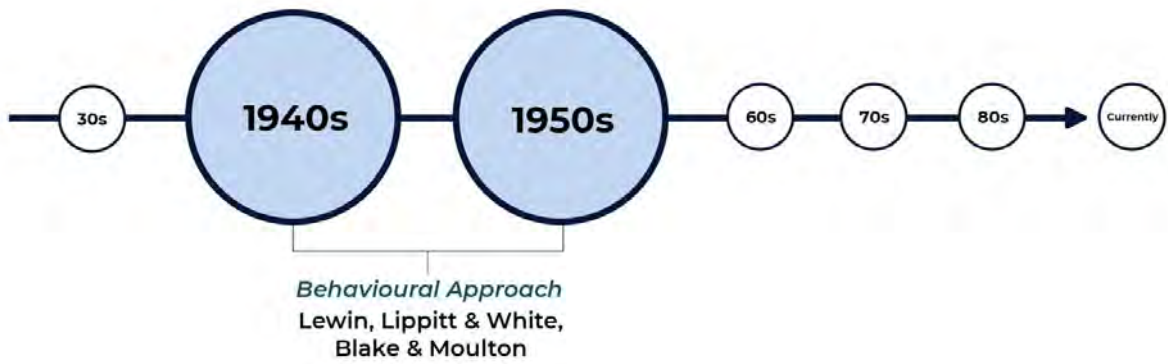
Keep these thoughts in mind as we begin to explore foundational leadership research and core concepts.



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CONTINUE

Behavioural Leadership



Timeline of leadership theories, highlighting the Behavioural Approach by Lewin et al., and Blake & Moulton in the 1940s and 1950s.

Lewin's Leadership Styles



Kurt Lewin. Common domain.

Kurt Lewin, often referred to as a **pioneer in the field of social psychology**, was one of the first to carry out experiments that investigated the behavioural impacts of group dynamics. In the late '30s, Lewin, Lippitt, and White conducted research with small groups of children in which they examined the effects of environments on decision making. Their initial results identified distinct styles of leadership when social space and political relationships were manipulated: autocratic, democratic, and in subsequent research, laissez-faire. Of these three styles, **democratic (or participative) leaders were found to be the most effective** and result in the least amount of conflict arising between group members as well as the group leader.

i Autocratic (Authoritarian) Leadership: These leaders make decisions without consulting their team members, even when their input could be valuable.

Democratic (Participative) Leadership: These leaders offer guidance to group members, but they also participate in the group and allow input from other group members.

Laissez-Faire (Delegative) Leadership: These leaders offer little direction or guidance to their subordinates, leaving the bulk of the decision making up to the group members.

Lewin's initial findings suggested that while leadership style can affect participant behaviours, this assumed that leadership style itself was relatively fixed due to its intrinsic nature. The influence that **situational factors** could have on behavioural change was not examined. Later studies, including those carried out by Lewin himself, found that, contrary to his initial findings, high-performing leaders do indeed adapt their behaviours based on changing or evolving circumstances. Regardless, Lewin's early research established the foundations for understanding social interactions and group dynamics, and the importance of leaders who welcome the participation of their subordinates.

Exploring Lewin's Leadership Styles

Let's now explore some of the strengths and weaknesses of Lewin's three leadership styles: Autocratic, Democratic, and Laissez-Faire.

Autocratic/Authoritarian

leaders are often found in organizations where direction may be lacking or

Advantages: Leader provides clarity regarding what needs to be done, is useful when quick decisions

Democratic/Participative |

Advantages: Team members (often from

leaders look to involve team members, but still have the

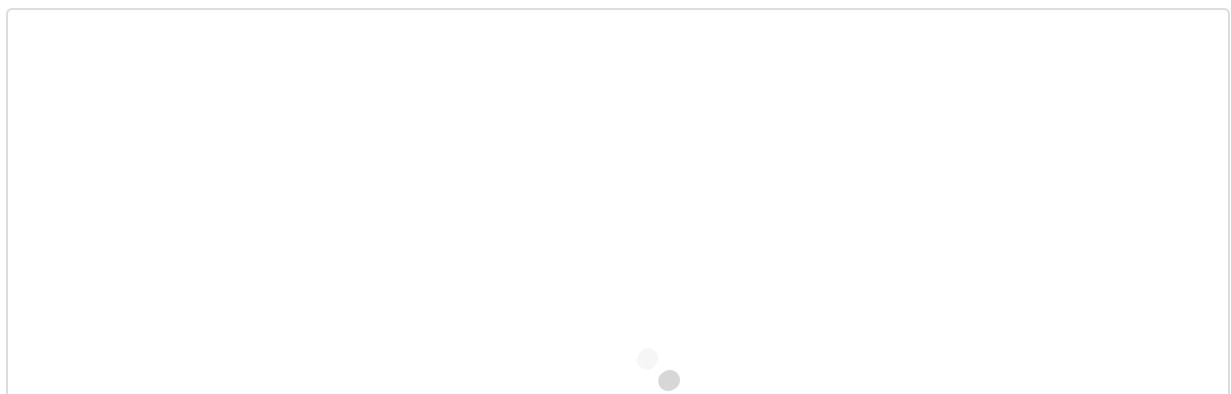
different backgrounds/experiences)

Laissez-Faire/Delegating

leaders will give their team members full autonomy to

Advantages: Lack of micromanagement, faster decision making; can foster an environment of

Can you spot the leadership style(s) of the leaders featured below? (hint: they appear effective for high-performing teams!)





Having trouble accessing the video or interactive transcript? Watch online at this link: <https://stream.queensu.ca/Watch/w9W7Kkx2>

What Works When?

It should be clear by now that all leadership styles have strengths and weaknesses, and that as Lewin highlighted, the role of circumstance and/or the social environment plays a role in shaping leadership behaviour. We will now discuss *when* particular leadership styles might be more or less effective, depending on high-performance-related circumstances.

AUTHORITARIAN STYLE

PARTICIPATIVE STYLE

LAISSEZ-FAIRE STYLE

When team members **lack knowledge** about tasks, aren't sure what needs to be done, or need clear direction, an **authoritarian** style of leadership will help to keep the team on track. This can include factories where teams carry out individual tasks, to sports teams where players need to understand and execute their assigned roles.



AUTHORITARIAN STYLE

PARTICIPATIVE STYLE

LAISSEZ-FAIRE STYLE

When team members **understand** the task goals/objectives—and what is needed to complete them—a **participative** style of leadership will provide teams with the support required. This can include leaders that seek out ideas and who are open to hearing alternative ideas.



AUTHORITARIAN STYLE

PARTICIPATIVE STYLE

Laissez-faire style

When team members are **experienced** (or know more than you do!) regarding the task at hand—essentially able to meet the team's goals on their own—a **laissez-faire** style works well.



“A change towards a higher level of group performance is **frequently short lived**; after a “shot in the arm,” group life soon returns to its previous level. This indicates that it does not suffice to define the objective of a planned change in group performance as the reaching of a different level. **Permanency of the new level...should be included in the objective.**”

- Kurt Lewin, 1947

Spot that Style

See if you can match these well known leaders to their particular leadership style.

Autocratic

Martha Stewart (American
businesswoman in publishing,
media & merchandising)

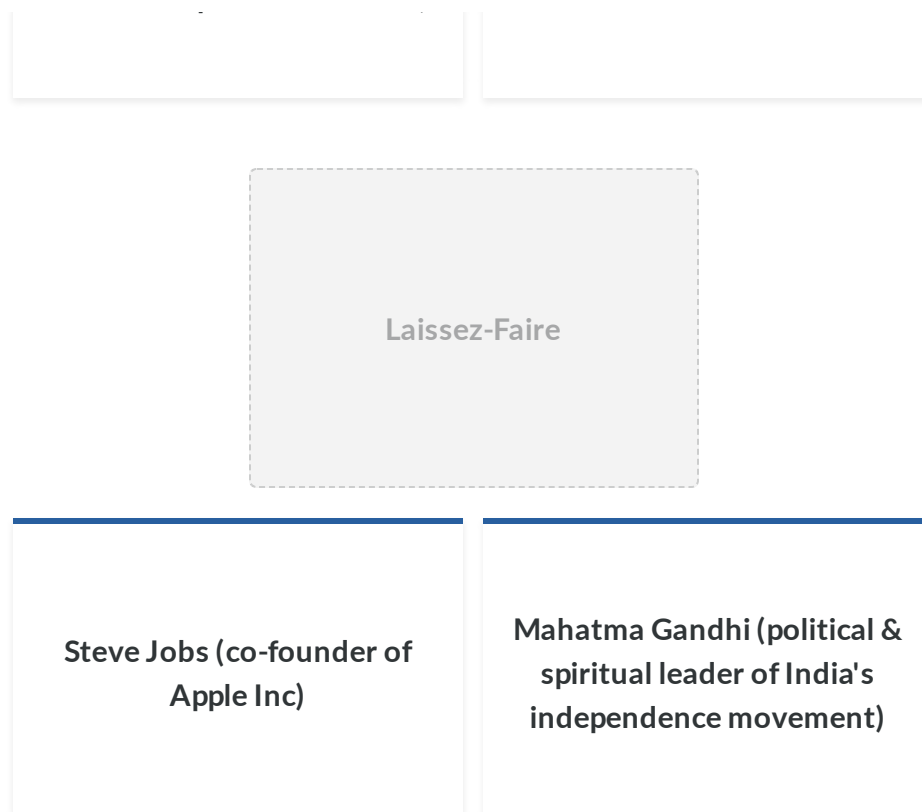
Donald Trump (45th
President of the United States
& American businessman)

Idi Amin (President of Uganda
from 1971-79)

Democratic

Nelson Mandela (South
African President from 1994-
99 & anti-apartheid activist)

Larry Page (founder of
Google)



What Does the Research Say?

In 1939, Lewin, Lippitt and White looked at the impact of leadership styles on aggressive behaviour within group settings. They found that groups with an **authoritarian leader** had the highest amount of **inter-member aggression** (but not towards the group leader), while those with a **democratic leader** were more "spontaneous, more fact-minded, and **friendly**" with each other (Lewin et al, 1939, p. 277). However, "groups where the 'leader' had adopted a thoroughly **passive disposition** generated a **higher number of aggressive actions** than those in authoritarian 'climates'." According to Lezaun and Calvillo (2014), the key takeaway here is that laissez-faire leadership will only achieve anarchy in the end, and that "democracy demands limitations of individual freedoms for the sake of the group" (as cited in Lezaun and Calvillo, 2014).

In a study of 600 Hungarian employees, Kiadó asked participants to categorize their leader (based on one of the three Lewin leadership styles) and to then judge the potential impact of such leadership on their workplace creativity. Findings from this research indicated that leadership styles can indeed

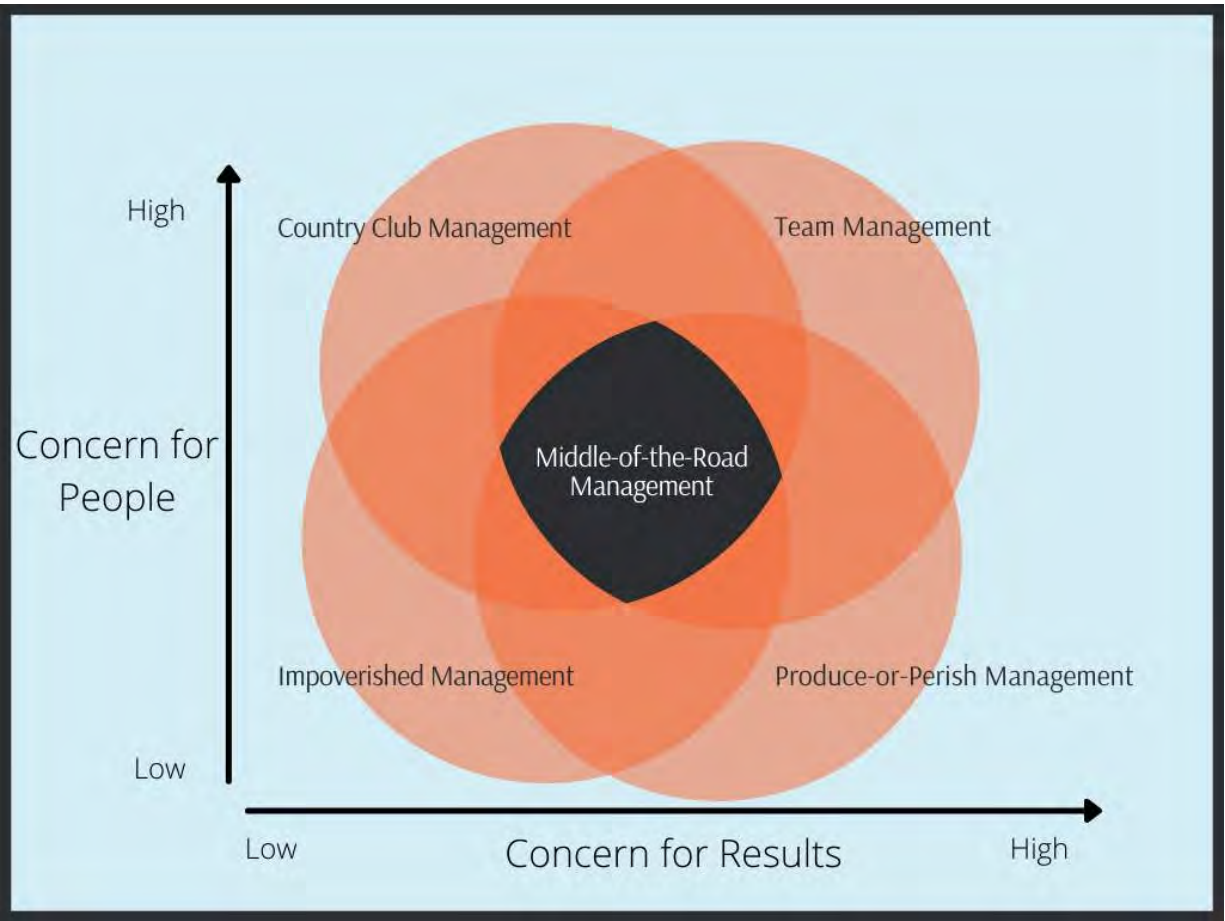
impact employee creativity: the **democratic** style was perceived as **stimulating**; the **authoritarian** style as **inhibitory**; and the delegating, or **laissez-faire**, style had **no effect**.



Blake & Moulton's Managerial Grid

Another behavioural approach to understanding leadership is a framework developed by Blake and Moulton, the view that a leader's effectiveness is **dependent** on two behavioural indicators: **concern for results** (production) and **concern for team members** (people). Accordingly, they identified the following five management styles:

- **Impoverished** (low concern for production | low concern for people)
- **Country Club** (low concern for production | high concern for people)
- **Produce or Perish** (high concern for production | low concern for people)
- **Middle-of-the-Road** (medium concern for production | medium concern for people)
- **Team Management** (high concern for production | high concern for people).



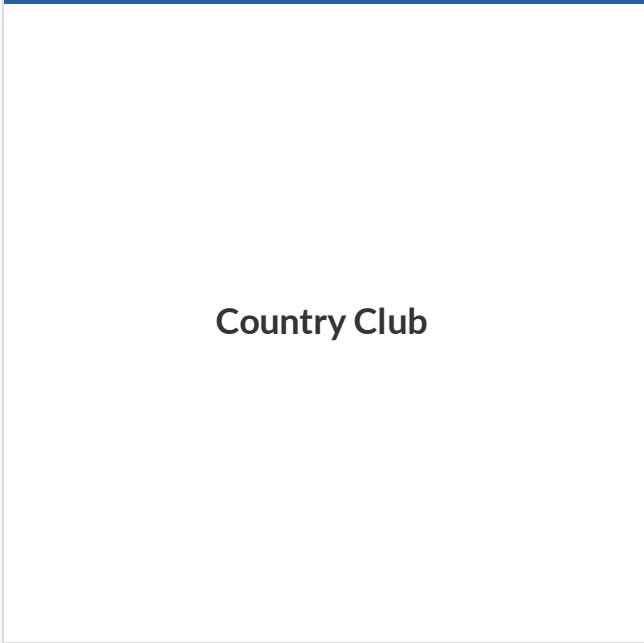
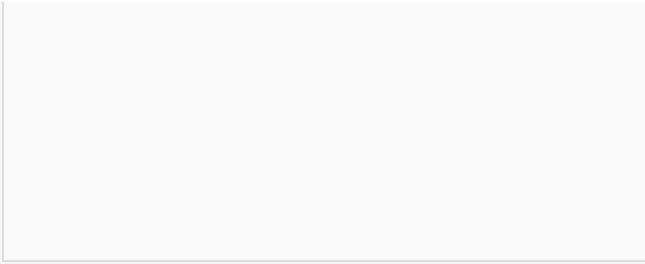
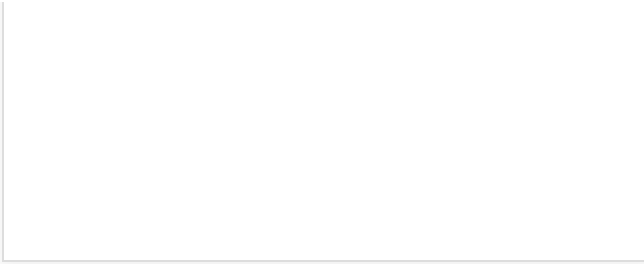
Blake and Moulton's managerial grid.

What Works When?

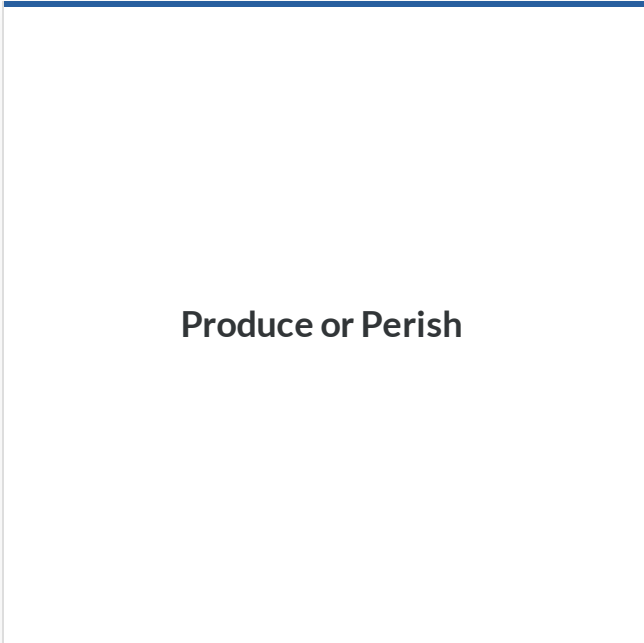
We will now discuss *when* particular management styles might be more or less effective depending on high-performance-related circumstances.

Impoverished

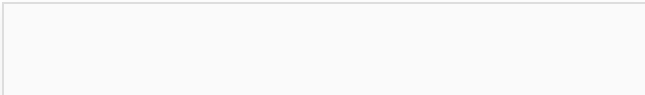
USE: when you have a highly motivated team that can be left on their own to



USE: in a situation where the need to support the team is greater than the need to meet particular



USE: when you are only interested in results; you see the team as a means-to-an-end for achieving your



Middle-of-the-Road

USE: when you feel you can leave some of the team to continue working on tasks while you focus on other

Team Management

USE: as often as possible when appropriate
RISK: while a good style to adopt all around, it's

Activity

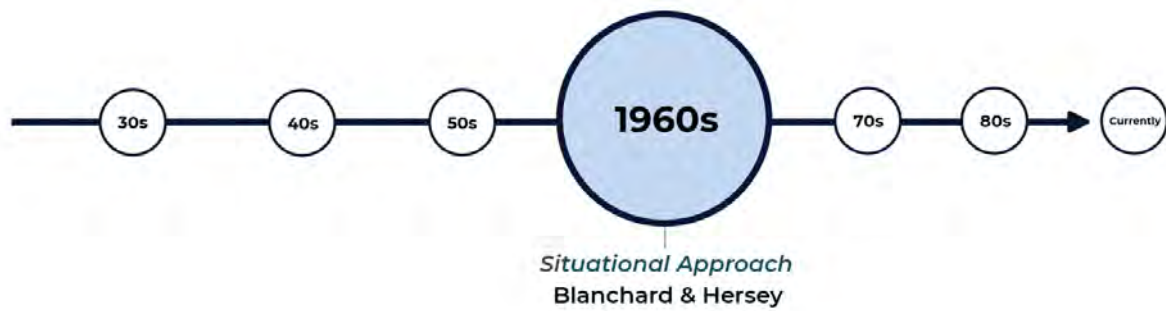
Take a few minutes to complete the following survey. This time, make sure that you select the answers that reflect **what you actually do** when leading a team. Remember to make note of any insights you have while completing the activity (they may come in handy as you progress through the rest of the module).

Behavioural Leadership

NEXT

CONTINUE

Situational Leadership



Timeline of leadership theories, highlighting the Situational approach by Blanchard & Hersey in the 1960s.

Q: What is the BEST Leadership Style?

A: It Depends.

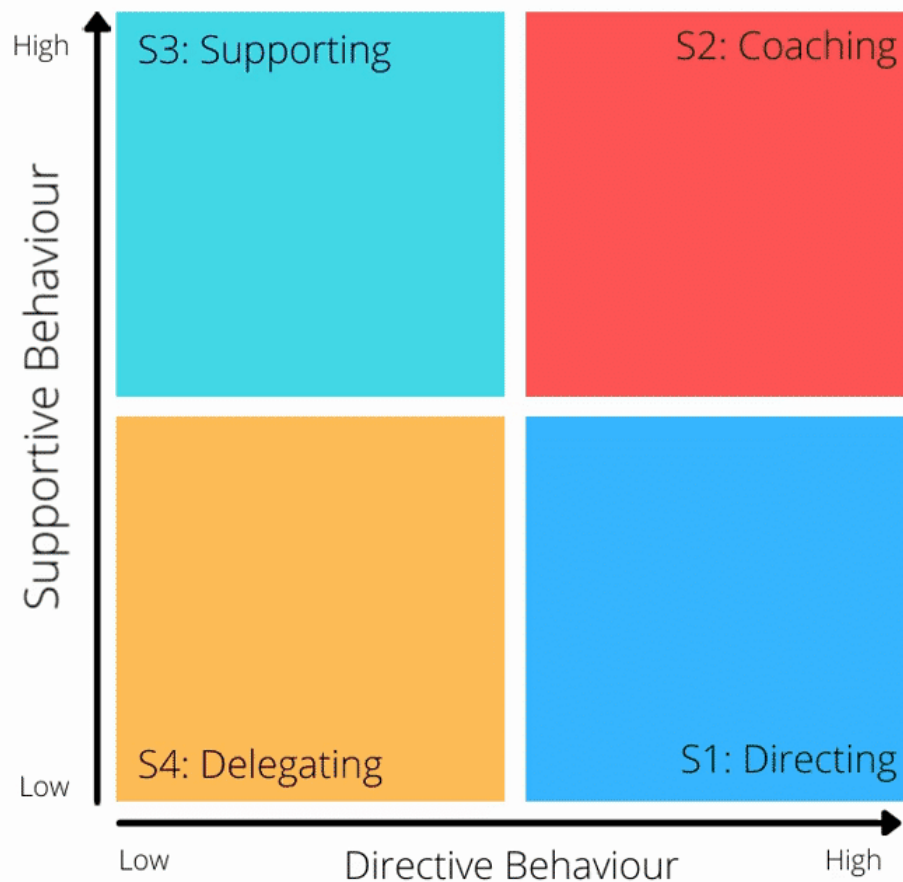
- The Skill of Adaptability



While behaviourists believed that individuals assumed a consistent leadership style in all situations, contingency and situational theorists emphasized that being a successful leader involves more than just an understanding of the tasks and the people, and that being able to adapt leadership style **skillfully** and **as circumstances dictate** is essential. In this sense, there really isn't a right or wrong leadership style. Recall the Blake and Moulton framework discussed in the previous section, that was largely focused on the leader, and that did not take other factors into account (e.g., culture, current skill level of the team, situational factors).

This section explores the work by Blanchard and Hersey (1996) who focused not only on the behaviour of leaders, but also that of the team members. Their research found that leaders who were able to **adapt** their leadership style based on situational factors were more likely to achieve positive team results. "As a consequence of adjusting one's leadership style to meet the followers' needs, the **follower grows** and becomes more **capable** of completing the tasks required" (Schermerhorn & Bachrach, 2015 as discussed in Wright 2017).

Blanchard & Hersey: Situational Leadership



Situational Leadership.

Leadership styles in this framework are based on the **degree of directive and supportive behaviour** that leaders provide, as well as the **competency and motivational levels of the team members** themselves. The core premise here being that if a leader is able to adjust their style not only based on what is required, but on the capabilities of the team members themselves, they will have more productive and likely higher-performing teams.





A leader's situational style can also have a direct influence on the amount of interaction a team member may be inclined to exhibit and/or develop.



For example:

The higher the amount of **directive** behaviour, the **less opportunity** there is for team members to make decisions,



whereas...

the higher the level of **supportive** behaviour, the **more opportunity** there is for the leader to help the team make the decisions.

Team Member (Follower) Styles

In addition to leadership styles, Blanchard and Hersey identified four follower styles, also on a continuum, based on the degree of skill and motivation that members exhibit. Some of these include:

- 1** **Independent/Self-Sustaining Achievers** are highly skilled and committed to successful task completion (on the higher end of the development scale)
- 2** **Enthusiastic Beginners** are low in skill, but high in the passion to succeed (on the lower end of the development scale).

How to Adapt One's Leadership Style

By understanding the capabilities and motivations of their team, along with their own style and behaviours, skillful leaders are able to adopt their leadership style in order to get the best from their team.

For example:

If the **Team Member** exhibits:

Then the **Leader should** adopt:

High competence, high commitment

(able, willing, and motivated to complete tasks)

Delegating/observing style

High competence, variable commitment

(able to complete tasks, but unwilling or insecure about doing so)

Supportive style

Some competence, variable/low commitment

(unable to complete tasks on their own, but willing or motivated to try)

Coaching style

Low competence, low commitment

(unable, unwilling, or insecure about complete tasks)

Directive style

Situational Leadership Styles in Action



DELEGATING

(empowering, monitoring)

Team member driven with a leader providing freedom for team members to compete tasks at their own pace. Team members are confident and capable in being able to execute tasks associated with the leader's vision.

SUPPORTING

(participating, collaborating)

Team member driven with guidance from the leader. Task completion is at an acceptable level, but completion based on team member's confidence & ability.

COACHING

(selling, explaining)

Leader driven, in control of tasks that need completion, but with recognition of team member's need for input and learning. Team member is confident, but lacks capability.

DIRECTING

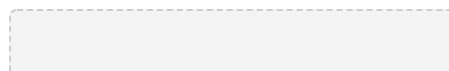
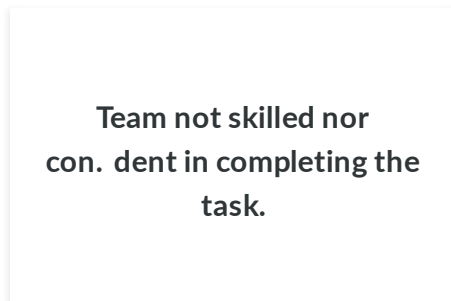
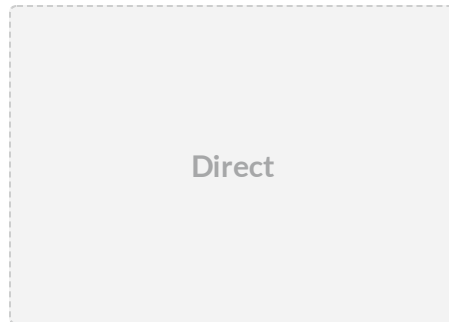
(telling, guiding)

Leader driven, with a high focus on task orientation. Leader drives the decision making process; team member either lacks capability and/or confidence.

What Do You Think?

Based on the above, what type of leadership style would YOU adopt if your team members had the following competency and confidence levels?

Drag each of the top cards to one of the boxes below.



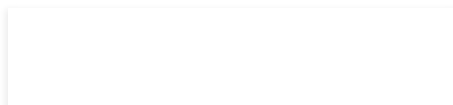
Coach

**Team started the task, but
doesn't really feel
comfortable about the end
result.**

Support

**Team has a good idea of what
to do, but still not sure about
how to complete it.**

Delegate



Team is highly capable and knows what to do.

Imagine This...

You've been assigned to lead a team with the mandate of developing a social media campaign for a local organization. This is your area of expertise. Not only have you received many lucrative business contracts, you have also recently been commended by the local Chamber of Commerce.

You've arrived on site and have briefly met your team. You are aware that you are the most experienced person in the room, and with a decisive sense of authority, you quickly assign tasks.

Once the tasks are assigned, the team breaks up into smaller groups and begins to chat. Listening to some of the conversations taking place, you realize that the team has the necessary skills to complete the project, having just finished a very similar one for another organization in a different sector.

Based on the information in the example above, what **leadership style** would be best suited for the team **at this time**?

- Nothing. Continue with the same style of leadership. You are where you are!
- Adopt a coaching leadership style.
- Adopt a supporting style.



Arrange to have a new team assigned to the project, as these individuals clearly already know what they are doing!

Activity

Take a few moments to complete the following survey. It should provide you with an indication of your leadership style in **different situations**. Once again, make note of any insights or observations that you have along the way, keeping them in mind as you continue to progress through this module.

Situational Leadership

NEXT

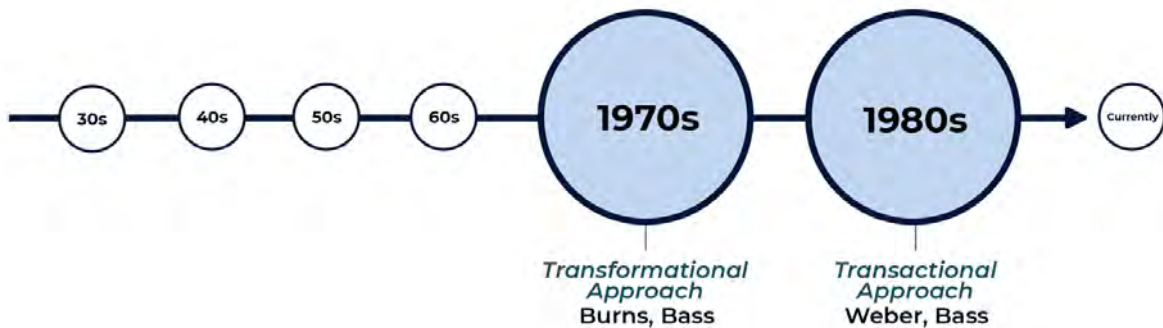
Developing YOUR Team

What implications might your own style have on your team, now that you have an indication of what your preferences may be in a situational leadership context?

What are the key takeaways for you? Can you foresee any challenges with your preferred approach? Will the results help you when working in a future high-performance team?

Being able to **model facilitation** and coaching behaviours helps to shift the mindset from **educator to facilitator.**

Transformational & Transactional Leadership



Timeline of leadership theories, highlighting the Transformational approach by Burns & Bass (1970s) and the Transactional approach by Weber & Bass (1980s).



“Transformational leaders don't start by denying the world around them. Instead, they **describe a future they'd like to create** instead.”

- Seth Godin, author and former business executive.

The Transformational Leader

This type of leader is often referred to as a visionary leader, where teams are motivated through a social contract to not only complete tasks, but to **go above and beyond** what is expected.

Visionary leaders are those who influence others through an emotional and/or intellectual attraction to the leader's dreams of what "can be." The vision makes links between a present and future state, energizes and generates commitment, provides meaning for action, and serves as a standard against which to assess performance (R.L. Daft, 2018).

Explore the core aspects of transformational leadership below:

Idealized Influence

Leaders act as **role models** by emulating the values and behaviours that team members need to develop and achieve success, both individually and as a team.

Inspirational Motivation

Leaders ensure that the overall vision is communicated to the team, in such a way that the team adopts the **same passion and sense of purpose** when looking to meet the objectives.

Intellectual Stimulation

Leaders emphasize the importance of new experiences and **innovative ways of thinking**, encouraging a culture where all ideas are good ideas until proven not to be.

Individualized Consideration

Leaders ensure that team members have a **sense of ownership** in overall direction and strategic goals needed to achieve the desired outcomes. Individuals are encouraged to apply their unique perspectives when working through challenges.



It's OK to have your eggs in one basket as long as you **control** what happens to that basket.

Elon Musk

Transactional Leadership



Hand dangling carrots at groups of individuals.

Bass (1990) originally defined this leadership style as one based on a **system of exchanges** where team members are rewarded for good performance and penalized for poor performance. Leaders focus on getting things done in the correct way, and expect their team to do the same. Rules and procedures are paramount and goals tend to be short-term.

The transactional leader moves a group toward task accomplishment by initiating structure and by offering an incentive in exchange for desired behaviors.

The transformational leader, on the other hand, moves and changes (fixes) things “in a big way”! Unlike transactional leaders, they don’t cause change by offering inducements. Instead, they inspire others to action through their personal values, vision, passion, and belief in and commitment to the mission.

Transformational vs. Transactional Leadership

There are a number of advantages and disadvantages associated with assuming more of a transformational or transactional approach with team members. They are explored below:

	Advantages	Disadvantages
Transformational Leadership	<p>The approach is easy to understand.</p> <p>Team members clearly see their leader's role (leaders 'walk the walk').</p> <p>Vision is clearly communicated and shared.</p> <p>Easy for members to see how they can contribute to the end goal.</p>	<p>Teams (e.g., in the business world) may operate in a complex environment where one leadership style isn't always suitable.</p> <p>Doesn't take into account that transformation can be influenced by team members.</p> <p>Limited empirical evidence (can be seen as 'ideological').</p>
Transactional Leadership	<p>Clear structure/chain of command for teams to follow.</p> <p>Predictable results.</p> <p>Rewards for those that succeed.</p>	<p>Removes opportunities for individuals to 'innovate.'</p> <p>Lack of shared responsibility and must follow the set directions.</p>

Team members often more attuned to consequences rather than rewards.

Is a Carrot Always Necessary?

The transactional leader moves a group toward task accomplishment by initiating structure and by offering an incentive in exchange for desired behaviours. This style of leadership is useful in situations where organizational efficiency is needed, for example, in teams that need to focus on workflows and processes. However, it doesn't really lend itself to individual development or an environment for **creative innovation**.

The transformational leader, on the other hand, moves and changes (fixes) things "in a big way"! Unlike transactional leaders, transformational leader do not cause change by offering incentives. Instead, they inspire others to action through their personal values, vision, passion, belief in, and commitment to the mission.

In reality, there is a place for **both** transformational and transactional leadership styles in high-performing teams.

Take Jeff Bezos as an example. In the early years at Amazon, procedural discipline and benchmarks were needed to ensure that the company grew, regardless of what people may or may not have thought at the time.

"Bezos is a micromanager...difficult to work for...reacts harshly to efforts that don't meet his rigorous standards" (Stone, 2013).

However, his leadership style was also one that inspired teams to ensure that Amazon not only kept, but substantially increased, their market share in a very competitive environment. His charismatic style and desire to seek out innovation transformed the company from an online bookseller to a worldwide seller of a variety of goods, as well as a supplier of e-commerce, cloud computing, and logistical services.



You have to be willing to be **misunderstood** if you're going to **innovate**.

Jeff Bezos, Amazon

What Does the Research Say?

As people, transformational leaders are engaging. They are characterized by extroversion, agreeableness, and openness to experience. They motivate individuals to transcend their own self-interest for the benefit of the team and inspire organizational members to self-manage (become self-leaders).

In a study of flexible leadership, leaders who were able to balance between being directive and collaborative were rated as most effective by colleagues yet there was no relationship between this flexible style and team productivity (as rated by superiors) (Kaiser & Overfield, 2010).

As highlighted with Jeff Bezos, successful leaders may in fact have different styles for different situations, indeed even exhibit what appears to be contradictory behaviours (Zaccaro, 2001). For example, an effective manager might show autocratic or assertive behaviours in a crisis, while also encouraging a culture of self and professional development (Kaplan & Kaiser, 2003).

Transformational or Transactional?

Match these well known leaders to their leadership style.

Transformational

Jeff Bezos (founder of Amazon)

Oprah Winfrey

Bill Gates (philanthropist)

Martin Luther King (American Baptist minister and activist)

Transactional

Bill Gates (early co-founder of

Steve Jobs (co founder of

Microsoft)

Apple)

Elon Musk (CEO and Chief
Engineer at SpaceX)


Activity

Take a few moments to complete the following survey. The purpose here is to provide you with an indication of the extent of your **transformational** leadership style. Once again, make note of any insights or observations that you may have along the way, keeping them in mind as you continue to progress through this module.

Transformational Leadership

NEXT

21st Century Leadership



Heterogeneous teams create more innovative solutions to complex problems, and have stronger decision-making capabilities because of the mix of ideas generated as different backgrounds and approaches merge"

-Munro & Laiken, 2003

A New Era in Leadership

Today's leaders operate in a complex global environment. The following [data from Deloitte](#) highlights the **top five competencies** individuals reported as being necessary for 21st century leaders:

81%*

Ability to lead through more complexity and ambiguity

- 65%** Ability to lead through influence
- 50%** Ability to manage on a remote basis
- 47%** Ability to manage a workforce with a combination of humans and machines
- 44%** Ability to lead more quickly

*% of respondents who reported this skill as necessary for 21st century leaders

In addition, there are clear differences in the requirements of a 21st century leader:

- 75%** New technologies
- 66%** Pace of change
- 57%** Changing demographics and employee expectations
- 53%** Changing customer expectations



Team in the distance at sunset.

Top 10 Characteristics of HPT

In his time as a performance consultant, [Holmes \(2015\)](#) worked with and studied a diverse array of teams in a variety of industries and work settings. Through this experience, he identified a specific and continuous set of behaviours that successful teams display, which sets high-performance teams apart from less successful teams:

- 1 Develop **goals** and plans
- 2 Enhance **communication** amongst team members
- 3 Develop and maintain **positive relationships** amongst members
- 4 Solve problems and make decisions on a **timely** basis

5

Successfully manage **conflict**

6

Facilitate productive **meetings**

7

Exhibit effective team **leadership**

8

Provide development **opportunities** for team members

9

Clarify **roles** for team members

10

Operate in a **productive** manner

Barriers to HPT Effectiveness

In addition to factors that drive high performance teams, there are factors that can detract from the success of a high-performance team:

Nonparticipating leadership

Team members fail to use a democratic leadership style that involves and engages team members.

Poor decision-making

Team members make decisions too quickly without a blend of rational and intuitive decision-making methods.

Infrequent communication

Lines of communication are closed and infrequent.

Diversity not valued

Team members do not value the diversity of experience and backgrounds of their fellow team members, resulting in a lack of diverse viewpoints and less successful decision-making and solutions.

Relationship issues/Lack of mutual trust

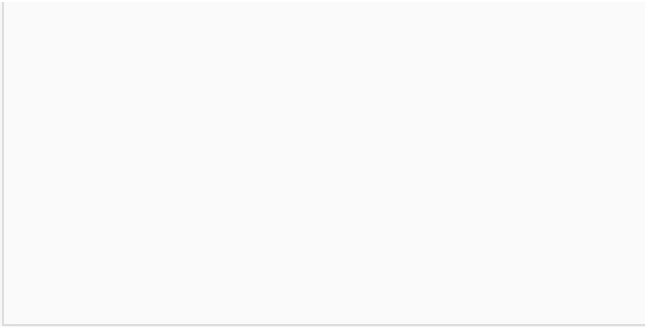
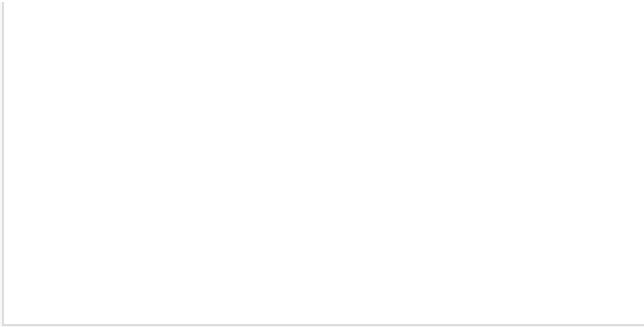
The bonds between the team members are weak, which affects their efficiency and effectiveness. Team members do not fully trust each other or the team as an entity.

Inability to manage conflict

Not dealing with conflict openly and transparently and allowing grudges to build up can destroy team morale.

Lack of goal clarity

Team members are unsure about their roles and the ultimate team goals, resulting in a lack of commitment and engagement



Poorly de. ned roles and responsibilities

Team members are not clear about what they must do (and what they must not do) to demonstrate their commitment to the team and to support team success.

Negative atmosphere

An overall team culture that is not open, transparent, positive and future-focused results in a failure to perform at high levels.

Navigating Conflict

It is up to the leader to set the tone and expectations around **positive conflict** which cannot happen without first building trust within the team. So, if you are a team leader you need to (LinkedIn, 2017):

- Show vulnerability
- Be open to questions around your decisions
- Encourage sharing of opinions
- Not shut down dissension
- Foster an atmosphere of curiosity
- Not punish failure
- Keep the conflict focused on the content not the individual**

Dos and Don'ts of Conflict Resolution

According to [McDermott](#), the following are key strategies for managing conflict within teams.

Step 1

Don't eliminate con. ict—just its harmful effects.



Step 2

Encourage candid dialogue and debate.



Step 3

Seek to understand before trying to be understood—clarify mutual understanding.



Step 4

Identify areas that you agree on and isolate areas of disagreement.



Step 5

Actively and mutually explore alternative solutions: Try to have more than two because by having three solutions, you are forcing yourself not to polarize.



Organizations should be judged for the **impact** they have on the social and

physical environment, as well as on their **customers** and the **people** they work with.

(Deloitte, 2019)

The Future of Leadership

When multi-cultural and diverse teams believe in a common vision, share common goals and understand a common purpose, they have the potential to excel. In today's globalized markets, leaders that are able to leverage strengths and differences will foster innovative and creative results that high performing teams are able to achieve.

Creating a Culture of Shared Values



Being Culturally Sensitive, accepting diverse identities are values that leaders need to embrace if they are to foster growth mindsets within their team.



Having Cultural Knowledge, knowing what is appropriate in particular environments, as well the diversity of strengths within the team, provides opportunities for partnership and transformations.



Being Open-Minded provides opportunities for learning, the creation of ideas, and the fostering of new relationships which allows all to experience a 'journey' in different ways.



Fostering a Cross-Cultural Working Environment increases team awareness, understanding, and respect. Those with cross-cultural experience tend to have greater self-complexity, are able to work more independently, and are more likely to be hired than those without these competencies (Bonsu & Twum-Danso, 2018)



Working with a Wider Audience entails understanding the cross-cultural needs of your team, your customers, and your stakeholders. This is just the first step in understanding when to pivot, adapt and innovate in the face of a changing environment.

Scenario

You will now be presented with this module's version of the shared HPT scenario. This scenario is longer than the others, with various options and paths to explore, so please read through the following scenario slowly, allowing each sentence to "sink in".

After the scenario, you will be asked a number of questions connecting your observations of various leadership approaches demonstrated in the scenario, and the module content.



**High Performance
Teams Scenario**



Scenario Questions

**Can you map the three response options by the Team Lead to particular leadership styles?
Would you say that one response option was more effective than the others? Why/Why not?**

Did you observe that different individuals tended to prefer different leadership styles? How does this align with key lessons from the module regarding leadership styles and their effectiveness?

Were there some unintended or unexpected implications to the decisions that 'you' made as Team Lead that you thought were notable?

How will some of the key takeaways or observations from this scenario (on leadership styles and their implications for high-performance team effectiveness) inform your leadership style going forward?

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END OF MODULE