Participative Leadership and Developing Teamwork

Today’s Agenda

• Discussion of Participative Leadership
  • LMX
  • Fostering Teamwork
• Becoming a Team Learning Leader
• CASE: Helping a virtual team

Participative Leadership

• Why have employees participate in leadership?
  • Benefits of employee involvement
    • Increases performance, profitability and satisfaction
    • Employees are more committed to outcomes
    • Frees up leader’s time for other things
  • Costs
    • Loss of authority and control
    • Can take more time for quality outcomes
• Participative leadership is increasing with the expansion of team-based organizations
Leader-Member Exchange (LMX)

• Developing individual relationships with each person
  • Keeping the relationship professional while getting to know them personally
• Out-group vs. in-group
  • How can a manager or leader avoid the pitfalls of out-group and in-group classification?

Team Leadership Goals

Characteristics of Team Excellence

• Clear, elevating goal
• Results-driven structure
• Competent team members
• Unified commitment
• Collaborative climate
• Standards of excellence
• External support and recognition
• Principled leadership

How do leaders facilitate these characteristics for teams?

Leadership that Fosters Teamwork

• Defining the team’s compelling purpose
• Selecting the right people for the team
• Thinking as a real team, sharing power and pride
• Developing clear norms for teamwork and cooperation through establishing expectations of excellence
• Establishing a climate of support and trust
• Empowering the team through coaching
**Team Leadership Actions** (Hill’s Model)

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<tr>
<th>Internal</th>
<th>External</th>
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<tbody>
<tr>
<td>Coaching &amp; Collaborating</td>
<td>Managing External Constituencies</td>
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<tr>
<td>Goal focusing &amp; Task management</td>
<td>Resource management &amp; Environmental assessment</td>
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**Team Leadership and Learning**

- Role of the team leader:
  - Counsel and encourage team members
  - Continue to make individual contribution
  - Help team clarify boundaries
  - Help team develop implementation plan
  - Help team define goals and tasks
  - Assess team skills
  - Obtain training for team
  - Help manage conflict and relationships
- How do team leaders create a successful learning team?

**Becoming a Learning Leader**

- Be accessible
  - Available, not aloof
- Ask for input
  - Atmosphere of information sharing
- Serve as a “fallibility model.”
  - Model admitting your mistakes and learning from them
CASE: Helping a Virtual Team

• Which characteristics of team excellence are missing?
• Based on this analysis, and using the team leadership action model, what should the leader do to facilitate team improvement?
• What other recommendations do you have to improve team performance?