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# Team Leadership Webinar Series

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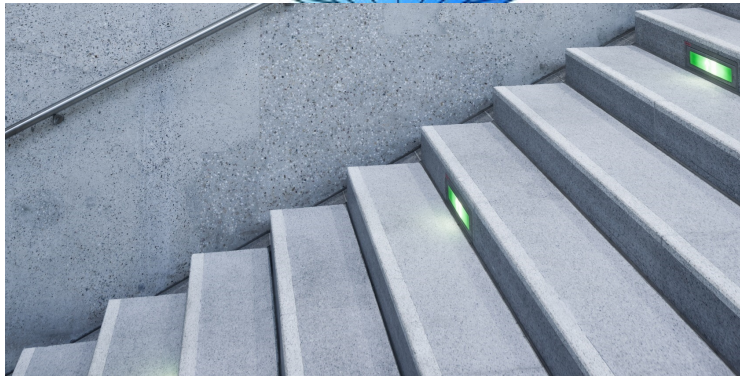
# Team Leadership Webinar

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The leaders who work most effectively, it seems to me, never say 'I'. They don't think 'I'. They think 'we'; they think 'team'.

- TOM PETERS

# Team Leadership Session # 1

**Leadership.** What is it and what does it mean? What is the difference between "Leadership and Management?"

Probably one of the most studied concepts of human behavior since the beginning of time.

What will be covered in this webinar is a brief history of some of our past scholars and contributors on "Leadership" and discuss the pros and cons of each moving forward to see how leadership has changed and why.

We will briefly look at the work of Frederick Taylor and Max Weber from the 1800's.

Moving on to Kurt Lewin and Douglas McGregor in the early 1900's.

To Peter Senge, Ron Heifetz, and Daniel Goleman in the late 1900's.

To Ruth Wageman, Debra Hunes, James Burruss, Richard Hackman and Michael Roberto in the early 2000's

# Team Leadership Session # 1

We will have some exercises to do during the webinar and a chance for some interaction.

Everyone will take an abbreviated version of the Myers-Briggs Typology Indicator (MBTI) as it applies to educational leadership, and specifically team leadership.

There will be group or team activities which you will do on your own in between sessions.

Each session will last for one hour and there are a total of ten sessions.

There will be a brief test after each session to make sure that you all are on board and understanding the presentations.

And finally, after the tenth session, for those who completed all ten sessions, I will award a Certificate of Completion for your own professional development files.

# Team Leadership Session # 1

So let's get started...

**Frederick Winslow Taylor**... often referred to as the father of the scientific management theory or model.

*Mechanical Engineer worried about his perceived inefficiencies in the manufacturing industry.

*He broke down the tasks in manufacturing to determine "how long it should take to complete that task"

*Much of the industry was profit driven so if it could be determined how long each task should take, then training those performing these tasks how to do them more efficiently.

*This became known in many circles as "Taylorism".

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**So what did this breakdown look like?**

Instead of having a rule of thumb way of performing the task, there became a scientific way to perform it.

Through time and motion studies it was determined how long it should take to perform the task and the correct way to do it.

There should be appropriate organizations that would take the responsibility away from the worker except for the actual job performance.

Workers should be selected and trained on how to do their jobs.

Management would be governed by the same science used in each operation and that their arbitrary powers were dismissed.

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**The Workers were Required to**

Stop worrying about the divisions in production.. (who was producing more)

And by working in the proper and correct way they would share in the profits of the organization to include raises when appropriate.

They should spend their time making the science work and not spend time wasting it or opposing it.

Accept the fact that management would be responsible for determining what was done and how.

Agree to be trained in the new methods to get the work done.

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**Drawbacks and pitfalls felt by the workers.**

Workers roles became strict adherence to the methods and procedures over which they had no discretion.

Led to increased fragmentation due to its increased emphasis on divisional labor.

It became an economically based task for the motivation of the workers because their pay was now linked to their outputs.

It made planning and control solely a management function.

And it ruled out bargaining about wages because all jobs were rated and measured scientifically.

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**Benefits from Scientific Management**

Because each task was now rational, performance and other results were now measurable.

The results benefitted the organization because they could now see where improvement was needed.

The improved working methods improved productivity.

Workers were able to be paid by their results and were able to take advantage of incentive pay.

By adopting these procedures, management was stimulated to take a more positive role in the leadership of the organization.

It could contribute to improved working conditions for the workers

It provided for the formation of our modern day studies on work and the work place. (Industrial Psychology).

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**Max Weber (late 1800s)...**a sociologist who believed that bureaucracy was the most efficient way to set up an organization. He believed that it was better than traditional structures.

In bureaucratic organizations, everyone is treated equally and the division of labor is clearly described for each employee.

Bureaucracy is an organizational structure that is characterized by many rules, standardized processes, procedures and requirements, number of desks, meticulous division of labor and responsibility, clear hierarchies and professional, almost impersonal, interaction between employees.

According to Weber, such a structure was indispensable in large organizations for performing all tasks by large numbers of employees.

In addition, in a bureaucratic organization selection and promotion only occurred on the basis of technical qualifications.

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**Weber's Six Characteristics of the Bureaucratic Theory.**

Task specialization.. (Specialization and Division of Labor).

Hierarchical layers of authority.

Formal selection.

Rules and requirements.

Impersonal (Impersonality and Personal indifference.

Career orientation

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**Kurt Lewin** and colleagues conducted a number of studies in the 1930s in attempt to differentiate different leadership styles and in particular around decision-making.

They identified three different styles:

Autocratic

Democratic

Laissez-Faire (also known as participatory)

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**Autocratic style**

Leaders make all the decisions without consulting with others.

Based upon early studies, this style caused the most discontent among workers.

Basically it only works when there is no need for input on the decision,

Where the decision would not change the results of the input,

And where the motivation of those who must carry out the tasks would not be affected even if they had been consulted.

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**Democratic Style**

Leader involves the team or workers in the decision-making process seeking group consensus. Keep in mind that the final decision is still made by the leader.

The democratic style is usually most appreciated by the workers, especially if they had already been exposed to the autocratic style.

It can become a problem if there is a wide range of opinions with no clear way or reaching a consensus.

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**Lassize-Faire Style ( also known as Participatory)**

There is minimal involvement from the leader in decisions so people make their own decisions. However, the leader may still be held accountable for the outcomes.

This style works best when you have a team of capable, motivated workers where there is no need for central coordination.

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**McGregor's Theory X and Theory Y**

The theory attempts to distinguish between differences in management styles and leadership behavior.

He did not see these theories as mutually exclusive and leaders or managers may exert both styles depending upon the situation.

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**McGregor's Theory Y**

Theory Y makes the assumption that people like to work and will exercise self direction and self control.

Employees will be motivated by responsibility and actively seek new challenges and goals.

Employees are therefore seen to exhibit a great work morale, and exhibit behavior that does not require constant supervision.

Employees are able to achieve the organization's goals rather autonomously without coercion, punishment or control.

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**McGregor's Theory X**

Theory X presumes that workers inherently dislike work… therefore they shirk responsibility that they seek formal rules and directions whenever possible.

Therefore, managers must be coercive, controlling and willing to punish unwanted behaviors.

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**Peter Senge Systems Thinking**

Senge suggests that this approach is a combination of other disciplines fusing or bringing them together into a coherent body of theory and practice.

It's ability is to comprehend and address the whole and to examine the interrelationships between the parts.

He argues that much of the past that dealt in the name of management was too simplistic focusing only on the parts rather than seeing the whole.

He goes on to state that we learn best from our experiences.

His five disciplines include: 1.) Systems Thinking; 2.) Personal Mastery; 3.) Mental Models; 4.) Building a shared Vision; & 5.) Team Learning.

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**Systems Thinking**

Systems Thinking is the conceptual cornerstone of his approach.

It is considering the whole rather than just parts.

We learn from our experiences... but rarely experience the consequences of many of our important decisions. We tend to focus only on those solutions that are closest to the problem.

We tend to try to find a quick fix.. usually costly.. When we should actually be looking for some long-term solutions that could save money.

He advocates using a "systems map" showing the key elements and how they connect.

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**Personal Mastery**

Remembering that organizations learn only through individuals who learn.. But.. Individual learning does not guarantee organizational learning.

Personal mastery is the process of continually clarifying and deepening our personal vision.

It goes beyond competence and skill as well as spiritual opening..

It is seen as a special kind of proficiency.

It is not about dominance.. Rather a calling.

It is a vocation.. Not just a good idea

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**Mental Models**

These are the deeply engrained assumptions, generalizations and images that influence how we see the world and how we take action.

We begin by turning the mirror inward and looking at ourselves.

He suggests that if organizations are going to develop a capacity to work with mental models then it will be necessary for people to learn new skills and develop new orientations.. These are essential for there to be institutional change.

And to move the organization in the right direction we must transcend different sorts of internal politics and game playing.  There must be openness.

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### Building a Shared Vision

Basically Senge states that of all the ideas about leadership that have held their course for hundreds of years, it's the capability to hold a shared picture of the future we seek to create..

When the vision is genuine.. People excel and learn because they want to. Not because they have to..

Visions spread because of a reinforcing process.  The increased clarity, enthusiasm and commitment rubs off on others.

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**Team Learning**

We consider this process of aligning and developing the capacities of a team to create the results its members truly desire.

It builds on the personal mastery and the shared vision.. To complete the full picture. People need to be able to act together.

The discipline of the team starts with dialogue.. And the ability of the team members to suspend assumptions.  It involves thinking together and allow the group to discover insights not attainable individually.

**Please read the story; "Out Learning the Wolves" by David Hutchens.  See if you can see Senge's model represented in this story...**  This will be sent to you at your email address.

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**Ronald Heifetz**

Situational Leadership… the notion that fit, or alignment must exist between the leader's style and the contextual demands that he/she faces. And he speaks of adaptive challenges and technical problems.

The biggest failure of leadership today is to treat adaptive challenges like technical problems.

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**Technical Problems**

Easy to identify

Often lends themselves to quick and easy solutions.

Can often be solved by an authority or expert

Require change in just one or a few places; often contained within organizational boundaries

People are generally receptive to technical solutions

Solutions can often be implemented quickly – even by edict.

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**Adaptive Challenges**

Difficult to identify (easy to deny)

Require changes in values, beliefs, roles, relationships, & approaches to work

People with the problem do the work of solving it

Require changes in numerous places; usually cross organizational boundaries

People often resist even acknowledging adaptive challenges

"Solutions" require experiments and new discoveries; they can take a long time to implement and cannot be implemented by edict.

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**Adaptive Leadership**

Identify the challenge

Regulate the level of stress

Focus attention on the key issues and help people avoid getting distracted

Give the work back to the people but at a rate they can handle

Protect the voices of leadership who don't have authority

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**Adaptive Leadership Task, Resources, and Tools Available**

Get the people to tackle the problem, develop ideas, and ultimately buy into your vision of the way you shape and frame the circumstances in which they work.

Engage people in dialogue and debate

Ask good questions to gather the right perspectives and ideas that will help you make good decisions

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**Daniel Goleman Emotional Leadership Styles**

Goleman basically affirms that great leaders indeed need to inspire us to be the very best we can be.. The success of great leaders, according to Goleman, is very dependent upon the mood of the leader.. And how the leader then impacts the moods of those on his or her team.  Recognizing that the emotional task of a leader is primal or first it is therefore both original and important. Historically these leaders were the tribal chiefs or someone similar and their place was earned because their leadership was emotionally compelling.  These primordial tasks remain today and contribute significantly to the leadership of many organizations.  Here the leaders essentially act as the team's emotional guide directing the collective emotions toward a positive direction.

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**Goleman's Visionary Leader**

The visionary leader moves people toward a shared vision, telling them where to go but now how to get there.. Thus motivating them to struggle forward.  They openly share information, hence giving knowledge power to others.

They can fail when trying to motivate more experienced experts or peers

This style is best when a new direction is needed.

Overall, it has a very strong impact on the climate

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**Goleman's Coaching Leader**

This leader wants to connect organizational goals, holding long conversations that reach beyond the workplace, helping people find strengths and weaknesses and tying these to career aspirations and actions. They are good at delegating challenging assignments, demonstrating faith that demands justification and which leads to high levels of loyalty.

Done badly, this style looks like micromanaging

It is best used when individuals need to build long-term capabilities

It has a highly positive impact on the climate.

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**Goleman's Affiliative Leader**

The affiliative leader creates people connections and thus harmony within the organization. It is very collaborative style which focuses on the emotional needs over the work needs.

When done poorly, it avoids emotionally distressing situations such as negative feedback. Done well, it is often used along side visionary leadership.

It is best used for healing rifts between workers and getting through stressful situations.

Has a positive impact on climate

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Goleman's Democratic Leader

This leader acts to value input and commitment via participation, listening to both the bad and the good news.

When done badly, it looks like lots of listening but very little effective action.

It is best used to gain buy-in or when simple inputs are needed (when you are uncertain).

It has a positive impact on climate.

# Team Leadership Session # 1

**Goleman's Pace-setting Leader**

This leader builds challenging and exciting goals for people, expecting excellence and often exemplifying it themselves. They identify poor performers and demand more of them. If necessary, they will role up their sleeves and rescue the situation themselves.

They tend to be low on guidance, expecting people to know what to do. They get short-term results over the long term. This style can lead to exhaustion and decline.

Done badly, it lacks emotional intelligence, especially self-management. A classic problem happens when the star "techie" gets promoted.

It is best used for results from a motivated and competent team.

It often has a very negative effect on climate (because it is often done poorly).

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**Goleman's Commanding Leader**

The commanding leader soothes fears and gives clear directions by his or her powerful stance, commanding and expecting full compliance (agreement is not needed). They need emotional self-control for success and can seem cold and distant.

This approach is best used in times of crisis when you need unquestioned rapid action and with problem employees who do not respond to other methods.

# Team Leadership Session # 1

Back to the first question asked?

What is the difference between Management and Leadership?

**Management** is about generating efficiency in the organization and meeting near-term financial objectives or other objectives that are nonfinancial in nature.

**Leadership** is more that just meeting targets, it's about articulating where you want to go and how you might have to change to get there.

**John Kotter's** three fundamental processes for effective leadership are:

Establishing a compelling direction, a vision for the future, and strategies for how to get there.

Aligning people, communicating direction, building shared understandings, getting people to believe in the vision, and then persuading and influencing people to follow that vision.

Motivating and inspiring people to enact the kinds of changes and vision that you have articulated.

# Team Leadership Session # 1

Session 1 review

1. In the story, "Outlearning the Wolves" by David Hutchins, which one of Senge's five disciplines stood out the most to you?

2. According to Heifetz, what is the biggest failure of leadership today?

3. In MacGregor's Theory X and Theory Y which theory identifies workers who enjoy their work and like their job?

4. How are Management and Leadership different?

5. Kotter's three fundamental processes for effective leadership include: