



## **Leading towards High Performance Work Teams**

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### **ABSTRACT**

Effective leaders are skilled at developing strong sense of team identity, inculcating the culture of open communication, managing healthy conflict and understanding the customer requirements and business environment analysis. The close analysis of secondary data in this article attempts to reveal the characteristics of effective leadership for processing the teams efforts into High Performance team for productivity, team learning, innovation and customer satisfaction.

**Key words** – Leadership, High Performance Work Teams, Teams, Productivity

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### **Introduction**

The word “team” connotes mostly the groups involved in some sport like cricket, football or basketball wherein each member is totally keen to winning the match. In business organization context a team is a group of employees having complementary skills to achieve a common purpose for which they all are collectively accountable (Katzenbach et. al 1993). Sometimes, the teams might underperform and fail to perform to their utmost potential herein it requires to underpin the distinction of High Performance Work Team which regarded as “tight-knit” focused on goal, having the supportive and conducive environment which enables to break the barriers that any team member might have, moreover each one of them are highly skilled, highly cohesive so much so that are able appreciate conflicts and voice out their differences (Cook, 2009).

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### **Theoretical Background**

The team would be highly effective, if the team has best inputs, clear goals, well-designed rewards, enough assets and apt technology. The smaller size of the team helps to improve communication and coordination on the contrary large groups lowers the satisfaction, increase the turnover and social loafing. As skills contributes to the performance of any job, overall structure and staffing of team with diversified talent promises anticipated results. The best combination of team members in terms of right mix of age, gender, education, background, experience adds to extra edge creating heterogeneous teams in contradiction to that of a team that may have homogeneity risk (Golosinski, 2005).

While understanding different parameters that influence the High Performance Work Teams It is very important to know the concept of leader and leadership. Leader is person who influences, coordinates, energizes the members to achieve goals.

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### **Conceptual Background**

In business context leader is the one who holds a managerial position assumes the responsibility of influencing, coordinating and motivating the collective efforts of members to accomplish the shared objectives of the business organization (Yukl, 2006). Trait theory acknowledges the characteristics of leader separates leaders from non-leaders. The key traits like achievement orientation, being social, having emotional maturity, sense of self confidence, integrity, perseverance, flexibility, knowledge of task and greater cognitive, intelligence distinguish a leader. These traits influence Leadership outcome. The Behavioral viewpoint accept that leadership influences the performance and the outcome due to the behavior exhibited by a Leader. The exhibited behavior observed by Michigan Studies is in the range of employee-centered to production-centered for completing the organizational goals. Ohio state studies identified the dimensions to leadership as consideration and initiating structure (Schermerhorn Jr. et. al, 2015) Situational theory of leadership propose the traits and behavior of a leader acts parallel with the contingencies to complete the task. The situational variables like Leader-Member relations, Task structure and Position Power affect the preferred leadership style (Fiedler, 1967).

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## Literature Review

The model called Open Systems of teams acknowledges the inputs like resources, structure, technology, information and reward mechanism along with clarity & complexity of task assigned; the size of team; the diverse abilities, values, personalities present in the team. The model further states that the interaction influenced by norms, roles, communication, decision making, conflict among the members along with cohesion brings about the effectiveness in terms of accomplishment of results of job performance, members satisfaction and team's viability (Schermerhorn Jr. et. al, 2015).

Resources like enough information, budgets, technology at work, enough work infrastructure, adequate rules to guide and targets influence the team efficiency (Haas et. al, 2016). Conformity to norms is more in collectivist cultures (Zellmer et. al, 2020). Each member is expected to know what their work is and what is expected from other members. Such clarity of expectations fulfils the work in team, unambiguity leads to conflict (Naveenan et. al.,2018) Communication between members for the task they are in is greater with decentralized communication network (Chainho et. al, 2017). Team decisions are feasible and viable in contrast to that of individual decisions as they are able to create all round information for problem solving. Cohesiveness might impact the evaluative capacity as it could develop groupthink. Some of the dysfunctional values which influence the effectiveness of team are lack of trust, fear of conflict, absence of commitment, evading of accountability and digression from the goal (Lencioni, 2012).

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## Secondary Data Analysis

PwC – The company uses the 5-Dimension framework to evaluate the organization's agile maturity. The high performers are able to achieve product excellence and are winning by innovative solutions that are responding to change and creating value for their customers. The framework include (i) organizational model with agile roles and product centric teams which help the collaboration across all business activity. (ii) talent model enables the individuals to adapt change and risk and take up skills that are useful for end-to-end ownership of value delivery. (iii) technology enabler for teams could develop and release the new products in market (iv) planning and performance management initiates the rapid funding allocation and iterative prioritization instead of long term planning and lastly (v) ways of working that allow teams to collaborative efficiently in output of shared and iterative delivery. (Siegel & Booth, 2020)

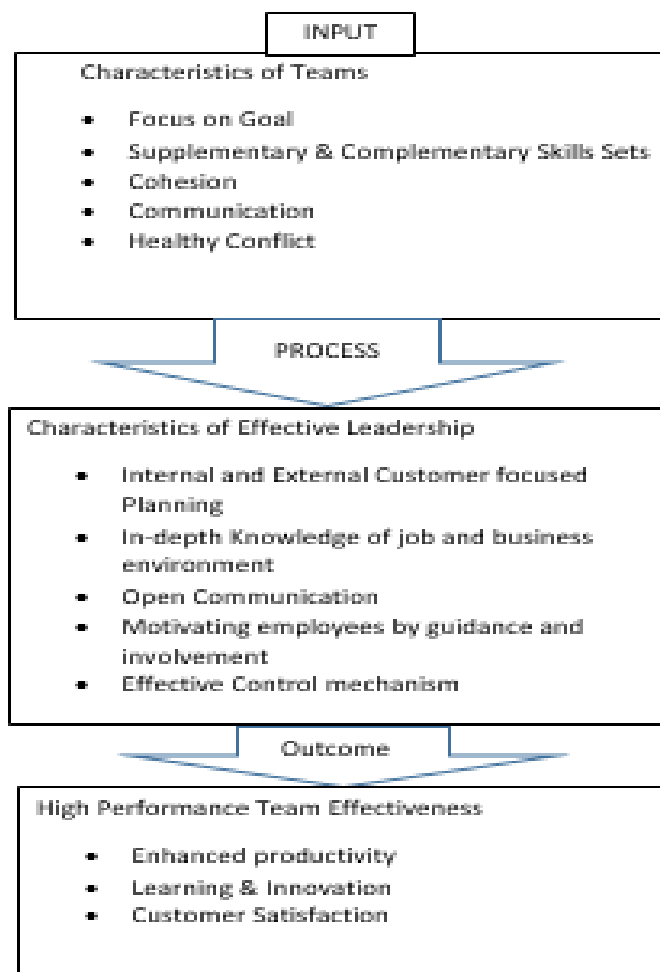
Gallup – The Company explains the need of consistent and clear communication. It states uncertainty creates anxiety and there is need to develop managers who could be trained to manage hybrid workplaces as the managers are could help the team member if going through burnout, illness, conflict. As wellbeing is based on career, social, financial, physical and community aspects. If leaders could emphasize, initiate quality conversations to build trust, achieve the better wellbeing, engagement and performance output. (Robinson, 2022)

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## Result and Discussion

The systematic study of secondary data analysis reveals that teams are special groups having focus on goal achievement. The members work together and are interdependent also appreciate the differences of opinion. Due to inadequate guidance and lack of coordination, the team might loose the productivity and the success of their project might have certain lacunae and delay of the completion.

The leader is an important component in the success of the project. Team's efficiency increases with the proper vision and planning in terms of resources required for customer's requirement. Along with the complete knowledge of job and business environment, open communication, project related control and time-to-time guidance and intrinsic motivation strategy the leader turns the team to high-performing work team. The team could realize customer centric innovation, leading to more cognitive development and enhanced productivity. The following figure displays the process of leading the team for high performance and its effectiveness.



## Conclusion

To conclude teams could be turned to high-performance work by effective leadership. The leader instills the positive work environment, supports learning, inclusive approach for innovative thoughts and focusses on customer satisfaction. The overall team efforts with right mix of leadership enhances the productivity, innovation and customer satisfaction.

(Golosinski, 2007) (Yukl, 2006) (Schermerhorn, Osborn, Uhl-Bien, & Hunt, 2015) (Iulia-Cristina, 2021) (Gibson & Zellmer-Bruhn, 2001) (Naveenan & Kumar, 2018) (Chainho, et al., 2017) (Lencioni, 2012) (Fudge & Roca, 2012) (Satell, 2018) (Banholzer, Metzeler, & Roth, 2019)

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