TEAM LEADERSHIP, EFFECTIVE DELEGATION & CONFLICT MANAGEMENT
“Making decisions is one of the most important functions performed by leaders. Many of the activities of managers and administrators involve making and implementing decisions, involve planning the work, solving technical problems, selecting subordinates, determining pay increases, making job assignments ---”
A team leader has a high concern for both production and people. He/she strives for maximum performance and employee satisfaction. Various prominent leadership researchers believe that team leadership style is generally the most appropriate for use in all situations.

The problem with the words team and team work is that they are overused. For some, team is simply another term for group. In the context of leadership, however, a team is characterized by common commitment.
Team Leadership

- A team accomplishes many collective work products in addition to individual results. The term teamwork is sometimes used as a catchall phrase for any work conducted by a group within the organization.

- Teamwork is an understanding and commitment to group goals on the part of all team members.
Advantages of Group work & team work

- When you bring a number of knowledgeable people into the decision making process, a number of worthwhile possibilities may be uncovered.

- Synergy is achieved whereby by the groups total output exceeds the sum of each individual’s contribution.

- How long would it take one man to build a car?
Advantages of group & team work

- Group members often evaluate each other’s thinking, so the team is likely to avoid major errors.

- Working in groups enhances many members’ job satisfaction, being a member of a work group makes it possible to satisfy more needs than if one worked alone.

- Among these needs are needs for affiliation, security, self esteem and self fulfillment. For example, playing a key role in a successful team effort can be fulfilling because of the job challenge and the recognition.
Disadvantages

- A major problem is that members face pressure to conform to group standards of performance and conduct.
- Some work groups might ostracize a person who is much more productive than his or her coworkers.
- Shirking of individual responsibility
- Sometimes work has to be allocated due to the untrustworthiness of certain individuals.
- How do you as a group leader monitor group effort?
  - Give examples of how you conduct group papers

**Social loafing** is the psychological term for shirking individual responsibility in a group setting. The social loafer risks being ostracized by the group.
Disadvantages

- Risk of recurring conflicts in the group if group leadership is lacking in expertise in group psyche.

- Groups can also be xenophobic (fear of outsiders).

- **Group think** is a deterioration of mental efficiency, reality testing and moral judgment in the interest of group solidarity. Simply put, group think is an extreme form of consensus.
  - The group atmosphere values getting along more than getting things done.
  - The group thinks as a unit, believes its impervious to outside criticism and begins to have illusions about its own invincibility.
  - As a consequence, the group has its own powers of critical analysis.
Leadership behavior & Attitudes that foster team work

1. Defining the team’s mission
2. Developing a norm of team work
3. Emphasize pride in being outstanding
4. Serving as a model of team work
5. Using a census leadership style
6. Designing systems and structures to overcome the “we-they” attitude
7. Establishment urgency, demanding performance standards and providing direction
Leadership behavior & Attitudes that foster team work

8. Emphasizing group recognition

9. Challenging the group regularly with fresh facts and information

10. Encouraging competition with another group

11. Encouraging the use of jargon

12. Initiating ritual and ceremony

13. Soliciting feedback on team effectiveness

14. Minimizing micro-management
The term delegation is commonly used to describe a variety of different forms and degrees of power sharing with individual subordinates. Major aspects of delegation include the variety and magnitude of responsibilities, the amounts of discretion or range of choice allowed in deciding how to carry out responsibilities, the authority to take action and implement decisions without prior approval, the frequency and nature of reporting requirements and the flow of performance information.

-- Sherman 1966; Webber 1981 --
GUIDELINES FOR EFFECTIVE DELEGATION
What to delegate

- Tasks of appropriate difficulty
- Both pleasant & unpleasant tasks
- Tasks relevant to a subordinate’s career
What to delegate

- Tasks not central to a manager’s role
- Tasks that can be done better by a subordinate
- Tasks that are urgent but not high priority
How to Delegate

- Make mistakes a learning experience
- Specify responsibilities clearly
- Provide adequate authority and specify limits of discretion
- Inform others who need to know
- Specify reporting requirements
How to Delegate

- Provide support and assistance, but avoid reverse delegation
- Monitor progress in appropriate ways
- Arrange for the subordinate to receive necessary information
- Ensure subordinate acceptance of responsibilities
The masculine view of conflict tends to see conflict as threatening and negative. The feminist perspective on the other hand, views conflict as an important interaction for getting issues out on the table and resolved.

Different ways of resolving conflict according to Thomas & Kilman’s (1978) conflict management grid:
- Avoidance
- Competition
- Compromise
- Accommodation
- Problem solving
Conflict Management Styles

- Collaborative style
  - Initiating conflict resolution
  - Responding to conflict resolution
  - Mediating conflict resolution
- Competitive style
- Accommodative style
- Sharing style
- Avoidant style
Initiating Conflict Resolution

1. Plan a **Behavior, Consequence & Feeling (BCF)** statement that maintains ownership of the problem.

2. Present your BCF statement and agree on the conflict.

3. Ask for, and/or give, alternative conflict resolution.

4. Make an agreement for change.
Responding to conflict resolution

1. Listen to and paraphrase the conflict using the BCF model

2. Agree with some aspect of the complaint

3. Ask for, and/or give alternative conflict resolutions

4. Make an agreement for change
Mediating conflict resolution

1. Have each party state his/her complaint using the BCF model
2. Agree on the conflict problem(s)
3. Develop alternative conflict resolutions
4. Make an agreement for change
5. Follow up to make sure the conflict is resolved
Conflict Management

- Competitive style – it is a desire to win one’s way at the expense of others

- Accommodative style – it favors appeasement, or satisfying the other’s concerns without taking care of one’s own

- Sharing style – sharers prefer moderate but incomplete satisfaction for both parties which results in a compromise

- Avoidance style – the avoider combines lack of cooperation and unassertiveness