

Leadership: the Role of the Leader in the Making of High Performance Teams

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Abstract: The objective of this research was to identify how the leaders influence their teams to form a high performance team, identify the most common shortcomings on the matter and how the actions taken affect the case's result. The method used in this research was the case study and instrument for data mining was a research done with the company's leaders. The results demonstrated that the styles of liberal and democratic leadership are the ones employed by all leaders, exempting the autocratic style which was not used due to a organizational culture that praises ethic, quality of the workplace environment and active participation of the members of the team in the overall decision-making process. These are limited uniquely to this organization. Due to high competition in the current Market, organizations are seeking more and more to create highly qualified teams. Although the concept itself is new, its Practice has been demonstrating uncountable benefits to the organizations: flexibility, high productivity and organizational Knowledge. Even if other teams are able to obtain similar characteristics, only high performance teams develop these traits accordingly.

Tags: Leadership. Influence. Teams. High Performance.

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I. Introduction

1.1 Fundamental Bibliography's Synthesis

Leadership is a very broad theme and currently there are many definitions on the topic. Many interpretations were made and with them it's able to have a broader view on the matter. Each person has his own vision of the world, a unique personality and distinct attitudes about varied situations. According to Vergara (2007) the studies on leadership present different points of view: sometimes the spotlight is over the leader's personality, whereas sometimes it focuses on the leader's attitudes regarding each situation. In the course of the twentieth century, the main administrative theories were born, with researchers contributing with new conceptual models discussing new thoughts that shaped and validated the theories that would follow. According to Drucker (1999), over the course of the twenty-first century, the new challenges related to the constant changes that occur and the rush that permeates the Market, the focus is no longer in overcoming the resistance to these changes but in understanding that changes are natural and that the job of organizations is to handle them efficiently. The current leaders are changing their management behaviors – they need to be closer to their teams and be their true coaches, not only plan, organize, manage and control, but also to encourage, to enlighten, to advice and continuously stimulate their employees. According to Junior's vision (2009), a complex change in the work environment, albeit planned and successful, is the one that generates relevant transformation in the values and behaviors of people from the organization. Dealing with people is a complicated task, and there is different levels of engagement, flexibility, intellectual properties and objectives. This calls for a stronger perception and sensibility, and currently with the fast and constant changes allied to the technological advances, other competences will be necessary for the leaders such as diligence and the ability to innovate beyond the focus on people and results. According to Robins (2005) the competition's panorama is changing, now the companies' competitors are not only next to them, but at the same time on the other side of the country or even the globe. One needs not only to worry with the competitors already imbued in the Market but also with those that are merely starting, but already presenting huge innovation in their products or services. The key factor in these new characteristics is the economy's globalization, the companies need to display teams that are dynamic and ready to fit to the Market and also pay attention to the changes in order to survive. From that Junior (2009) says an analyses should be done on the risks envolved with said changes, because the team needs to evaluate and conduct the planning and the change's entire scope, determining actions and necessary procedures to minimize the identified risks, which include the outsets and the market. That being said, the problem that drives this study can be summed up in the following question: How do the leaders influence their teams to create a

high performance team? The general outline is determined to evaluate which are the best practice used by leaders to form high performance teams.

1.1 Specific Goal

- To identify the most common difficulties that leaders face when creating high performance teams;
- To describe the actions that leaders have been adopting to create high performance teams;
- To identify the ways in which the actions taken shape the results, efficiency and effectiveness of the organizations.

1.2 Justification/ The Research's Value

We live in a period of constant changes, fast technological advances and high pressure for results. Therefore, organizations need to learn how to cope with the conflicts that arrive in their environment. The leader's role is to search for better results to the organizations – and a mismanaged team can affect directly in the results. According to Robbins, (2005, p.213). "a work team generates positive synergy through coordinated effort. The collective efforts result in a higher level of performance than the sum of those same individual contributions." This research seeks to bring a practical contribution to help corporate leaders in the formation and identification of the best practices to develop their teams in a efficient and effective manner, seeking to help the organization. Concerning Chernicharo (2008), the expected results from an organizational team is influenced by the quality of the relationship and communication levels of its members. The efficiency of the communication is established when mutual respect and trust is found among these members.

II. Theoretical Review

2.1 Leadership Styles

The leadership in its own right derives from the concept of several studies performed by many researchers, however it supports itself on three different styles of leadership from behavioral theory, respectively: autocratic, democratic and liberal. Following Maximiano's (2000) concept, the leadership style is related to the way in which a leader lives with the members from the environment in which their employees operate, be it a group or individual relationship. They are: the autocratic, the democratic and the liberal, and they're defined by the leader according to the acting of their peers. Therefore the autocratic leadership style states, according to Maximiano (2000), that the stronger the authority and focus of the leader among his team members, the more his behavior is autocratic. This forms of autocratic behavior are related to the management, amidst decision making that doesn't depend on the acceptance of the third parties. The autocratic style is dominated by dictatorship, represented by lack of comprehension among his team members, which are then shaped by this behavior. In this way, Senac (2015), adds that the autocratic leadership style is dominant, in which the leader makes all the calls, runs all the risks and determining the entire scope of the work to be done, without considering the participation from the group which he is leading. According to the democratic style, Maximiano (2000) mentions that the larger the influences are from the group members, the more democratic the leader's behavior tends to be. The democratic style is established when there is participation from the members of the working team in the decision making process. For a larger understanding, Senac (2015) reinforces that the democratic leadership pushes the teamwork forward, with the leader making his decisions alongside his team members after he has discussed and evaluated the tasks through meetings. This shows trust and empowers the team so that they realize their activities in an objective, efficient way. As to the last leadership style, Maximiano (2000) reinforces that in the liberal leadership, the more the leaders down line decisions to their groups, the more evident it is that their behavior is liberal. The leader deposits their authority into his team, empowering the team members into the decision making process. This way, Senac (2015) stresses that liberal leadership is related to the freedom in the workplace, in which the leader displays the decision making power to his team members, having minimal participation and not controlling or evaluating the activities done, creating a team with total freedom to perform their attributions.

2.2 High performance team

2.2.1 The team

In the Market it is of extreme importance to develop efficient teams where each member is able to contribute with his skills so that all can achieve the final objective. According to Luecke (2010), a team is a small group of people with complementary abilities, where all employ maximum effort in achieving this common goal. The definition of the teams in the scholar world is quite broad, having its definition in relation to what is in discussion, describing some definitions about team. Paker (1994) talks about team saying that if a group or collection of people is not necessarily a team. What defines a team is the sovereignty of its members when he is set to achieve a goal or fulfill a task. The people realize that to achieve the exposed goal, they'll have to work together. According to Katzenbach et al (1994) the concept of team is related to a small group of people

where all work together to achieve the objectives set by the organization. This small group of people is made by members that have mutual knowledge, where their goals and tasks are the same to all the team. In this way, we can demonstrate several definitions about the term team. This assignment will focus on the high performing teams.

2.2.2 Performance

The high competitiveness caused by the current Market globalization is having organizations form teams that can reach high Market performance. Dyer et al. (2011) describes that the high management teams have huge capability of developing their teamwork, with its members making their own decision, seeking always the best for the team. There are three key factors of high importance for a top performing team, and these are: skills, attitude and competence. Within the rehearsal team are knowledgeable of their strengths and weaknesses, as well as announce the knowledge of changing to when it is necessary not to disrupt or income the team. A high performance team is a group of people where there is transfer from responsibility within their members. The workers of said team start to manage their own decisions, these responsibilities are transferred as time goes by and as the team grows. Organization estimate that this transfer can take from two to five years, and as this accountability is handed over, the team starts to acquire knowledge and become always more self-manageable. (WELLINS, 1994). Tonet (2009) informs that the members of high performance teams achieve peak performance patterns, but its members need to have skills, competences and attitudes that fit with the team's purpose. The environment and lack of resources may end up interfering directly in the performance, although a high performance team is developed to overcome any difficulty. According to BYHAM et al (1994), self-manageable teams have a different culture when compared to other teams. Firstly, the high performance teams are groups formed by incorruptible members in the face of any situation – and its members operate simultaneously. This group is not formed for a special operation, as is the case with most of the other teams' assembly. In order for teams to develop their work competences even more, there are three key factors: Knowledge, skills and attitudes. Queiroz (2012) exemplifies this competences:

1. The first is the Knowledge into that competence, with data needed to be drawn on the members, such as: organizational culture, feedback, knowledge management, personality, psychological types, human behavior, power, teamwork.
2. The second one is the ability in this competence that the members of the team will have to display: ability to deal with the differences, to see through the habits of team and capture that with is only implicit. The third competence is attitude, where the behaviors that each member will have to showcase are: self-confidence, to then promote this confidence to all, transparency when communicating among the team members, speed in problem solving, ethics and respect in decision making and flexibility with humanware. With these virtues pre-defined the team will be able to have higher efficiency and competence, because in high performance teams the members need to be aware that their behaviors and personalities can directly affect the success and failure of the team, making it necessary for each member to self-minister and work well under the group.

2.3 The influence of the leaders in high performance teams

To have high performing teams is a crucial element for the current companies that operate in extremely competitive environments. According to Mcdermott (1999) the companies previously organized the jobs into departments and functions, when currently many companies are gathering people into teams for the accomplishment of tasks. In a project for fail reduction, for example, many professionals from engineering, production or quality can be involved. The leader is responsible for managing these teams. So that his management is efficient and effective, he needs to seek constantly his own development as well that of his employees. According to Hunter (2004) a powerful leader is the one that amplifies his competences and moral characteristics that prepare him to persuade a group of people. To create a management that maximizes the excellence of the team it is necessary that the leader develop particular competences that enable him the accomplishment of the task. According to Drucker (2011) the leaders that can't excel at self-management can't expect their teams to be competent. The fact that each person is able to manage another hasn't been proved yet, but it is Always possible to manage oneself, and since most of management is employed through good examples, the leaders that do not encompass their own tasks do not become good references. According to Kaufman (2012) most of the people are lazy, and this does not imply an imperfection, but a peculiar trait. In the beginnings of mankind, men couldn't spend a lot of energy by running a long distance, or otherwise he could be harmed by a predator or enemy that showed of a sudden. In this way we evolved to showcase our vitality only when it is extremely necessary. Beyond that, each person possesses a high level of distinct reference, which is, to some a situation can seem normal while to other's it isn't, for example we can verify that some people are satisfied with their weights while others aren't. This way the leader must provide information that break into these levels of reference – this is an extremely powerful way of promoting the execution of these tasks in a more

efficient manner. Gramigna (2007) presents a management model based on competences that involve a set of tools and methodological processes dedicated to the management of people. In this model it is presented, among other types of high performance management, the inclusive management, where the leader promotes the sense of ownership in his team. Currently the search for results has its base on the synergy of people, but individuality affects negatively into interpersonal relationship. It is of extreme importance to stress that these factors are focused into the individual behavior, reinforcing the idea that only Knowledge and Technical skills are not enough and need to be allied to attitudes for the achievement of goals. According to Robbins (2005) there are characteristics of sport teams that can be implemented into efficient teams inside organizations, based on research, it was certain that teams that work with this methodology are more efficient. IN it the coaches the Strong collaboration to a Strong and healthy competitive spirit, stimulating the athletes to help each other but also aim for the best results. The manager must present the initial tasks in a simple realization level, according to the researches 72% of the team that start winning end the game winning.

III. Methodology

In the article it was adopted, as through the means, the exploratory study of the qualitative approach, where its finality is to showcase the familiarity between the researcher and the assignment theme. According to Gil (2008), the main objective of these type of research is to enhance, enlighten and remodel principles and convictions, with base of more significant problem construction of supposition for future researches. They seek to present a broad panorama, frequently using documental and scholar data, case study and undefined interviews. As through the means the research will be bibliographical, because we'll use articles and fundamental research as structure, hoping to gather information on the discussed topic and identifying situations that, in some way, collaborate to achieve the excellence of a team. According to Lakatos; Marconi, (1996); "It's objective is to put the researcher in direct contact with everything that has been said, written or filmed under a previous subject". And case study because we will apply a quiz for data mining. According to Yin (2005), the case study seek to identify current characteristics into real environments that haven't been clearly defined yet or evidenced through many factors. The research applied to the following levels of the company: directors, managers, supervisors and coordinators that are into the marketplace of a chemical company situated in Hortolândia, Brazil. The key factor for the research to be made into this company is the great highlight and market share into the market in which it operates in, being the number one company in the chemical department and having a mutual respect and ethical culture. The survey itself was made with a software called "Survey Monkey", a virtual software. The data analysis uses descriptive statistics and the graphics were made in Microsoft Excel.

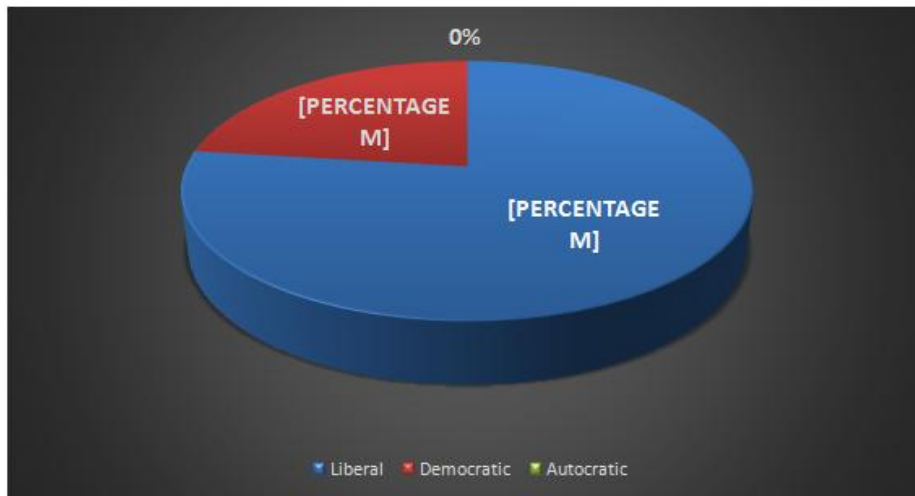
IV. Result Analysis

In this chapter the analysis of the case study with several leaders from different departments of a chemical company located in Hortolândia is presented. The company is a multinational which seeks the mutual collaboration of its workers, guaranteeing the excellence to continue being the number one company in its area. The choices were given seeking to evaluate which are the best practices utilized by leaders for the formation of high performance teams. In the eventual analysis a huge variation has been identified, highlighting the Liberal and Democratic leadership styles.

4.1 Leadership Styles.

In pair with research's focus, a data mining of the most practiced leadership styles in the company has been done. The results are shown in the chart number 1.

Chart 1: Leadership Style



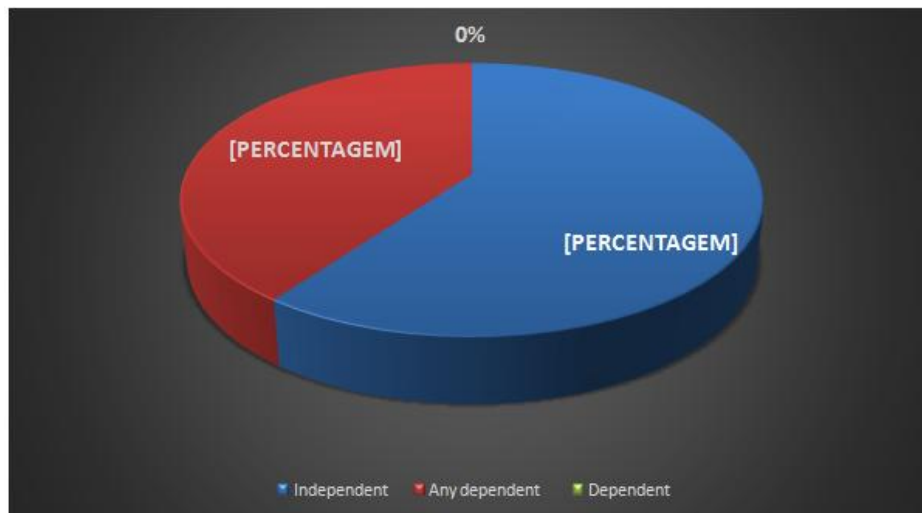
Source: Data Mining.

It's noticeable that 77% of the leaders surveyed employ a liberal leadership within the company, and according to Maximiano (2000) the leaders empower their team members to make their own decisions. The other 23% of the leaders present a democratic (SENAC, 2015) view that encourages teamwork, in which the leader makes the decisions alongside its team members, but the final word is still the leaders'. On the other hand, the research showed 0% of employment of the autocratic style, highlighting that this leadership style will not be considered in the case study. According to Maximiano (2000), the autocratic management style is permeated by authority, which demonstrates incomprehension with the team members.

4.2 The teams' dependency level.

Through the analysis of data shown in the chart, the level of dependency of the team towards the leader was measured.

Chart 2: Team Dependency



Source: Data Mining.

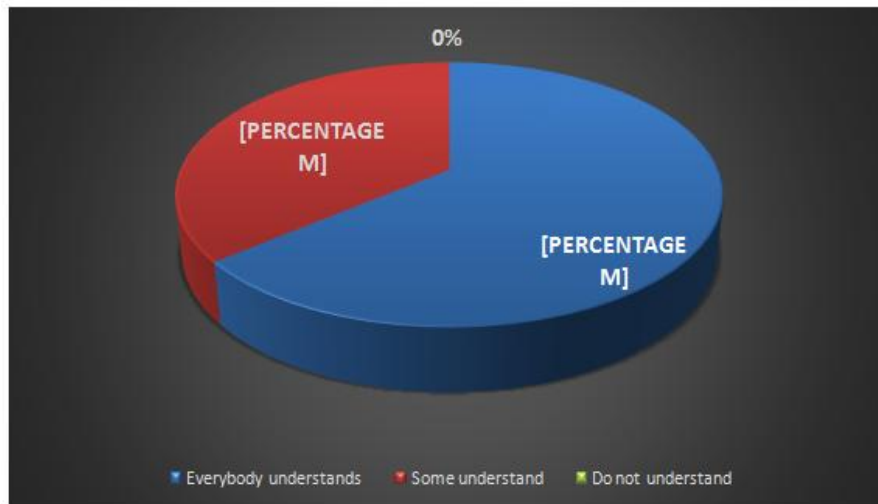
It was noticeable that 60% of the surveyed are capable of working independently from their leader support, while other 40% depend on their leader for the development of their competences. Noticeably the most famous styles are the Leadership and Democratic, in which the majority of the surveyed has total independency to perform their activities and make their decisions in the best way possible, further showcasing that the leader deposit his authority in his team (Maximiano, 2000).

About the rest of them, most have at least any dependency when needing to make some decision related to their activities. Therefore, this is the democratic leadership, in which the leader makes the decisions alongside his team members after the discussion and evaluation of the tasks through meetings.

4.3 Clarity into the leaders' expectations

The chart number 3 presents the percentage on which the members of the team recognize their own relevancy for the team's success.

Chart 3: Clarity of Expectations



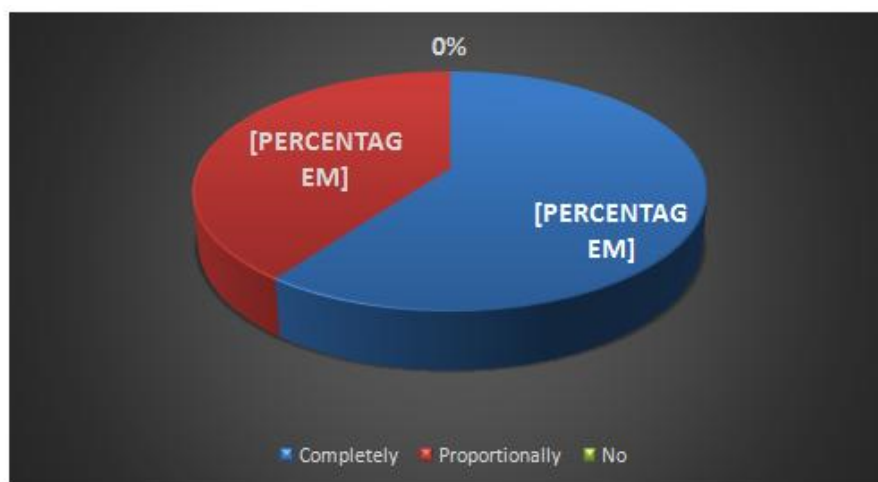
Source: Data Mining.

According to the data mined, 64% of all members of the team understand which is their importance to the team. Only 36% of the team members have some difficulty when discerning what is his real function and objective in the team. For a successful team to be created, it is needed that all members are well informed about each individual's relevancy to the success of the team. According to Paker (1994), when developing a high performance team, its members must know what are their goals and rules within the company, because only through these means will they be able to achieve the goals proposed to the company successfully.

4.4 Team Work

O gráfico 4 apresenta a importância dos membros trabalhar em equipe e manter um bom relacionamento com os integrantes do grupo.

Chart 4: Team Work



Source: Data Mining.

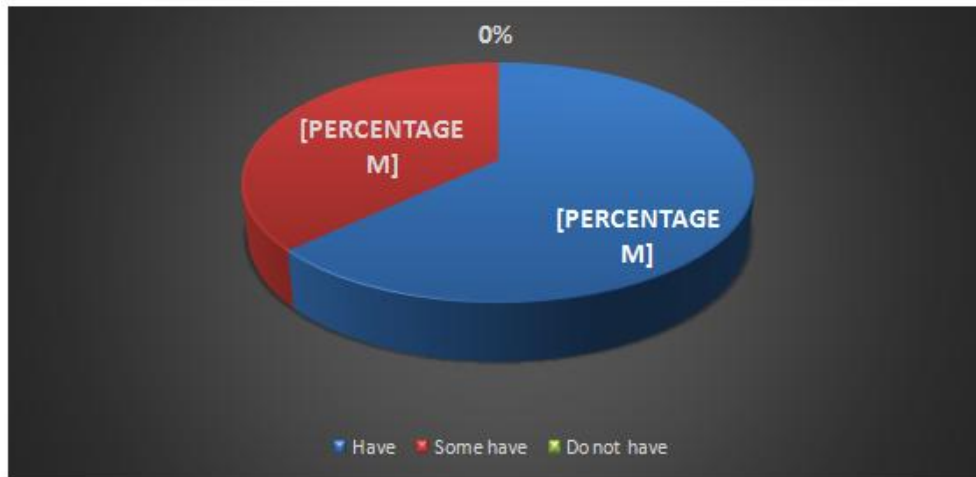
According to the results obtained, it's noticeable that 60% of the members of the team can have a good relationship inside the team and, at the same time, work as a team. 40% of the members regularly are able to

have a good relationship and work as a team. For the team to be successful, the members must have a good relationship between them but, above all, they must know how to work as a team, because it is the teamwork that will allow the objectives to be met, according to Katzenbach et al (1994) a team will be able to meet the proposed goals if they operate as a group.

4.5 Competences and Teamwork

Chart number five presents the members of the team that have the Knowledge and skills to be a part of the team.

Chart 5: Competências e habilidades



Source: Data Mining.

According to the data collected, we can observe that 63% of the team members have the Knowledge and skills necessary to be a part of the team, whereas 37% answered that some members have them – this highlights that a fraction of these members still need to be trained to fully be employed in their functions. The largest part of people's management must be done through examples, for this to happen the leaders must dominate their tasks becoming reference for the team (DRUCKER, 2011). There are three key factors that are fundamental to promote the development of the high performing teams: Knowledge, skill and attitude. These factors directly influence in the conduct of each member of the team and also into the collective, resulting in competences like empathy, enthusiasm, dynamism, self-confidence, team work and among others (Queiroz, 2012).

Final considerations

In this research it was sought to identify how the leaders influence their teams when creating high performance teams. Through that, it was focused on evaluating which of the practices adopted for the development of high performance teams are better. According to the analyses about the two leadership styles of the mentioned company, we could have the styles imposed into the organizational team – the liberal and democratic styles, further reinforcing the information mentioned in the theoretical studies, on which the most adopted practice promote the freedom of the team members in the liberal style and the democracy when making decisions in the democratic style. It has been stated that the leaders must be completely transparent with their team members, because when creating a high performance teams the members will have to know which their role on the team is. In what refers to the surveyed leaders, it's noticeable that the teamwork is the great trick for success or failure. The good relationship between members of the group is the key factors for the rise of a team work, being these actions adopted to capacitate the team members. Related to the preparation of the team members it has been observed that a great part of the employees posses knowledge and skills that validate them to be a part of the team, but for those that are not yet prepared it is up to the leader to further develop them having in sigh that he himself must have all these characteristics first and fully dominate all his tasks because he plays in a role that is reference and therefore example for the whole team – and this actions reflect on the results, efficiency and effectiveness of the organization. In relation to the team's dependency, it became clear that most part, about 60% of the employees of the organization, posses professional independency, which is, they're capable of developing in their functions without the need of a leader telling them what needs to be done by only saying clearly what needs to be met as a result. In this manner the employees have full freedom to develop into the best way possible to achieve and overcome the expectations mentioned by their manager. However, some teams, about 40% of the employees, are at least somewhat dependent, being it one of the most common shortcomings that the leaders must develop in their employees their autonomy. It is concluded that, after the

team is fully capable to work independently of the help from their managers, have the capability to work as a team, amplify their knowledge and skills and understand in a clear way the results that must be delivered, the high performance team will be able to deal with any type of obstacle that may surface, thus benefiting the company due to the decentralization of the activities that might had accumulated loss of time and variable costs. As research limitations, the fact the study was only done in one company can be mentioned, therefore making the conclusion unable to generalize. For future studies it is relevant to realize quantitative researches and also quality oriented with more companies in the same area so that we can broaden all results.

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