A Leader's Influence on Team Formation and Working Effectiveness: Theoretical Approach

Peter Maina Mwangi
Pan Africa Christian University

Abstract

In seeking to understand how leadership in an organization moves to influence working within to be successful, it takes organizational capacity. This is a critical aspect in leadership since it is from here that the leadership will work to put together working teams. They more than all else form the foundational force that brings in a balance between management, leadership and teamwork that goes in. This is the necessity that the world today is looking for so as to be more vibrant and proactive in all modes of competitive business environment. The propelling force and the underlying challenge that faces all organizations is the scarce resources r for business thereby making on the ones who have the advantage age to be above the competition. A critical resource in any organization is human resource where skills and capacity for production and creativity is embedded. By tapping and having the very best means that the organization is likely to thrive and it will have the best of teams to help in having higher returns. The same will bring forth increased force toward a relentless pursuit for organizational success. This is equally set on how the leadership works to balance between good leadership, good team formation and good team work (Maak & Pless, 2006). The emphasis to use interpersonal effort between the leadership and followership forms the framework upon which talents are applied to yield good results.

There is need to have a balanced approach between good team leadership and teamwork would cause the organization to have leadership whose perceptions gives understanding of norms or diversity leading to high levels of motivation to the team. Looking at leadership it becomes a critical matter to be visionary which is key to the success of the teams and the organization (Maak & Pless, 2006). It is the responsibility of a leader to pull together appropriate skills for assignments to be undertaken for successful teams who then can accomplish the organizational objectives and goals. It will also help in the avoidance of major pitfalls that come in the course of their leadership. In their leadership flexibility and creativity for change will be key to the organization. Through being proactive and forward looking in approach a leader will be ready to offer guidance in the times of forming a team that will be effective, with good skills to undertake tasks effectively (Northouse, 2004). Successful leadership in the overall especially in a church organization will require to adhere to forging a strong team with good strong mentorship to foster a good working environment, good teamwork, high team motivation and synergy building.

I. Introduction

In working to understand how organizational leadership works to give impetus to teams for success is of importance to the success of an organization. Leadership will influence teams from many angles and this will then dictate how teamwork will be undertaken. Organizational teams need to have good leadership to create an environment where success is to be achieved. Teams require to be facilitated with all that is required to achieve the organizations objectives, resources within the time set for the tasks. There is need to understand the ways in which tactically they can win and overcome any obstacles and work through the strategic goals of the organization. These will be accomplished largely through team efforts (Gardner, 1995). Leadership and teamwork are driven by skills that must be exercised prudently to ensure that everyone stays in focus.

Whenever the leadership has been able pull a motivated team to success it is also similarly critical that a strong leadership works with a hope to achieve success with a competent team. Having this understanding team leadership and teamwork has to be a joint effort.

Leadership

Leadership in an organization is said to be a composite of both skills all other capacity inherent in the workforce or the team so as to enable individuals in any position of leadership to exercise a given interpersonal influence. The same would be exercised within the team in order for them to achieve specific objectives. The main purpose for this is that the leader's vision would then be articulated within the group hence enabling the team to

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achieve results. The leader's role of being able to direct as well as by being a motivation is paramount for the team is to rise to the desired goals as the leader hopes for (Barker, 2002).

Leadership at all levels must be focused with the aim of influencing and empowering the teams and the individuals within them. To this end the expectations is that the followership will be encouraged to stay in toe for the tasks assigned. In all organizations church included where I work, the resources which are scarce when invested well and coupled with skills and the empowerment of the teams, the same becomes delegated authority. Then the responsibility with which the team would work becomes a facilitation so as to ensure that the leadership vision is translated into becoming a reality (Barker, 2002). At the end of it all it will be that the leader said to have accomplished influencing the teams towards a common course to achieving goals. It is best understood that good leadership will guide the team to a level that they go beyond their own expectations (Bass & Stogdill, 1990).

It is important to remember that where there is an intention to study concepts of leadership, there may appear varied meanings which looks at other words interplay for meaning. Such would be viewed as synonymous even when the approach would be complex. These may include words or issues of power, management control, administrative concerns and supervisory ethics (Lim, 2001). The great challenge is to have an understanding that there is no one universally agreed definition of leadership that may adequate and precis.

This is not surprising, because definitions of leadership will also be as varied as the underlying assumptions which are used to examine the phenomenon are. A good way of saying this and much more in a church organization may be to look at defining leadership as being the traits, others may wish to look at it as skills yet others will look at it from a point of process and relationship building (Kezar, 2004). To have a better approach in defining leadership it may crystallize into some comprehensible groups that have reciprocal leadership aspects which view leadership as dynamic in its process and in relationships (Barker, 2002).

The ideal way of looking at this time would be to look at the same leadership from the current understanding of being vision oriented, charismatically endowed, transactional, and transformational (Grint, 1997). In all considerations what is critical is that leadership would comprise the influence process that impacts and influences followers. This influence is in creating a force that would enable the group or organization's work activities to accomplish their objectives. Undoubtedly, when discussing the role of leadership, it will take into consideration all the aspects that build and embody the vision in which the stakeholder's interests are considered. The same will give its focus based on performance towards successful strategic outcomes (Grint, 1997). The most acceptable balanced position between the leader and the team is where all aspect of good stewardship and governance is exercised for the good of the organization and the stakeholders.

Team Formation

To have an understanding of what a group is to grasp its composition. We can say a team is some group of individuals coming together to pursue a goal. In the ensuing the mission it is expected that the individual team members will be expected often to sacrifice their selfish agendas for the team to accomplish their tasks. Teams are expected to be characteristically possess diverse individuals, but they must all eye a common goal. They must have a sense of being community so that any knowledge available can be shared for the purposes of gaining synergy for any concerted effort (Javidan, Dorfman, De Luque, & House, 2006). Teams that can be referred to as ideal have members who place their focus and keenness on resolving issues and are said to be optimists. This kind of a team would in the long run develop working dynamics which enhance their own professional development. This is aided by good leadership which is required as a motivation force. Church leadership can be fashioned similarly so that all the working teams would synergize foe effectiveness in mission work.

Teams are known to have individuals who are diverse in their attributes and who need space to function so that they can maximize on this diversity within as a solution to the challenges they face. The natural flow within a team has to be allowed as the same will overcome the possible conflicts or even self-induced barriers. In the long run the team leaders will be able to comprehend the formed team cultures hence seek for ways to strengthen these dynamics the team members have created (Javidan et al., 2006). It becomes imperative to approach the needs of every team against the background of the strategic vision of the organization and find ways of tackling them. Every team will need to experience what we may refer to as a wholesome success and this will be as a result of an effective leadership. On this breath, organizational team leadership is essential and must exercise wise leadership traits that will guide the teams towards accomplishing organizational goals (Maak & Pless, 2006). In the course of balancing competent and effective leadership for raising a motivated and synergized team becomes a critical and core goal of team leadership.

Teams are a part of successful organizations today who work to build a motivated people who can pursue attaining successful achievement of goals. Notably they would seek that they be nurtured continuously for high performance. The leadership has to keep tab and to focus their energy on motivating in a supportive way the teams in what is to become the norm so as to have them share responsibilities. There has to be an interdependence amongst the members and high level of mutual understanding and trust between for leader and the team (Whetton & Cameron, 2011). Teams that are heterogeneous in nature must work in increasing familiarity among project team members while ensuring that to achieve team goals cohesion and an all-inclusive decision-making processes is enhanced (Whetton & Cameron, 2011). Two key elements that ensure that this is achieved is maintaining a

team that plays on a given advantageous role and yet provides feedback to others. The roles of everyone in their areas of assignment facilitates tasks accomplishment and to enhance team performance. This will work in shaping the ways of thinking and relations among the team members which results in accomplishment of tasks and group cohesion. Feedback on the other hand helps to propel teams forward as it improves the building up of relationships with the membership (Manteklow,2011).

Developing successful teams arises when there is progression of all team formation. In normal circumstances teams would progress in a systematic way. They would pass through the formation stages until the fourth stage of where the team is performing. However, in reality there will be some overlaps between the stages of formation and in time they will find an equilibrium. In order for teams to develop successful traits there will be need to develop due diligence on the part of the leader (Manteklow, 2011). Therefore, it is important to realize that every team will be different in how they approach tasks based on the operating environments. Leaders should therefore be articulate in their approach so as to surmount barriers arising at the formation stages of a team (Rost, 1993).

Strong team's leadership will always recognize that the team members must be dependent on each other to achieve any success as well as to work in unison to get over any adversity that may be found in the group. Therefore, any strong and resilient team does work out their potential to accomplish the objectives. Where we find well performing teams they will also possess right capabilities however if they happen to get a wrong type of a leader they can jeopardize success (Resick, Hanges, Dickson, & Mitchelson, 2006). Therefore, for any leader to achieve success they must engender consistency within the team. They should also show sensitivity to everyone in the team as well as have the acumen and competence for leadership. A balanced leadership leads to competency in teamwork which is trait most desired in the contemporary society organizations. Maintaining a balance between technical aspects in tasks and team member's behavioral aspects are key to leadership and the team (Resik et al., 2006).

Motivational

Members in every team require from time to time to be motivated. Team leadership should ensure that they keep pulse on the team to ensure that they have enthusiasm towards realizing their goals. This would also mean working to be a cohesive and well-organized to have the effect required for individual motivation to stay high (Clark, 2003). Some of the team members may suffer setbacks now and again which may work negatively for the group performance, it is important for the leaders to check on all factors that would create such environments. There are those who find motivation from money that they are paid as emolument, others will find in some form of self-interest in what they do, yet others from the opportunities of exposure or from the learning experience itself (clark, 2003). Looking to the church organization as well it's important for the leadership and the teams to receive exposure for opportunities to practice in their call which in course of time will increase their motivation levels.

It is important that team Leaders work to give the members of their team's opportunities for development. This will go a long way to enhance as well as to empower them giving opportunity to expand their skills. Every leader must also exercise good communication skills to give guidance to the members. They must also possess charisma to motivate the team members inspiring them into becoming a cohesive team. The same will also help to pick out individual's unique aspirations and guide them to fruitful ministry or pastorate in the church where they are called to serve (McIntosh & Edmondson, 1998). Pragmatic leadership is necessary to balance leadership and team work helping in keeping the momentum and motivation high.

Teams and effective team leadership must sustain the dynamics for basic operations framework to sustain motivation, inspiration working to have a team that is cohesive. This goes a long way to guard team members respect for the individual's skills and goals (McIntosh & Edmondson, 1998).

Visionary

Any leader who is referred to as visionary would be able to understand by looking at situations as possible. They are able to comprehend matters where others are not able to see them and thereby motivate the teams to achieve the impossible (Revilla & Rodríguez, 2011). The vison of a leader is what makes organizations to have successful teams since they are able to source for the right skilled individuals with whom they are able to share the goals and aspirations from onset. A clearly shared team vision works well and also enables the team members to act almost independently with less supervision since they fully comprehend the strategic direction that the organization is headed. The vision also creates the agenda by which the leadership works to provide active acquisition creatively and in a resourceful manner all that is required for the task (Revilla & Rodríguez, 2011).

In being visionary leadership will under guard how the organizational culture. This will also determine how team members will undertake their roles and duties in a team. Through effective leadership that is visionary will give life to a team's vision bringing to accomplishment their goals (Westley & Mintzberg, 1989). Visionary Leadership is known to get better through change with a capacity to create new horizons which support teams that work to also uplift their members. A clearer understanding of a vision sets a platform for strategic change in a

team. When it comes to a church organization the same would enable the team members own the mission. This empowers the people so that they can experience a vision of their own within the organization (Westley & Mintzberg, 1989).

As the team members work together to formulate a team's vision statement it works to their advantage whenever there is an approach from the perspective of using the team member's expertise for accomplishing the tasks and successfully. This would therefore mean that the role of the leader in participative vision development basically ensures that there is an alignment with the goals, organizational objectives and policies (Westley & Mintzberg, 1989).

Purposeful

Organizational goals that teams use as their basic foundation for operational targets should constantly be kept in view purposefully. The overall organizational goals set out have to be well balanced since they may be in the way of the team individual goals. The members will be able to appropriate and take ownership for goals and work towards their achievement and in turn will lead to advancement in a purposeful manner (Yukl, 1994). Being purposeful is critically important since it will also help the organizations to be well planned and set on the right course. The team leaders as well as the team must at all times anticipate changes that may arise when they are incorporating any of the pre-emptive plans for the organization to mitigate for risk and assure a successful accomplishment of goals (Yukl, 1994). Once goals are understood then the focus will be to work towards it. The church has one major focus which is ensuring that the community gets to hear the good news and bring about transformation. In this regard being purposeful in their orientation will ensure that they reach out to the community with the preaching and all other activities that will bring transformation (Plueddemann, 2012).

Integrity

Integrity factor can never be wished away when it comes to the issues of leadership and followership in any organization. As it is said that it is the minimum expectations between leadership and the team. Through integrity the working teams, the organization and the leadership develop and sustain trust, respect, and credibility. Integrity within any organization and at all levels is the best ultimate practice when it comes to leadership and team balance (Luther, 2000). Good teams are based on high integrity and ethical standards in the organization. This is especially more pronounced in church setting. This is the standard by which the organization can challenge the wider society and also challenge the internal systems and the membership of the teams.

Creativity and Innovation

Creativity in any organization is a key component as it in this areas that new things or ways of doing things come into existence. An organization can take an advantage of this if it is applied or employed constructively. It is also known to provide flexibility which in the long run may culminate in innovation raising their competitive edge (Thomas, 2015). Yet there is also the flip side to this in that it can become a hindrance if the leadership would let the teams to digress to far away from the original idea and this may lead to a loss in the focus of the project goals. While the teams work to promote a healthy and inclusive environment for tasks to be undertaken in itself is a healthy environment to also that fosters creativity (Abgor, 2008).

It is from creativity and innovation that any organization's picks up the primary source of placing themselves at a competitive edge. It will take a creative leader who has interests in bringing change to be innovative strategically (Abgor, 2008). Creativity should be encouraged for this is the way new ideas are generated which in turn would transform organization's business. On creativity, it's not only ideas but effective ways of problem-solving especially in a competitive environment. Therefore, it is imperative that leaders encourage any value-addition through creative ideas from the team members.

Empowerment

In the course of all that the teams will do to achieve their goals it is important that they are fully empowered. This will help and support to develop a sense of self-efficacy and determination while creating confidence (Whetten & Cameron, 2011). Whenever team leaders are well empowered they will communicate effectively internally with the aim of bringing trust in team relationships. It's in this environment that individuals can pull together so as to build positive relationships which can generate synergy which is an important aspect for group success (Whetten & Cameron, 2011).

Team empowerment is supported by a good process of mentorship which is also constructive for most team members who do not have communication challenges. In an organization when the leaders are well capacitated their teams are also strong and empowered. The team is also mentored into being cohesive with good interpersonal team relationships (Yukl, 1994). To be empowered is to have power delegated in order for them to act responding to the expectations of the objectives. This is also enhanced when the team leader delegates tasks to those who are skilled within the team (Plueddemann, 2012).

Team empowerment enhances trust and this is essential for creating a balanced relationship between leadership and the team. Teams that are empowered show that the leadership is confident with the team and can afford to trust them with any assignment. Further they will also trust any creative or innovative ways the team may come up with to get tasks accomplished.

Communication

If teams are to be flawless to achieve goals set by the organization and the leadership, it is important for lines of communication to be very clear. Information flow at all levels is of paramount importance if the teams are to stay focused on the goals that have been set. Leadership of teams are expected to maintain clear communication lines that will be about setting the pace of information flow concerning organization or team goals, their responsibilities, expected performance levels and at the same time be able to accept feedback (Cameron, 2012).

In view that the team leader becomes the link between the team and the organization having a clear and a transparent communication over all matters will enhance credibility, trust, and efficiency in the team and also with the organization (Cameron, 2012). Where there may be matters that cause differences to arise dialogue and discussions is the surest way that may be followed to resolve them. The team leader should be able to effectively find ways to negotiate with the opposing force so as to create a path that will lead to the success of the team. The members of the team members must also be responsible enough to communicate at all levels of engagement responsibly and in the end synchronize with the decisions arrived at by various stakeholders (Cameron, 2012).

This means that for success to be achieved by any team and the organization concerned the area of communication is vital. This will also ensure that there is progress in the functions as well as ensuring that cohesion is sustained throughout the life of the team. Notably communication is said to play such a significant part as concerns team development since there will be open understanding among the team members and this will nurture and foster working formula (Anderson, Hardy, & West, 1994). It is said that without good communication there is a possibility for a miscue by which the team can experience some major feedback. Therefore, the leaders have to work hard to mediate a clear system where team members are effective and pass and receive vital information effectively at all levels of development. The team's expectations has to be clear, concise, and known to all team members so as to support the leader (Anderson, Hardy, & West, 1994).

Collaboration

Leaders work to teams in which they will incorporate many individuals to make sure that they compose groups that are a team that has cooperate effort. They will ensure that they adapt to ways of working that will be consonant with a given style and so as to create an environment that the team will flourish (Louis & Bartunek, 1992). The team members can be got from diverse places to create diversity. This will allow for component skills and competences required by the team to be in place. The leader's role therefore will be to create the environment needed for the team members to bond well and help them to understand how each of them fits in the process.

Each of the team members is expected to espouse values that will reflect deeply held personal beliefs. This will enhance how they reflect on tasks as well as find points of collaboration to provide motivation for the group. This will be achieved as soon as all the members get to know how to relate with each other which in the long run will serves to support collaboration among them (Sorenson, Folker, & Brigham, 2008). There is need for every member to have a commitment to the team's ideals helping to ensure that the team members to embrace the challenges arising in task execution with enthusiasm and optimism.

Any team is known to take up values that will carry every individual's strengths toward a successful collaboration. Members of any given team have skills that they will bring to the table which come out at the period of storming and bonding. In the case of the church the different gifting and training given from different seminaries will create the variety in capacity required to run the church. In the times of conflict, a normal healthy way is released to naturally and within healthy ways in healthy teams the dynamics of conflict resolutions kick in. This will create a healthy team to ensure success. Significantly its right in teams where intercultural situations exist and are highly peculiar especially in the areas of communication (Thomas, 2015). Generally, the matters of collaboration are key when it comes to amicably working to resolve conflicts.

II. Conclusion

Leadership is seen to be such a key influencing factor in team building and function for any organization. The leader is expected to be the team-builder who will define the objectives that glue the members of the team together with the understanding that they will have goals that are objective. While the team starts off as people who are strangers there is synergy created so as to become a high performing team. There is need to ensure by having the right leadership there will be the sense of team-spirit even when challenges arise.

Leadership in any given team plays a significant role in defining the work to be done, team work ethics, and the working culture of the team. When there is a positive team-building culture it creates solid team

relationships essential for processes that teams go to achieve their goals (Manteklow, 2011). In this regard its important then to ensure that wholesome leadership is not confused with management.

Leadership identifies essential skills and qualities that are necessary for team formation and execution of tasks to achieve the team's objectives. This is likely to follow the path of ensuring that the team roles are designed to define and predict potential success of the team, having recognized that the strongest teams have a diversity of characters and personality types (Conger & Riggio, 2007). The team leaders and the organization works to build what may be called a results oriented team then success will be considered all the more valuable and the same will bring motivation to the team towards achieving of the vision, rather than just being active. This is what the church leadership should strive for it to achieve the success needed.

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