Leadership Models

Leadership Skills

Team FME

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Preface

This eBook describes ten popular contemporary leadership models. You can use these as inspiration and a potential toolkit from which you can develop your own leadership style based on your own personality, the task at hand and the team that you are leading.

It describes following leadership models:

- Mintzberg's Management Roles
- Lencioni's Five Dysfunctions of a Team
- Birkinshaw's Four Dimensions of Management
- Waldroop and Butler's Six Problem Behaviors
- Cog's Ladder
- Leader-Member Exchange Model
- Belbin's Team Roles
- Benne and Sheats' Group Roles
- Margerison-McCann Team Management Profile
- The JD-R Model

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Introduction

This eBook describes the ten most popular contemporary leadership models. You can use these as inspiration and a potential toolkit from which you can develop your own leadership style based on your own personality, the task at hand and the team that you are leading.

1. **Mintzberg's Management Roles**

   These cover ten tasks and responsibilities that a manager may need to perform. These are divided up into three categories: interpersonal, informational, and decisional. Interpersonal roles include: figurehead, leader and liaison. Informational roles include: monitor, disseminator and spokesperson. Decisional roles include: entrepreneur, disturbance handler, resource allocator, and negotiator. Any given manager may be asked to complete a variety of tasks during a given day depending on what comes up and what problems need to be solved.

2. **The 'Dysfunctions of a Team'**

   This model by Patrick Lencioni addresses some of the common problems that are found within teams. People working together toward a common goal is bound to lead to issues simply because every individual brings slightly different goals, aspirations, skills, and more to the table. While that is the great strength of a team, its diversity, it can also be its biggest weakness. Simply by understanding that these issues could exist within your team, you will be better prepared to identify and correct them as quickly as possible.

3. **Birkinshaw's Four Dimensions of Management**

   This model highlights four dimensions that represent key management processes and practices. You can use it to help you to understand how best to manage the type of work that you're doing, and the values of your organization.

4. **Waldroop and Butler's Six Problem Behaviors**

   This model aims to help managers by identifying six of these 'problem behaviors' along with their traits. When you see any of these six starting to become present in members of your team, taking quick action is the best option before their behavior becomes a detriment to the group as a whole.

5. **Cog's Ladder**

   This model suggests there are five steps necessary for a small group of people to be able to work efficiently together. These stages are the polite stage, the why we're here stage, the power stage, the cooperation stage and the esprit stage. It is similar to Tuckman's Stages, another stage model of groups. Tuckman recognised 4 stages of team development: "Forming," "Storming," "Norming," and "Performing."

6. **The Leader-Member Exchange Theory**

   This model looks at how your own personal opinions could end up limiting the opportunities that an individual has to succeed under your leadership. It is not particularly helpful in describing the specific leader behaviors that promote high-quality relationships as it only implies generalities about the need for leaders to show trust, respect, openness, autonomy and discretion.

7. **Belbin's Team Roles**

   When looking at any team, it is quickly apparent that each member of the team adopts their own role in order to best contribute and use their skills in a way that is beneficial to the goals of the team as a whole. These roles usually develop naturally over time, depending on the makeup of the team and the specific task at hand. A good manager will observe the roles that are being filled on the team, and step in when necessary to balance out the composition of the group.

8. **Benne and Sheats' Group Roles**

   This model recognises 26 roles that are divided up into one of three categories—task roles, personal roles, and social roles. These role definitions are useful for looking at specific behaviors that occur within a group and evaluating it's current function and needs. They also provide a guide for team member development, as the more positive behaviors each person can display, the better able the whole group will be to respond to the demands put on it.

9. **The Margerison-McCann Team Management Profile**

   This is a tool that organizations can use to help classify their employees in regard to what type of team member they are or will be. Using a set of 60 questions, this profile establishes some baseline information about each member of the team so that they can be placed into a specific spot on the Team Management Wheel. The

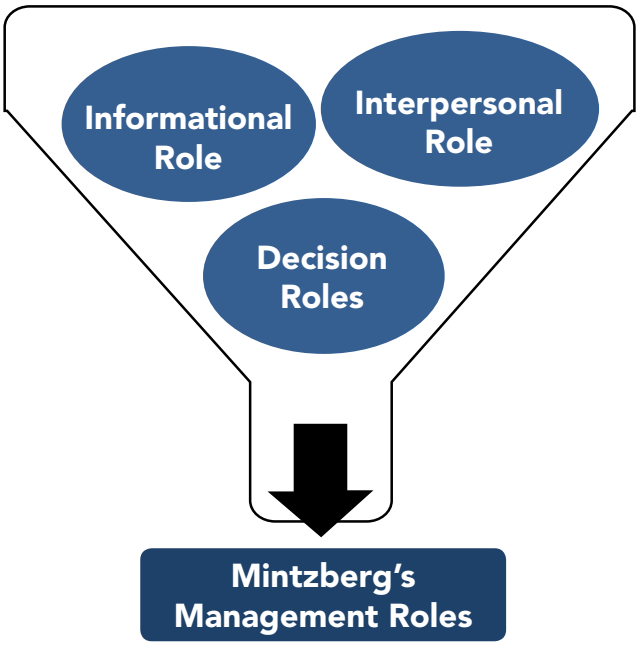
more sections of the wheel that can be filled up by the members of a single team, the more complete that team will be.

10. The Job Demands-Resources (JD-R) Model

This model states that when job demands are high and job resources/positives are low, then both stress and burnout increase. The effects of high job demands can be offset by increasing the positive aspects of the job. You can achieve this by identifying and promoting the job positives that act as a buffer between your team members and the demands of their roles. These can include: Mentoring or coaching, training and development, regular constructive feedback, and increased autonomy.

Mintzberg's Management Roles

The role of 'manager' sounds simple enough, but anyone who has ever served as a manager knows that it is far more complex than it might appear at first. Being a leader in any organization is a complicated and challenging task that can take on a variety of forms depending on the needs of the organization and the people that are being led. Any given manager may be asked to complete a variety of tasks during a given day depending on what comes up and what problems need to be solved.

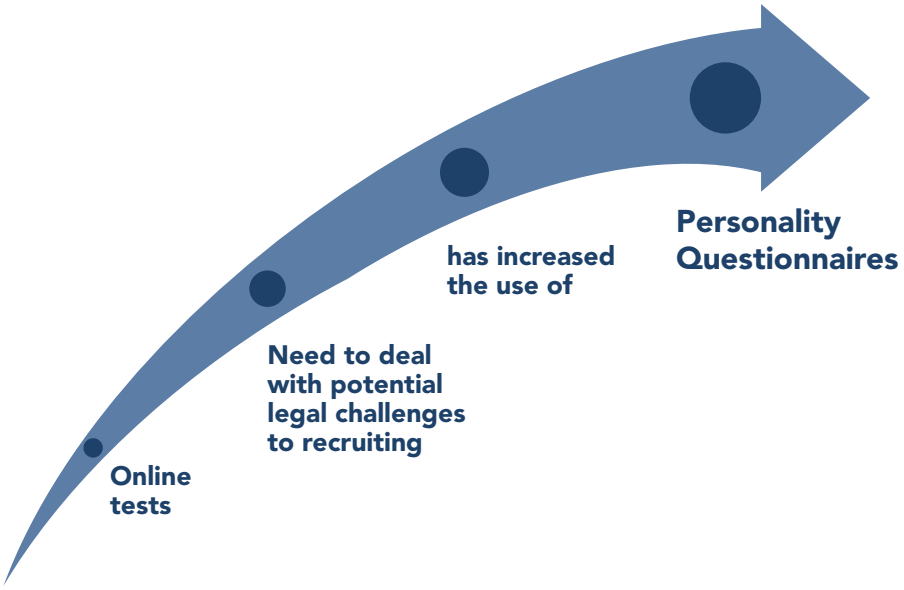


This is the general idea behind Mintzberg's Management Roles. These ten management roles were published as part of his book in 1990, and they cover the spectrum of tasks and responsibilities that a manager must take on at one point or another.

In order to better organize a long list of ten roles, they have been divided up into three categories—interpersonal, informational, and decisional. Below we will look at each of the ten roles, what they mean for the manager, and which of the three categories they fit into.

Figurehead

One of the important roles of a leader is simply to be a figurehead for the rest of the group. This is one of the interpersonal roles, because so much of it is about being someone that people can turn to when they need help, support, etc. A good leader will project confidence so that everyone involved feels a sense of security and reassurance that the job will be done right.

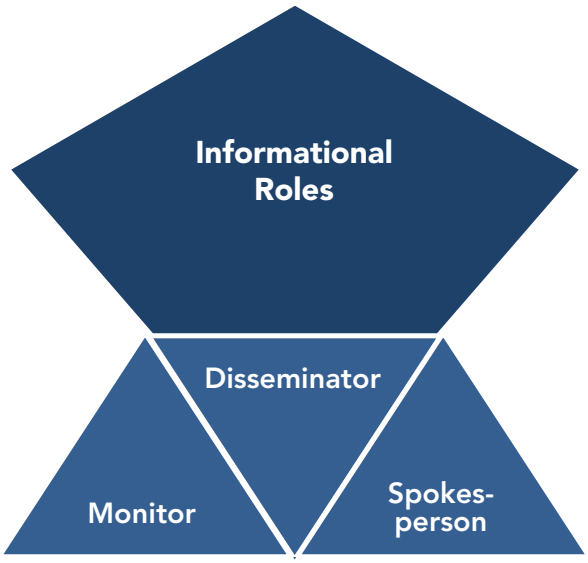


Leader

Another interpersonal role, this one should be obvious. A manager needs to lead the people that he or she is in charge of guiding toward a specific goal. This can include telling them what to do and when to do it, organizing the structure of the team members to highlight specific skills that each possesses, and even offering rewards for a job well done.

Liaison

The final role within the interpersonal category, acting as a liaison means that the manager must successfully interface with a variety of people—both within the organization and on the outside—to keep things running smoothly. This point is all about communication, and it is one of the main things that determines the ultimate success or failure of a manager. Being able to properly communicate with a range of people in such a way that the project remains on track is a crucial skill to develop.



Monitor

Acting as a monitor is the first managerial role within the informational category. Just as the word would indicate, being a monitor involves tracking changes in the field that your organization works in, as well as changes on your team that might be signs of trouble down the road. Things are never static in business, so the successful manager is one who will constantly monitor the situation around them and make quick changes as necessary.

Disseminator

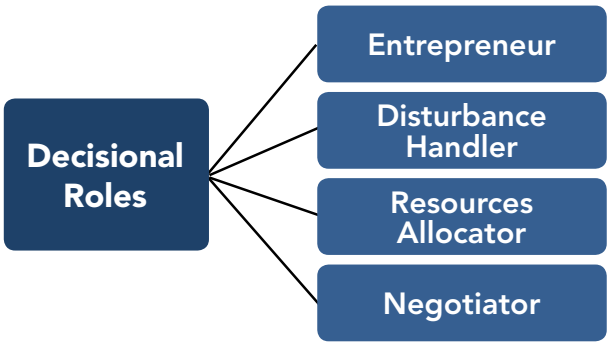
It does no good as a manager to collect information from a variety of internal and external sources if you are only going to keep it for yourself. The point of gathering that information is so that your team can benefit from it directly. So the next informational role is dissemination:

Getting information out quickly & effectively to the rest of your team.

Wasted time by the team members on a certain part of a project often has to do with them not possessing all of the relevant information, so make sure they have it as soon as possible.

Spokesperson

As the head of a team of any size or role within the organization, you will be the representative of that team when it comes to meetings, announcements, etc. Being a spokesperson is the final informational role on the list, and it is an important one because perception is often a big part of reality. Even if your team is doing great work, it might not be reflected as such to other decision makers in the organization if you aren't a good spokesperson.



Entrepreneur

In some ways, being a manager within a larger organization is like running your own small business. While you will have managers above you to answer to, you still need to think like an entrepreneur in terms of quickly solving problems, thinking of new ideas that could move your team forward, and more. This is the first role within the decisional category on the list.

Disturbance Handler

It is almost inevitable that there will be disturbances along the way during any kind of project or task that involves more than one person. The second item in the decisional section of the list is being a disturbance handler, because getting back on track after a problem arises is important to short-term and long-term productivity.

Whether it is a conflict among team members or a bigger problem outside of the group, your ability to handle disturbances says a lot about your skills as a manager.

Resource Allocator

Every project is tackled using resources that are limited in some way or another. As a resource allocator, it is your job to best use what you have available in order to get the job done and meet your defined goals and objectives. Resources can include budget that has been made available for a project, raw materials, employees, and more. This is the third item within the decisional category, yet it is one of the most important things a manager must do.

Negotiator

Business is all about negotiation, and that is especially true for managers. The final role on the list, being a negotiator doesn't just mean going outside of the organization to negotiate the terms of a new deal. In fact, most of the important negotiation will take place right within your own team itself.

Getting everyone to buy in to the overall goal and vision for a project likely will mean negotiating with individual team members to get them to adopt a role that suits their skills and personal development goals. A good manager will be able to negotiate their way through these challenges and keep the project on track for success.

KEY POINTS

- ✔ Mintzberg's Management Roles cover ten tasks and responsibilities that a manager may need to perform.
- ✔ These are divided up into three categories: interpersonal, informational, and decisional.
- ✔ Interpersonal roles include: figurehead, leader and liaison.
- ✔ Informational roles include: monitor, disseminator and spokesperson.
- ✔ Decisional roles include: entrepreneur, disturbance handler, resource allocator, and negotiator.
- ✔ Any given manager may be asked to complete a variety of tasks during a given day depending on what comes up and what problems need to be solved.

Lencioni's Five Dysfunctions of a Team

Whenever a team is constructed to work toward a goal, there are going to be problems. That isn't so much a negative statement as it is an honest one. If you are a manager who works in a leadership position in your organization, you know this to be true.

People working together toward a common goal is bound to lead to issues simply because every individual brings slightly different goals, aspirations, skills, and more to the table. While that is the great strength of a team—its diversity—it can also be its biggest weakness.

The 'Dysfunctions of a Team' book by Patrick Lencioni addresses some of the common problems that are found within teams. Anyone who has ever led a team, or even worked as part of a team, will likely be able to recognize each of these five problems. Simply by understanding that these issues could exist within your team, you will be better prepared to identify and correct them as quickly as possible.

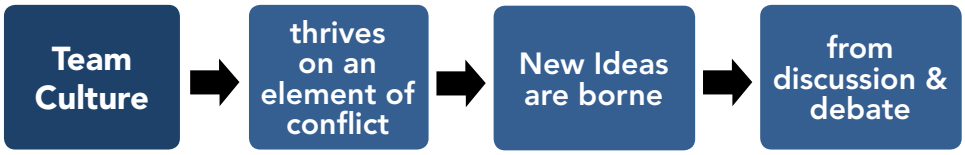
Absence of Trust

The first dysfunction on the list is simply having team members who are unwilling to trust each other, or you as a leader. The natural tendency for many people is to want to be as self-reliant as possible, mostly because this is their job and they want to control their own fate. Trusting a team member, or you as the leader, with part of their job feels risky because they could be seen in a bad light if things don't work out.

However, getting team members to trust each other is an important part of long-term success. It doesn't do much good to have assembled a team if that team is unwilling to support each and rely on each other to each tackle a small piece of the overall puzzle. Building trust is a challenge that every manager must face, but it is something that needs to be done in order to foster a successful and healthy team environment.

Fear of Conflict

Many people view conflict as always being a bad thing, when that isn't necessarily the case. While too much conflict is certainly bad within a team, a healthy amount of debate and discussion can lead to the best possible outcomes. Great ideas are often borne from two or more people standing firm on their ideas and opinions and trying to convince others to see it their way. When this happens, new ideas can emerge that might be better than any one individual had thought of previously.



That healthy debate is often lost within a team that would rather pretend that they all agree for the sake of avoiding conflict and keeping everything friendly between team members. It is your job as manager to develop a culture that makes people comfortable with the idea of minor conflict in the name of learning and innovating. Striking a balance between healthy conflict and constant bickering is something that a good leader will need to do.

Lack of Commitment

Members of a team, no matter what the goal or task, need to be fully committed to the task at hand. Too often, people working within an organization don't really want to be part of the team they have been assigned to, so they end up faking their interest and concern for the team as a whole. Success is never going to be truly achieved when certain members of a team just aren't interested in giving their full effort to a project.

The solution to this problem is making sure that each member of the team understands how important their role is, and how important the project is as a whole. Most people naturally are going to be first concerned with what this means for them and their career,

so identifying ways that each individual can personally benefit from the success of the team is a great way to improve 'buy-in' among the group.

Avoidance of Accountability

Within a team, there should be mutual accountability that helps to keep everyone moving forward toward a common goal. Not only should team members be accountable to the leader of the group, they should also feel like they are accountable to each other and themselves. This again comes back to ownership of the project and 'buying-in' to the process as a whole.

Standards should be high for any project that your team is engaged in. However, when no one is being held accountable properly for the work they are doing (or not doing), it puts everyone on a path toward poor performance and sub-standard work. Healthy teams will be able to hold each other accountable throughout the process and may not even need much from the leader in terms of motivation or management because they are successfully handling those functions among themselves.

Inattention to Results

The main objective should always be team success, not personal gain for either financial or ego purposes. While personal benefits can often be realized from being part of a successful team, the focus should start and remain on meeting the goals of the team first, with personal aspirations put on the back burner. When a team is made up of a group of individuals who are only focused on making sure that their individual needs and goals are met, the overall picture of the team is not likely to be a successful one.

These five 'Dysfunctions of a Team' are a great picture of what can go wrong within a team that has been built to work toward a specific goal. Any good manager will be able to watch out for signs of these problems so they can be mitigated as quickly and successfully as possible.

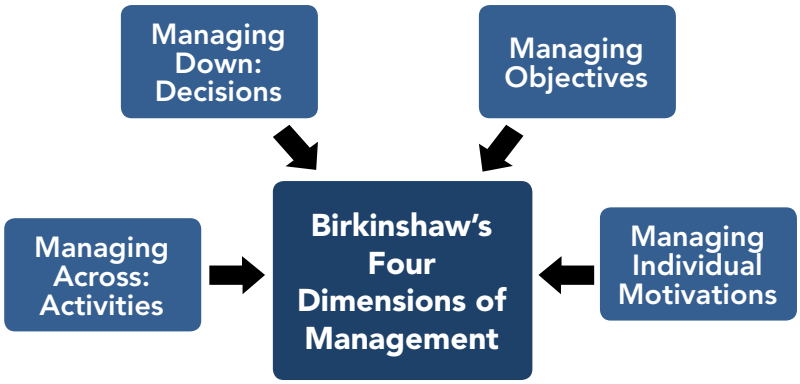
While it might not be realistic to try and avoid any of these issues altogether for the complete term of a project, maintaining a healthy team atmosphere as much as possible is desired. Teams that are able to mostly stay away from these five dysfunctions are ones that should be on a direct path for optimal performance.

KEY POINTS

- ✔ The 'Dysfunctions of a Team' model by Patrick Lencioni addresses some of the common problems that are found within teams.
- ✔ Absence of Trust is simply having team members who are unwilling to trust each other, or their team leader.
- ✔ Fear of Conflict prevents the team from working through a healthy debate and arriving at new ideas that no one individual had thought of previously.
- ✔ Lack of Commitment means that success is unlikely to be achieved when certain members of a team won't give their full support to a project.
- ✔ Avoidance of Accountability means that no team member feels truly accountable for their work.
- ✔ Inattention to Results means that team members are focused on their own desires rather than the results being achieved by the team as a whole.
- ✔ Simply by understanding that these issues could exist within your team, you will be better prepared to identify and correct them as quickly as possible.

Birkinshaw's Four Dimensions of Management

Management is a complicated topic that takes on a variety of roles and functions within any organization. If you work as a manager in some capacity, you understand just how flexible you need to be in order to accomplish your objectives successfully.



One of the challenges that comes with being a leader is deciding just how to go about your job and what management styles are going to be most successful for you in your

organization. While some of your style is likely to be 'natural' to you, other parts of it you might have to work at until your find a method that you are comfortable with.

Birkinshaw's Four Dimensions of Management take a look at four different areas that managers need to deal with, and what kind of approach will work for each of them. Rather than offering up strict guidelines, this framework is meant to get you thinking about your own style and then to decide for yourself which way is going to be best.

The four dimensions are as follows –

1. **Managing Across: Activities.** This refers to lateral management of people that you don't necessarily have control over from a leadership perspective.
2. **Managing Down: Decisions.** This is more of what you think about when thinking of leadership—making decisions that affect a number of different people in different roles.
3. **Managing Objectives.** How are goals accomplished within the organization? There are a number of ways to chase down and accomplish various goals depending on what will work best for the leader and the team members.
4. **Managing Individual Motivation.** Possibly the most difficult part of leadership, keeping individual members of the team motivated from start to finish is crucial.

Within each of these dimensions, Birkinshaw offers two 'extremes' that form a scale for management style. Most organizations will fall somewhere within the limits of the scale, blending each of the styles that is represented on the far ends. One end of the scale is meant to represent the 'traditional' style of management', while the other is more 'alternative'. Let's look closer at each of these limits with the dimensions of management.

Managing Across: Activities

On one end of this dimension we have bureaucracy, and on the other end is emergence. As you would imagine, bureaucracy is the traditional form of management in this case.

With this style, most of the management is dictated by strict rules and guidelines that have been put in place to govern the whole organization. There is very little room for creativity or flexibility built in to a bureaucratic environment, but it can be effective when consistency is valued above all else.

Emergence is the opposite of bureaucracy, in that much of the power is put into the hands of the individual managers to be independent. Most people would prefer working under these conditions as they are free to make more choices and not live by the rules that have been set forth. However, emergence isn't going to be the best choice for all organizations as it could potentially lead to a chaotic feeling throughout the company.

Managing Down: Decisions

The two ends of the spectrum under this dimension are hierarchy and collective wisdom. Traditionally, hierarchy is the way that most organizations manage to make decisions. Authority trumps everything else in this situation, so the higher ranking person will win out in any disagreement or dispute.

This is the classic 'climbing the ladder' scenario, where employees put in their time early in their careers to later achieve management positions and the power that comes with them. Unfortunately, what can be lost in this style are the good ideas that those lower in the hierarchy might have to offer. Suppressing good ideas simply because of where they come from could hurt the organization in the long run.

The alternative to this style is collective wisdom, where everyone is welcome to help make decisions and offer up ideas. Naturally, those lower in the organization will appreciate this method, although it may discourage motivation to climb the ladder and achieve a position of power. Also, decisions can be slow and tedious to come by when there is input from so many different sources.

Managing Objectives

In this dimension, organizations will fall somewhere between alignment and obliquity. Alignment is the traditional method of goal setting, and the one that most managers tend to use because it is easily understood. Setting a specific financial goal or completion date for a project is an example of alignment, and then everyone on the team is tasked with working specifically toward accomplishing that goal.

Obliquity, on the other end, is a less-direct method of goal setting. Instead of working toward that specific financial goal that the organization has in mind, the team will instead be given other goals that will hopefully lead the organization in the right direction as a result. Creativity is promoted under this style of management, as the team members have the freedom to chart their own path in terms of reaching the goals that have been set (or that they have set for themselves).

Managing Individual Motivation

Motivation can be a tricky thing to keep track of, let alone manage. Every individual is a different person, with different motivating factors in mind, and different goals for their life. The two ends of this scale are extrinsic and intrinsic. The most common motivating factor at work is extrinsic—usually meaning money. While a bonus or pay raise is usually the extrinsic motivation for getting the job done right, those motivators can also be negative, such as the threat of losing a job or being demoted.

Intrinsic motivation can actually be even more powerful than extrinsic, but it is harder to understand because it changes so much from person to person. While almost anyone will be motivated by the opportunity to earn more money, the things that motivate them intrinsically can be harder to pinpoint. What would be naturally motivating to one person might not be rewarding at all to another. Finding the right balance of motivating factors for each of your team members is an important part of management.

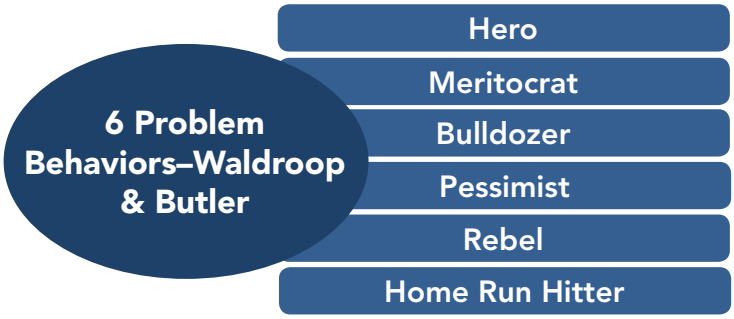
KEY POINTS

- ✔ Birkinshaw's Four Dimensions of Management highlights four dimensions that represent key management processes and practices.
- ✔ Managing Across: Activities. This refers to lateral management of people that you don't necessarily have control over from a leadership perspective.
- ✔ Managing Down: Decisions. This is more of what you think about when thinking of leadership—making decisions that affect a number of different people in different roles.
- ✔ Managing Objectives. How are goals accomplished within the organization? There are a number of ways to chase down and accomplish various goals depending on what will work best for the leader and the team members.
- ✔ Managing Individual Motivation. Possibly the most difficult part of leadership, keeping individual members of the team motivated from start to finish is crucial.
- ✔ Within each of these dimensions, Birkinshaw offers two 'extremes' that form a scale for management style.
- ✔ You can use this model to help you to understand how best to manage the type of work that you're doing, and the values of your organization.

Waldroop and Butler's Six Problem Behaviors

Management would be a lot easier if everyone just behaved how you wanted them to at all times. Of course, that is a pipe dream. Management, and leadership, are the important roles that they are because people are hard to predict. Even when it isn't in the best interest of the team, or even themselves, employees often exhibit behaviors that you wish they wouldn't.

As a manager, it is your job to steer them back in the right direction without coming across as a dictator at the same time. It is a difficult balance to strike, but that is the challenge that you are given when you accept a leadership role.



Waldroop and Butler have aimed to help managers everywhere by identifying six of these 'problem behaviors' along with their traits. When you see any of these six starting to become present in members of your team, taking quick action is the best option before their behavior becomes a detriment to the group as a whole.

The Hero

The hero is an easy one to spot, and it might not seem like such a bad thing at first. This is the person who is going above and beyond what is expected to try and get the job done. However, there can be such a thing as trying too hard, and it can be detrimental in the end.

If you have a 'hero' personality on your team, you will need to watch out to make sure that they aren't burning themselves out—or burning out the people around them. Naturally, this is a tricky situation as a manager, because the last thing you want to do is discourage them from achieving great things for themselves and for the organization.

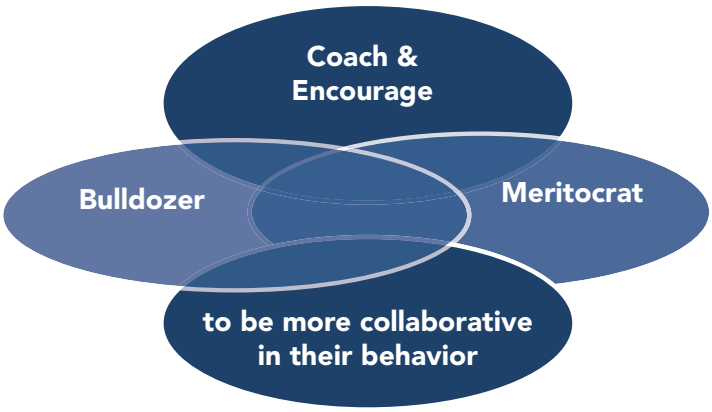
Having conversations about good work-life balance is a place to start, just to make sure they understand that while you appreciate their efforts you are also concerned about their long-term career success.

The Meritocrat

Have you ever had a team member within your organization who felt like they were always right and didn't want to waste time explaining their decisions to you? That person would fall under the category of a meritocrat.

This problem behavior is a challenge because this person feels like they are above the rest of the team, and their ideas should just be used without any discussion or debate. The difficulty here for a manager is that the person may in fact be right—so you don't want to squash their ideas just because of an abrasive personality.

However, for the betterment of the team as a whole, you will need to coach them into working more collaboratively with the rest of the team. Only when they are willing to engage in real discussions with other members of the group will their ideas really be welcomed and accepted.



The Bulldozer

The profile of a bulldozer personality in the office isn't radically different from the meritocrat outlined above. As the name would indicate, the bulldozer is someone who is going to make enemies along the way just through their blunt and aggressive style.

Again, like the meritocrat, a bulldozer might be a valuable employee that brings plenty to the team—although they make everyone else angry at the same time. Being able to

walk the line between this employee and the rest of the team is a challenge, so make sure to work with the person who is showing bulldozer tendencies and try to soften their approach a little bit.

The Pessimist

This one should need very little introduction. A pessimist on your team is going to think that every idea is a bad one, that every new initiative will fail, that there isn't enough time to finish, etc. This person can be harmful to the team because their negative attitude can spread and pretty soon the rest of the team will share this bad outlook. Even if the pessimist has good intentions and actually is a hard worker, their attitude alone can turn them into a liability within your group.

When dealing with this situation, it is important to get to know the person and figure out why it is that they are so negative in the first place. As long as they are willing to work on their outlook and try to see things from a more moderate perspective going forward, the pessimist could go on to remain a valuable member of the team.

The Rebel

There are certain people that just love to go against the grain. In some respects, the only thing they actually have a problem with is conformity itself. You might have one of these people within your team—called the rebel by Waldroop and Butler.

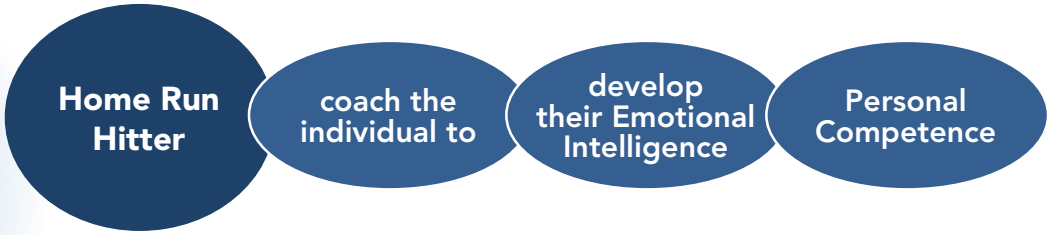
Dealing with a rebel is particularly challenging because it might not be clear exactly why they are complaining, or what they would like to see done differently. They do need to be addressed, however, because this kind of attitude can be counter-productive in terms of developing your team and reaching your goals.

Not everything about a rebel is a bad thing. Having people within your team who aren't afraid to challenge authority and who think for themselves is sometimes better than having a group of 'yes men'. When kept under reasonable control, someone with a slightly rebellious attitude can actually be an asset.

The Home Run Hitter

The final behavior problem on the list is known as the home run hitter. As you would guess, this is a person who is always looking to make a big splash—even if they are overstepping their bounds or making choices that might not be in the best interest of the team as a whole. Patience is something that isn't usually exhibited by a home run hitter

personality, so they may need to be coached into understanding their role as part of the team.



As with the hero personality, having home run hitters on your team can be a great thing as long as they have enough discipline and accountability to not push it too far.

KEY POINTS

- ✔ Waldroop and Butler's Six Problem Behaviors model aims to help managers by identifying six of these 'problem behaviors' along with their traits.
- ✔ The behavior patterns were assigned to six 'characters': the Hero, the Meritocrat, the Bulldozer, the Pessimist, the Rebel, and the Home Run Hitter.
- ✔ These characters have certain strengths that make them productive members of a team provided they are not allowed overdevelop.
- ✔ When you see any of these six starting to become present in members of your team, taking quick action is the best option before their behavior becomes a detriment to the group as a whole.

Cog's Ladder

The development of a team is a process that takes time to come together successfully. Any manager who is even moderately experienced in leadership understands that you can't simply put a team together and expect them to work together perfectly right from the start. It takes time to grow into the roles that each person will fill, and for the group to gain momentum working in the right direction.

With that in mind, Cog's Ladder is a helpful tool to understand the development of any group. Published way back in 1972, Cog's Ladder is still highly relevant today and it is something that every manager should understand. There are five stages of group development highlighted as part of the 'ladder'.

Polite Stage

This is the point in the process where the group is just getting started, and getting to know each other. As the name would indicate, the interactions between team members tend to be rather friendly at this point, and there are no major conflicts to be resolved. While this can be an enjoyable part of the process because it is low-stress and everyone is getting along nicely, it won't likely be the most productive part of the group's growth.

Once the members of the group become more comfortable with each other—and more willing to debate and stand up for their own ideas—productivity should benefit as a result. However, the polite stage is a necessary part of the development process because it lays the groundwork for what is to come. People who don't know, or trust, each other

can't be expected to work together productively, so the polite stage gives them a chance to get to know one another and develop the trust that will be crucial later on.

Why we're Here Stage

Things are starting to 'come together' at this point in the process. Now that everyone is comfortable working together, some more specific goals and assignments can be set. While the group still might look more like a collection of individuals than a cohesive unit, it is starting to be more productive and get down to the business of doing whatever it was that brought them together in the first place.

Team members should have a much better understanding of their purpose and place on the team at this point as well. Successfully reaching this stage should position the team nicely for being successful in the stages ahead.

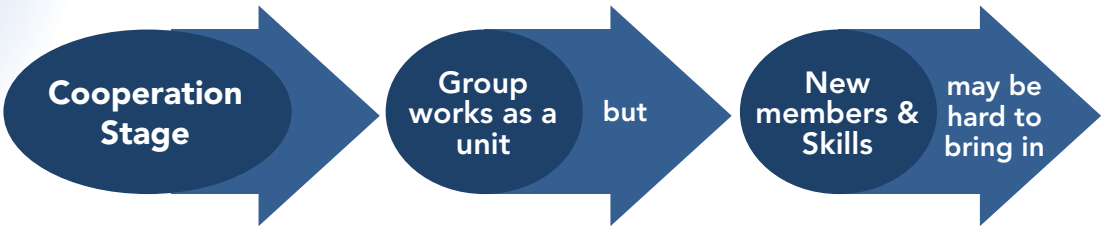
Power Stage

As the team develops and starts to evolve, the power stage is reached. This is the point where various members of the team are positioning themselves for leadership roles among the team, and conflicts start to arise. The conflict at this point in the process doesn't have to be a bad thing, as long as it is constructive in the end and ideas are being shared. The individuals that make up the team probably still don't feel 'connected' to the team concept, in large part because they are still battling for power and position with their peers.

What happens in the power stage will determine much of the rest of the team experience, as the roles become defined and people settle into their position as part of the group. Much of this can happen naturally without the direct input of the manager or leader. Even without appointing specific people to be in charge or leaders of portions of the group, those things will occur naturally through the course of day-to-day interaction.

Cooperation Stage

Finally, the group begins to really come together and work more as a unit than just a collection of individuals. Instead of having so many conflicts within the team, those conflicts turn into more of an *'us vs. them'* situation, where the group battles against other parts of the organization. With the power battles mostly settled at this point, teamwork is greatly improved and the group as a whole is more accepting of new ideas and points of view.



One negative effect of this stage is the difficulty that can be experienced when introducing a new member. The existing members of the team have successfully grown together by this point, and will likely resist having anyone added to their group at this point. While this does signify progress in terms of team building and camaraderie, it also can make it difficult to add a new skill set to the team when necessary.

Esprit Stage

Only successful groups will reach this final stage, but it should be the goal for every group that is formed within an organization. At this point, the team is working perfectly together and the goals of the individuals are put second behind the objectives of the team itself. The team starts to see itself as something of a family, and the members of the team trust each other completely when it comes to getting things done correctly.

As a benefit of the trust that exists, creativity may increase as members of the team are more comfortable taking chances and trying out new ideas. As a manager, it should be your goal to see your teams reach this level of cooperation and motivation. The results of this achievement can be powerful as the team may be able to do more than was ever expected when first starting out.

The development of each individual team that you create may vary slightly from time to time, but it should generally follow along this ladder. Understanding that teams take

time to develop and evolve is important, and too much shouldn't be expected right from the start. As the team members gain experience working with each other, and build that trust that is so important, they will gradually come together more and more—and you can in turn expect more form the team in terms of production.

Understanding Cog's Ladder and what it means for the development of a group dynamic within your organization is a powerful tool that you can use to help get the most out of every individual, and the team as a whole.

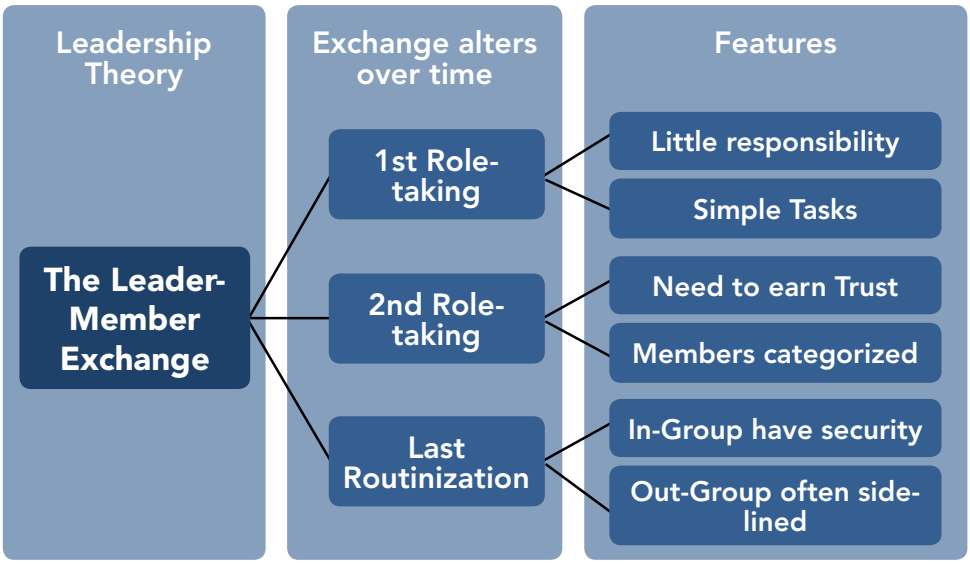
KEY POINTS

- ✔ The basic idea of Cog's Ladder is that there are five steps necessary for a small group of people to be able to work efficiently together. These stages are:
  - ✔ the polite stage,
  - ✔ the why we're here stage,
  - ✔ the power stage,
  - ✔ the cooperation stage &
  - ✔ the esprit stage.
- ✔ Cog's Ladder is very similar to Tuckman's Stages, another stage model of groups. Tuckman recognized 4 stages of team development:
  - ✔ Forming,
  - ✔ Storming,
  - ✔ Norming &
  - ✔ Performing.

Leader-Member Exchange Theory

One of the never-ending challenges associated with providing leadership is that we are all human and have our own biases and opinions. Even if you take pride in being a leader who is fair and you do the best you can to remain impartial and keep your personal feelings out of the equation, it is human nature to let yourself be swayed by emotion.

Dealing with certain team members in a different manner than others is a natural behavior, but it is also one that could hurt the performance of your team in the long run. The Leader-Member Exchange Theory looks at this phenomenon and how your own personal opinions could end up limiting the opportunities that an individual has to succeed under your leadership.



While it might be difficult to look at yourself and your own management style in a critical light, it is important to do so from time to time. By taking an honest overview of what you are doing as a leader, and how you are treating all of your team members, you can improve your own performance over time—in addition to the performance of your organization.

Three Relationships

Throughout the progression of your time with specific team member, you are likely to work through three different 'relationships' with that person. Each of these stages is important, and takes time to develop naturally. If you think back to relationships that you

have had with previous employees, you probably can identify these stages and remember how they developed over time.

- **Role-taking.** This is the very start of the relationship, when both the manager and the employee are just starting to get to know each other. Naturally, the employee won't bear very much responsibility at this point in the process, and their tasks will be relatively simple and limited in scope.

  It is during this period of time that the manager will be able to observe what the employee is capable of and then use that information to hand out future responsibilities.

- **Role-making.** At this point, the relationship is at its critical stage where employees will either earn the trust of the manager, or lose it—maybe forever. Most commonly, managers will put employees into one of two categories, without even thinking about it. These categories are called 'in-group' and 'out-group' in this theory.

  - Those who land in the *in-group* are trusted by the manager and are likely to increasingly earn promotions and further responsibilities.
  - Those pushed into the *out-group* tend to get stuck where they are, doing the same tasks over and over again.

  It is important to note that these 'decisions' are usually made on a subconscious level, and the manager might not even be aware that he or she has grouped their employees in this way.

- **Routinization.** Finally, a routine is established in which the manager and employee generally know what to expect from each other.

  - This is good news for those who are in the in-group, as they will tend to remain in that position even if their actual performance isn't worthy of the position.
  - On the other hand, this is a bad thing for the out-group, as they are now going to have a hard time breaking the routine and impressing their manager.

  Employees who fall into the out-group routine of doing the same thing day after day often end up leaving the group or asking for a new position within the organization to get away from the manager that has 'given up on them'.

What Can Be Learned

For a manager, the ideas put forward in this theory are important to recognize and consider. If there are subconscious decisions being made that are categorizing employees on potentially incorrect grounds, it could be compromising the overall potential of the group.

Ideally, the evaluation of employees would be strictly on concrete, objective grounds that leave personal feelings and opinions out of the mix. One of the best things any manager can do is look in the mirror critically and make sure that they are being fair to all of their employees to the best of their ability.

To learn from the Leader-Member Exchange Theory and actually improve performance, it is helpful to make sure and review every employee on a periodic basis and make sure that you are being fair to them—and that they are holding up their end of the bargain as well. By completing periodic reviews, you might find that you realize you haven't been giving a specific employee enough credit for the work they are doing, and that they deserve to be considered one of your top team members after all.

On the other side of the coin, employee reviews are a powerful way to help you realize that some people on your team might not be as high achieving as you thought. This is often the case with someone who starts strong within the first few months of being on your team. That positive first impression can carry them a long way, even after they have stopped performing at such an impressive level.

If a particular employee figures out that they are on your 'good side', they might take advantage of the situation and let their performance slide, knowing that you are partial to them as compared to other members of the team. Just as those who are in your out-group deserve the chance to move up, those in the in-group need to be constantly evaluated to ensure that their reputation in your mind is warranted.

Being a manager is all about relationships, and those relationships inherently have human biases and flaws. By taking an objective look at each individual on your team from time to time, you can ensure that you are being fair to them and not pre-judging their work based on things that may have happened years ago in the early stages of their employment. Looking at your own leadership with a critical eye is an important skill, and the Leader-Member Exchange Theory can help you do just that.

KEY POINTS

- ✔ The Leader-Member Exchange Theory looks at how your own personal opinions could end up limiting the opportunities that an individual has to succeed under your leadership.
- ✔ Throughout the progression of your time with specific team member, you are likely to work through three different 'relationships' with that person.
- ✔ Role-taking occurs when team members first join the group. Managers use this time to assess new members' skills and abilities.
- ✔ During Role-making managers sort new team members (often subconsciously) into one of two groups, known as the 'in-group' and the 'out-group'.
- ✔ During Routinization, routines between team members and their managers are established.
- ✔ A limitation of leader–member exchange research is that it is not particularly helpful in describing the specific leader behaviors that promote high-quality relationships as it only implies generalities about the need for leaders to show trust, respect, openness, autonomy and discretion.

Belbin's Team Roles

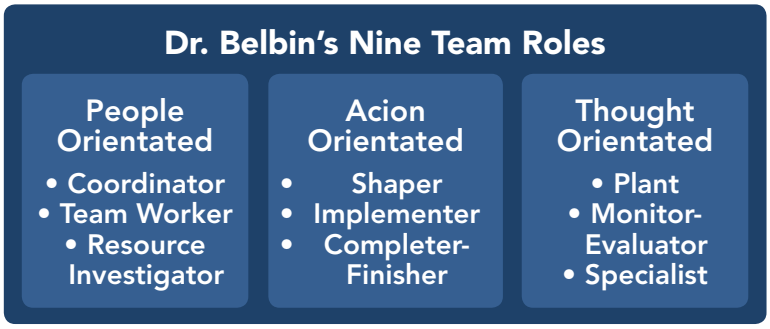
When looking at any team, it is quickly apparent that each member of the team adopts their own role in order to best contribute and use their skills in a way that is beneficial to the goals of the team as a whole.

Sports highlight this concept perfectly. On any sports team, whether it be football, basketball, baseball, etc., the players all have different positions. Each player is assigned a position, and the specific responsibilities that go along with that position. When a sports team is performing at a high level and winning their games, it is because all of the individual players are doing their jobs correctly and it is adding up to excellent performance.

It is a similar story for teams within any business organization. The members of such a team will either be assigned roles, or they will gradually take them on as time goes by. Teams who are able to successfully accomplish their goals on a regular basis usually have a healthy mix of the various team-roles that were identified by Dr. Meredith Belbin.

- People orientated roles
- Action orientated roles
- Thought orientated roles

These nine roles are grouped into three categories of three as shown in the diagram.



People Oriented Roles

These are roles that people take on who are generally good communicators, and enjoy working with others—either on the team, or from the outside.

- **Coordinator.** This person will take a leadership role within the team and be the person whom everyone else on the team feels like they can talk to when problems come up. Even if a higher-ranking manager is overseeing the project, most teams need someone like this to step up and lead the day-to-day activities of the group. Usually, this is a person that everyone on the team respects and will listen to.

- **Team Worker.** This is someone who really holds the group together, and is willing to sacrifice personal achievement or accomplishment for the better good of the team. Every good team will have at least a few people who fall into this category, although too many 'team players' on one team could be a bad thing as the team might lack the strong leadership needed to make decisions.

- **Resource Investigator.** Taking on the role of resource investigator is something that a person will do who is curious about new ideas and loves to think outside the box. Just like the previous two roles, this person is liked by the rest of the team and is comfortable with communicating with people on and off the team in order to get the answers and information that is needed.

Action Oriented Roles

Getting things done is what people who fall into this category are all about. Rather than being the ones to talk and discuss, these are the people who would rather get down to business and finish the job.

- **Shaper.** A shaper is someone who is going to take the lead on many projects and do their best to extract the best possible performance from the team. The status quo isn't going to be good enough for this person, and they don't mind being confrontational when necessary to see their vision come to life. While a team full of shapers could be in constant conflict, having at least a couple on the team is great for motivation and innovation.

- **Implementer.** Once there are ideas and plans in place, the implementer wants to get right to work bringing them to life. Communication might not be the strength of someone who fills this role, but they are absolutely essential to reaching

milestones and completing projects. This person usually enjoys the challenge of the process, and will be detail-oriented in getting their job done right.

- **Completer-Finisher.** Someone on every team needs to be concerned with the small details at the end of a project, and that is the Completer-Finisher. Deadlines usually serve as strong motivation for this personality type, and others on the team may not appreciate their level of worry over getting everything done in a timely manner. However, a detail-oriented person is invaluable when it comes to confirming the quality of the work that is being completed.

Thought Oriented Roles

Ideas are the engine of any organization, and a company that stops having new ideas is one that will soon be in big trouble. Those people who fill the 'Thought' roles on a team are crucial to innovating and keeping the organization moving ahead.

- **Plant.** This is the creative person on the team, and the one who is always coming up with the latest and greatest idea. While the 'plant' role is vital on a team, this person might not always understand that some of their ideas aren't practical, and they won't necessarily work within the constraints that they have been given as far as timeline or budget.

- **Monitor-Evaluator.** It is probably best to think about this person as being one step away from a 'plant', in that they usually take the ideas that are generated within the team and then put them to the practicality test. Some ideas are great, and some are just not feasible, and the Monitor-Evaluator on the team will usually be the person to sort the good ideas from the others.

- **Specialist.** As the name would indicate, this is a person who has a specific skill set that plays a crucial role within the team. When something comes up that falls

within their area of expertise they are ready to jump into action and take the lead. While specialization is their strength, it can limit their versatility and usefulness to the team when their particular skill is not in demand.

One of the first things that members of a newly-formed team need to do is figure out where they fall in with the rest, and what role they are going to take on. These roles usually develop naturally over time, depending on the makeup of the team and the specific task at hand. A good manager will observe the roles that are being filled on the team, and step in when necessary to balance out the composition of the group.

KEY POINTS

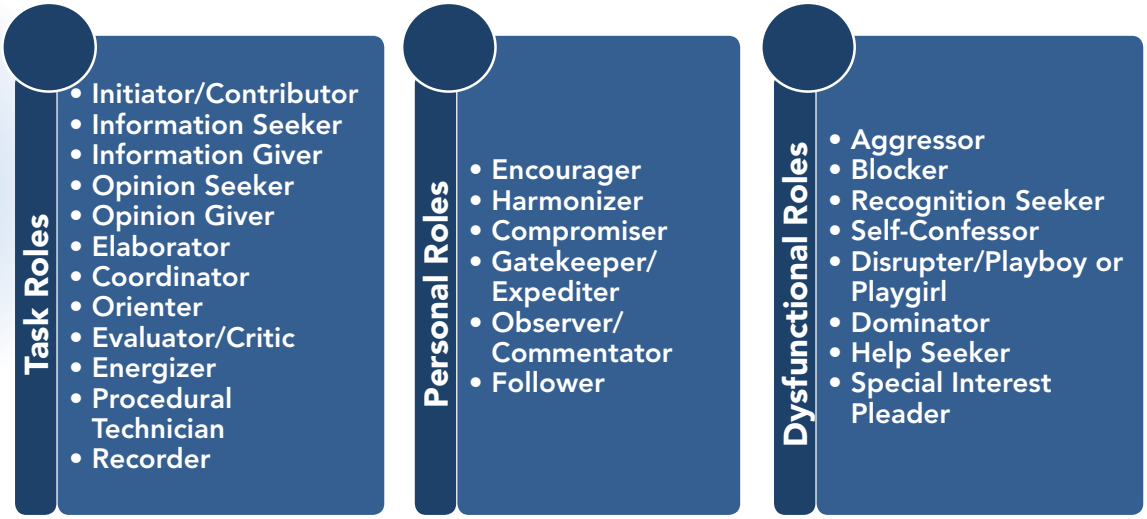
- ✔ Belbin identified nine team roles and categorized them into three groups: Action Oriented, People Oriented, and Thought Oriented.
- ✔ Each team role is associated with typical behavioral and interpersonal strengths.
- ✔ He also defined characteristic weaknesses that tend to accompany each team role and referred to these as "allowable" weaknesses.
- ✔ A good manager will observe the roles that are being filled on the team, and step in when necessary to balance out the composition of the group.

Benne and Sheats' Group Roles

As a manager, you know just how complex and unpredictable teams and groups can be. Even when you have a group of highly qualified individuals with skills that are perfectly suited to the task at hand, you still might have trouble successfully reaching the goal. The problem, often, is that the personalities and roles that each person takes on might not successfully work together with the others in the group. Only when a team is comprised of a good balance of roles, along with the right skills, will it be successful.

Benne and Sheats' Group Roles are not new, but they are just as relevant now as they were when they were first published in the 1940's. There are a great number of roles that they defined, 26 in fact, and each of them is divided up into one of three categories—task roles, personal roles, and social roles. While we aren't going to go into each of the

26 roles here in this article, let's look at some of the more notable ones, along with the groups that they fit into.



Task Roles

As the name would indicate, task roles relate to actually getting the job done. These are things that need to be completed along the path from getting a project started all the way through completion. One such role is that of the Information Seeker. This person tracks down all of the necessary information related to the project, and makes sure it is in place before getting too far along. This could mean bringing in additional people to the group that possess the necessary information, or simply doing some additional research.

Another member of the task roles group is the Elaborator. This role is important because this person generally will take the ideas of other people and expand on them until they are fully explored and considered. Sometimes, the ideas that an Elaborator works on will end up being dead ends—but other times they could turn into excellent options that the team as a whole needs to explore further.

A more outspoken member of the task roles group is the Opinion Giver. Never shy about speaking up, the Opinion Giver might rub some other people in the group the wrong way from time to time. However, this type of person is important because they may offer up ideas that no one else in the group had—or they were afraid to present. Groups are most successful when the individuals within them feel empowered to speak up and express their ideas, so an Opinion Giver can be a valuable asset.

One last vital member of the task roles group is the Energizer. No matter what kind of task or project is being worked on, there are bound to be periods of frustration or lagging motivation. The Energizer is the person that has a natural persistence and energy that can translate to the rest of the team. Staying motivated and focused on the goal is a big part of success in business, so this person can be indispensable on a group project.

Personal Roles

The interpersonal relationships within the group might have as much to do with its success or failure as any other single element. When people get along as part of a team, and respect each other as professionals, the results of a project are likely going to be much better. Unfortunately, it isn't always easy to get a group of people to work together toward a common goal—especially if that means temporarily putting aside their own personal aspirations or motivations.

The first role defined within this category is the Encourager. Much like the Energizer from the task roles category, this is a person who helps with morale and motivation. They have a positive attitude and generally get along well with everyone on the team. In the face of adversity, having at least a couple of people who naturally fill this role is a great benefit.

Along the same lines, the Compromiser is a welcome addition to a group for obvious reasons. Someone who fits in this role won't let their ego get in the way of compromising on a disagreement for the benefit of the team. Having too many Compromisers, however, could be troublesome as no one would be willing to take a stand and fight for their opinion.

Another quiet, but valuable, member of the team is the Follower. This person doesn't lead others in the group, but is happy to take direction and fill their role to the best of their ability. Many groups are undone by the fact that everyone wants to be in charge, so having a few Followers on the team is a necessary ingredient. While they may be quiet and even reserved, that doesn't mean their role on the team can't be crucial to success.

Dysfunctional Roles

A team is worse off for having any of these roles filled by one or more of its team members. Dysfunctional roles are those that don't serve any positive purpose and only further the frustration of the group. For example, the Aggressor is a classic example of a Dysfunctional role. This person is condescending with their comments to others in the group, and is usually trying to work their way to the top by knocking others down.

The Blocker is another example of someone who can hold a team back. This person doesn't like any of the ideas that are presented by other members of the group, yet never seems to offer up anything constructive on their own. With this person in the way, it becomes more difficult for the team to achieve its ultimate goals.

These are just a few examples from each category of the group roles defined by Benne and Sheats. For a manager, it is important to understand what kind of roles exist within a group so you can figure out who is playing what role on your teams. With that knowledge in hand, you can then make decisions with the goal of optimizing performance throughout the group.

Managers can also see how best to use individuals within the group so that changes in the working environment are quickly accepted and adaptations made. A team is unlikely to have all of these roles in separate individuals; managers usually find several of these behaviors within one person as they adapt to different circumstances. The key for any manger is to be aware of the types of behaviors they want to encourage and to minimize those that are dysfunctional.

KEY POINTS

- ✔ Benne and Sheats' Group Roles were first published in the 1940's. These 26 roles are divided up into one of three categories—task roles, personal roles, and social roles.
- ✔ These role definitions are useful for looking at specific behaviors that occur within a group and evaluating it's current function and needs.
- ✔ They also provide a guide for team member development, as the more positive behaviors each person can display, the better able the whole group will be to respond to the demands put on it.

Margerison-McCann Team Management Profile

As any experienced leader will tell you, a good team is about more than just compiling the right people with the right experience and skills for the job. When done correctly, a team is more than the sum of its parts—a result of great teamwork and leadership that creates an environment of productivity and creativity. It is not the easiest task in the world to foster a healthy team setting, but it can be a powerful thing when it comes together correctly.

The Margerison-McCann Team Management Profile is a tool that organizations can use to help classify their employees in regard to what type of team member they are or will be. Using a set of 60 questions, this profile establishes some baseline information about each member of the team so that they can be placed into a specific spot on the *Team Management Wheel.*

Using the analogy of the wheel the diagram above shows the different 'functional' areas around its circumference and that it must be 'linked' in its center. The strength of a traditional wheel is made from the number of spokes it has. The more sections of the wheel that can be filled up by the members of a single team, the more complete that team will be.

The Team Management Wheel is made up of eight roles that make up the collection of spots on the 'wheel' within this theory. There is a spot at the center of the wheel, as well,

which is considered a 'linker'. That means simply that there need to be some connection between the various roles around the wheel that brings them all together and allows the team to work as a unit.

While an ideal team would see a variety of team members successfully bring the unit together, often the leader will need to step in and serve as this person. If you are the manager of a team within your organization, one of the most important things you are going to need to do is serve as that link for the team members filling all of the various roles in your group.

There are eight 'role preferences' found on the wheel, and each is listed below with a short description. Starting with the adviser's section of the wheel and working clockwise around in explanation.

- **Reporter/Adviser**—is the person within the group who is adept at consolidating information and passing it out to the rest of the team. They want to make sure everyone is informed as much as possible so that they can make smart decisions with accurate information. Having a person like this on the team is important because it helps to keep the team working as a group instead of as a collection of individual employees.

- **Creator/Innovator**—is one of the biggest parts of the team. This is often the person that gets things going by presenting new ideas to the group that can be discussed and pursued further. One of the important elements to the group dynamic is that these kinds of people feel like they have the freedom to present their ideas in a welcoming and open environment. When the group dynamic is such that it restricts ideas and innovation, creativity often suffers as a result.

- **Explorer/Promoter**—role goes along somewhat with the previous category of Creator/Innovator. This is a team member that isn't just going to settle for the simple or basic plan—they are going to work toward new ideas and possibilities that might have been missed by the rest of the team. All good teams will have at least one person that fits into this category so they have the potential to rise above and beyond what is expected.

- **Assessor/Developer**—are people who are a little more interested in the practical side of the equation than the previous two roles. The Assessor/Developer likes to

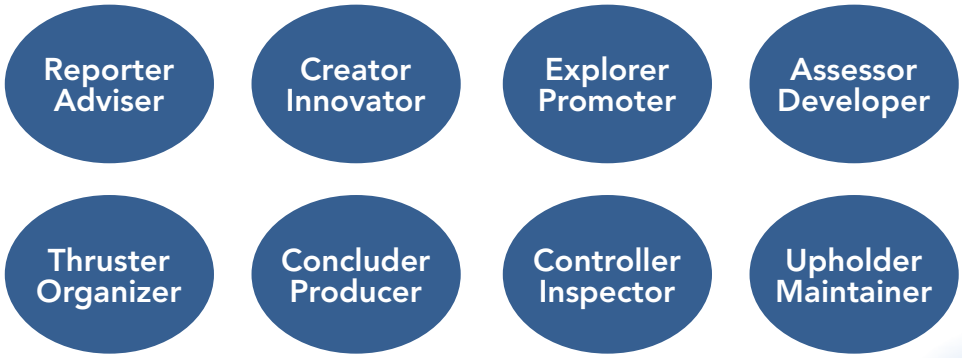
be on the cutting edge, but they are more motivated by putting things into motion and making them a reality than just the development of the idea itself.

- **Thruster/Organizer**—role within the team is someone who is helping keep progress moving and trying to reach completion as soon as possible. They will take the ideas and initiatives from other people within the group and work on making them come to life in an efficient and effective way. This is a person that usually gets satisfaction from seeing results of the work they have put in.

- **Concluder/Producer**—is an essential individual as one approaches the end of the project life cycle. They enjoy getting everything finished up nicely and out the door. While there isn't room on the team for everyone to fill this kind of a role, it is essential that someone does. Without a good Concluder at the end of the line to 'polish' everything up, all the good work that the team has done might be wasted because the product may never make it to market properly.

- **Controller/Inspector**—there are always plenty of small details involved in any kind of project, and it takes a special kind of person to be able to handle those details and be motivated by that kind of work. The person that fits into the Controller/Inspector spot on the wheel is necessary because they will pick up on small points that others have missed along the way and make sure those things get taken care of.

- **Upholder/Maintainer**—the last role on the Team Management Wheel is that of the Upholder/Maintainer. This is the type of person who wants to not only make sure that everything is getting done, but that it is getting done correctly as well. They value their spot on the team and want to see the team as a whole be as successful as possible no matter what project is currently taking place.



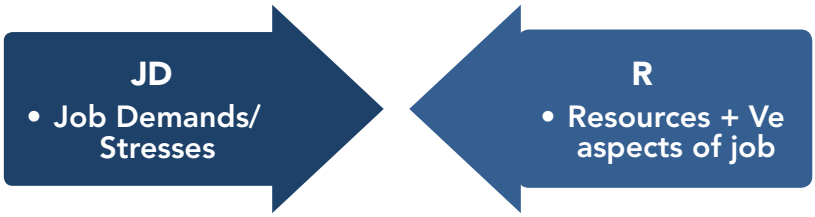
The eight roles above make up the collection of spots on the 'wheel' within this team management theory. It is certainly possible to get a group of people to work together successfully on a project, but it can be a challenge. It takes more than just experience working in a specific field—it takes a good blend of personality types, and the willingness of the team members to buy-in to the overall project and come together as a unit. When this happens, great things are possible for both the group and the organization as a whole.

KEY POINTS

- ✔ The Margerison-McCann Team Management Profile is a tool that organizations can use to help classify their employees in regard to what type of team member they are or will be.
- ✔ Using a set of 60 questions, this profile establishes some baseline information about each member of the team so that they can be placed into a specific spot on the Team Management Wheel.
- ✔ The more sections of the wheel that can be filled up by the members of a single team, the more complete that team will be.

The JD-R Model

In the JD-R Model, the 'JD' refers to job demands, while the 'R' refers to resources. The idea behind this model is all about making sure managers and leaders within an organization have everything they need to meet the demands of their job. Despite the fact that managers are often in some of the most high-stress positions within an organization, this model promotes the theory that much of that stress can be taken away when monitored properly.



In this context, the researchers of this study (Bakker and Demerouti) are using the word 'resources' to highlight the positive aspects of the job that counteract the stress that the demanding part of the job place on the individual. For example,

> ***If a manager has a high level of responsibility and faces many time-sensitive deadlines, they may also need some additional time away from the office or another perk to balance out that stressful demand.***

This kind of give and take relationship within the model can take on many different real-world manifestations. The visual representation of this model is divided up into four quadrants, each of which demonstrates a different state for the manager in question depending on the resources and demands that they are experiencing.

- **Low Demands/Low Resources**—in the bottom left quadrant, we find the employee who isn't being asked to do too much, but also doesn't have much to feel rewarded by. They certainly aren't overworked at this point in time, but they also might be suffering from a lack of motivation due to the low level of resources available to them. Getting burned out isn't a fear at this point in the model, but high levels of performance seem unlikely.

- **High Demands/Low Resources**—is probably the worst position to find yourself in throughout the entire model. At this point, the employee is dealing with a great number of stresses—things like tight deadlines, a shrinking budget, conflict with others, etc. However, they aren't receiving the resources they need to counteract this problem and get it corrected quickly.

  A person in this position is very likely to burn out, and may just quit completely due to too much stress. Every organization should strive to avoid placing their employees or managers in this quadrant of the model.

Resources / +Ve Aspects		Job Demands / Stresses	
		Low	High
	High	Low Strain Average Motivation	Manageable Strain High Motivation
	Low	Little Strain Lack of Motivation	High Strain Close to burn out

- **Low Demands/High Resources**—on the opposite side of the coin, this is likely the best place to find yourself within the model. This employee has everything they need to get their job done correctly, and they aren't feeling a high level of strain from the pressures of their work. There is no reason that this person shouldn't be feeling content with their job, and motivated to go on and achieve even more. For an organization, getting as many employees as possible into this section of the JD-R Model is the ideal outcome.

- **High Demands/High Resources**—finding yourself in this spot is not the worst thing that can happen at work, but you might be feeling the strain of all of your job stress anyway. People who are at this point on the model are likely to be somewhat stressed, yet they still may be happy with their job because of all the resources they have available to them—and the opportunities that could still be to come. Even though they can be feeling the pressure, most people in this situation are still highly motivated because they can see the possibility of better things coming down the road.

Every employee within an organization should be able to be fit into one of those four categories above. The more people who feel like they have plenty of resources and relatively low demands that are within the business, the better off that business is likely to be. A high stress, low resource work environment is the worst possible case, and that organization will likely see plenty of turnover as employees look for better opportunities.

Making a Change

When a company does find that many of their employees feel they are in the *high demand/ low resource* portion of the grid, there are some steps that can be taken to alleviate the problem. The first is to determine why the employees feel the level of stress that they do, and what can be done about it. While some stress comes along with working, too much can be a damaging thing for both the individual, and the company. Upper management should look at ways to reduce these stresses so that the majority of employees feel better about their situation.

Some of the things that could be causing high levels of stress include not giving employees enough time to finish their work, not providing any opportunities for advancement or raises, or simply not providing work that is interesting or challenging in some way. An organization might not be able to remove all of these issues, but even addressing them and working with the employees together to improve conditions can go a long way.

Of course, the other end of the spectrum is providing employees with more resources to counter those stresses that they do deal with. There are a number of ways in which this can be done. Some of those include providing plenty of training and job support from higher-ranking managers, more freedom to do the work as the employee sees fit, and better advancement opportunities that provide a clear career path.

You will likely find that some of these options work great to motivate and help some employees, while other employees are interested in different resources. Only by offering a range of resources and benefits to your team members will you be able to get all of the employees the assistance they need.

KEY POINTS

- ✔ The Job Demands-Resources (JD-R) Model states that when job demands are high and job resources/positives are low, then both stress and burnout increase.
- ✔ Increasing the positive aspects of a job can offset the effects of high job demands.
- ✔ Identify and promote the job positives that act as a buffer between your team members and the demands of their roles.
- ✔ These can include: Mentoring or coaching, training and development, regular constructive feedback, and increased autonomy.

Summary

Keeping everyone within your organization happy and motivated is a lofty goal, but a worthwhile one at the same time. These ten leadership models offer you a variety of ways to assess the capabilities, commitment and compatibility of your team members. They can also help you better understand your own leadership style and its impact on those you manage.

It is important to remember that an organization is only as good as the people that it employs, and your people are only going to be at their best when they feel comfortable with their roles and supported by the organization. Give them what they need to succeed, and they will usually reward you with excellent performance.

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