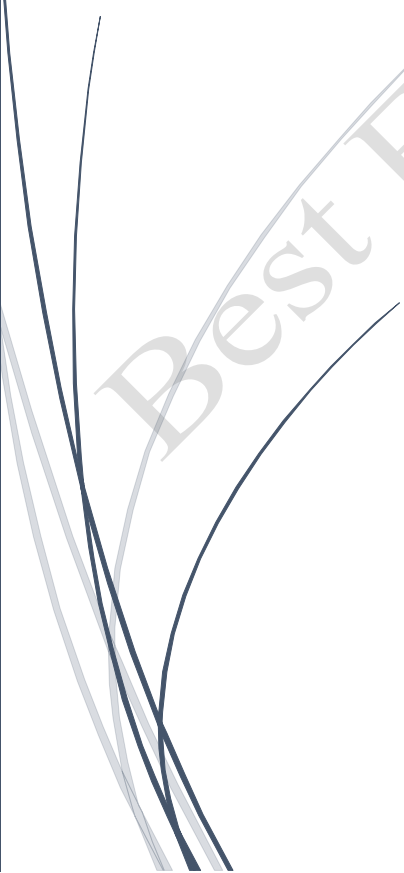




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## ***Theoretical Models for Developing, managing and Leading Teams***

### ***Introduction***

Almost all leaders seek success, only some accomplish it while others fail miserably at their tasks. There is no one-size-fits-all combination of attributes that ensures success in a leadership position. A number of traits are important in determining a leader's ability to succeed. The above statement has been supported in the study conducted by Boone, et al., (2019), which highlights that leader may be able to improve his/her effectiveness by better understanding leadership styles, leadership practices, and theoretical models for developing and managing teams. It is more probable for leaders to be successful if they use the proper leadership strategies in their situations. Effective leadership requires an understanding of other leaders' models. Using theoretical models to create, manage, and lead teams is discussed in this article, as well as strategies for effectively managing teams, managing team leaders, and responding to challenges that team leaders' encounter. Therefore, this paper aims to discuss about ethical values developed by manager and leader. Other than this, this paper will also shed light on both practical and theoretical approaches to developing, leading, and managing teams and how managers respond to the challenges of modern-day workplaces. Along with this, the paper will also discuss Recruitment and Selection to Organization Strategy and lastly, the paper will deliberate reflection via integrating Gibb's reflection model.

### ***Discussion***

#### ***Theoretical Models for Developing, managing and Leading Teams***

##### **Team Roles**

*Team Management Wheel (Margerson and McCann, 1990)*

Team Management Wheel which has been developed by Margerison and McCann, in 1990 describes the eight unique roles that people choose to play when working in a team, the eight important job tasks that teams must do in order to be successful, and the Linking Skills required to effectively coordinate and manage a team (Subramony, et al., 2018).

The Margerison-McCann Team Management Wheel is a classification tool that firms may use to assist in classifying their workers according to the sort of team member they are or will be. This team management wheel consists of 60 questions that provides fundamental baseline information on each team member, enabling them to be allocated to a specific area on the Team Management Wheel based on their answers. The greater the number of segments of the wheel that a single team's members fill, the more complete that team is considered to be.

The study by Daniëls, et al., (2019) highlights that the preferred position of each member on the Team Management Wheel reflects the job areas in which they are most likely to make a significant contribution to the success of their business. Other than this, the other study by Oc, (2018) highlights that in order to maximise the team's strengths and minimise its weaknesses, it is necessary to first understand the nature of the job and the preferences of each member. In this manner, understanding the nature of the task and individual work preferences comes on the first stage.



**Figure 1: Marge Rison-McCann Team Management Wheel**

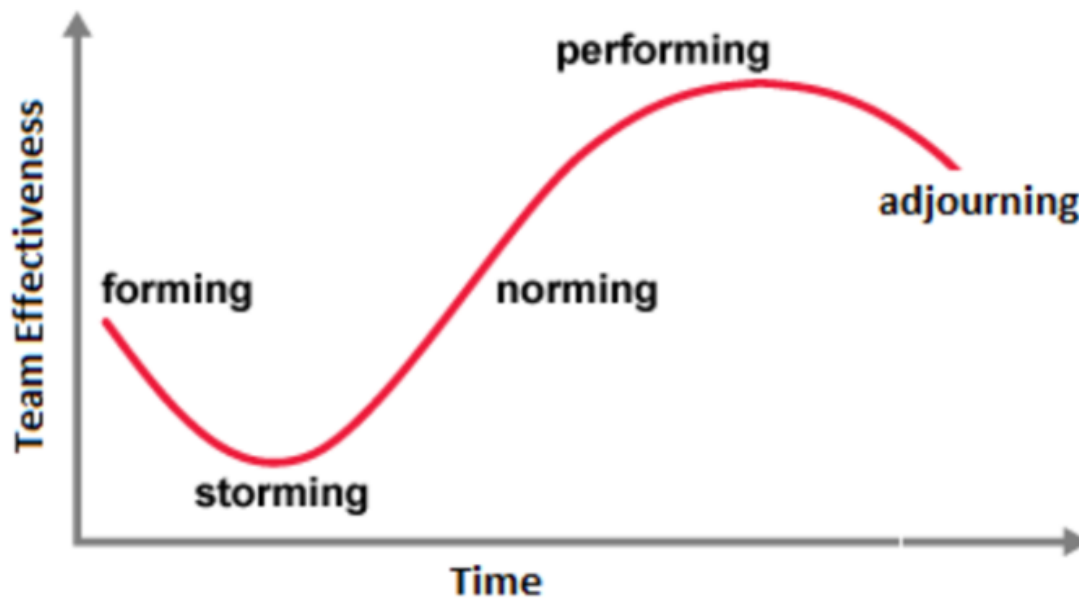
### Team Dynamics

#### *Model of Team Development (Tuckman, c.1965),*

Team development is the term used to describe the process of learning the capacity to operate well in a group of people. According to study by Chong, et al., (2018), teams go through a number of different stages of development. Therefore, Bruce Tuckman, an educational psychologist, developed a five-stage development process that most teams follow in order to attain peak performance. Those five stages of group/team development are ***Forming, Storming, Norming, Performing, and Adjourning***. As a team matures and develops its capabilities, Tuckman's model predicts that new connections will emerge and that the leadership style will move from command and control to more collaborative or shared leadership.

In terms of practical application, CORAL is most beneficial in determining where a team is in the developmental stage process and assisting the team in moving to a stage that is coherent with the collaborative effort that has been initiated. In the real world, teams create and disband on a regular basis, and each time they do, they may be assigned to a different Tuckman Stage. Even in

the midst of a group that is blissfully Norming or Performing, a new member may push them back into Storming, or a team member might miss meetings, forcing the team into a state of Storming. Then the group tried to solve the conflicts and enters in the norming stage where performing takes place and finally they reach to adjourning where the project has been completed. Tuckman explains eight stages in a form of graph which is highlighted below:



**Figure 2: Model of Team Development (Tuckman, c.1965)**

Managerial/Leadership Approach

*Blake and Mouton Managerial Grid (c.1950s)*

The distinction between task orientation and people orientation as two separate characteristics of leadership was a watershed moment in the field of leadership studies. In the 1950s, many

leadership studies conducted at the University of Michigan and the Ohio State University concentrated on these two aspects of the leader's personality (Afriyie, et al., 2019).

Robert Blake and Jane Mouton (1960s) proposed a visual depiction of leadership styles based on the work of researchers at these institutions. They used a management grid (also known as a leadership grid) to develop a managerial/leadership approach in order to manage the internal operations of an organization (Bjørnson, et al., 2018). Each dimension ranged from low (1) to high (9), resulting in 81 different positions in which the leader's style could be found. The grid depicted two dimensions of leader behaviour: concern for people (accommodating people's needs and giving them priority) on the y-axis and concern for production (keeping tight schedules) on the x-axis, with each dimension ranging from low (1) to high (9).

Figure 1: Managerial Grid

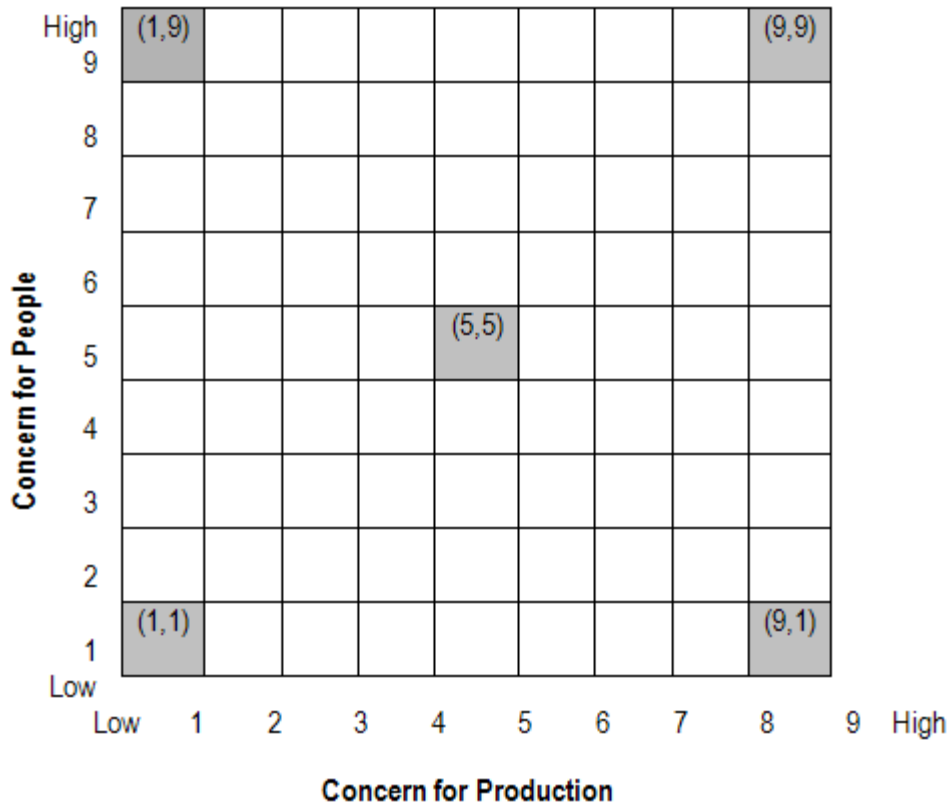


Figure 3: Blake and Mouton Managerial Grid

***Impoverished Management (1, 1)***

The performance of managers who use this method is bad on both counts, and they put out less effort to encourage subordinates to accomplish assignments. The organisation suffers from disagreement and disorder as a result of the leader's disregard for the satisfaction of his or her employees and the deadlines for their jobs (Sousa, and Rocha, 2019). The acts of leaders who are only focused on keeping their position and seniority are judged useless by their subordinates.

***Task management (9, 1)***



The task management is also considered as dictatorial or perish style. Here authorities are more interested with productivity and have less care for individuals. This style is based on McGregor's theory X, which stands for "theory of everything." The requirements of the workers are not met, and they are treated as if they were only a means to an end. According to Blake and Mouton, efficiency can only be achieved via the effective structuring of work processes and the elimination of persons wherever this is possible (Sweeney, Clarke, and Higgs, 2019). A style like this will surely increase the productivity of an organisation in the short term, but due to strict standards and processes, large labour turnover is inevitable in the medium and long term.

#### ***Middle-of-the-Road (5, 5)***

This is primarily a compromise approach when the leader strives to maintain a balance between objectives of firm and the demands of employees. The leader does not push the bounds of success resulting in average performance for organisation. Here neither employee nor production demands are adequately satisfied.

#### ***Country Club (1, 9)***

This is a collegial style defined by a low task focus and a high people orientation, in which the leader pays close attention to the needs of others, creating a pleasant and comfortable work atmosphere (Cortellazzo, Bruni, and Zampieri, 2019). The boss believes that treating workers in this manner will result in self-motivation and will result in individuals working diligently on their own. However, a lack of concentration on duties might impede output and result in dubious results.

#### ***Team Management (9, 9)***

Characterized by a strong emphasis on people and tasks, the style is based on McGregor's theory Y and has been dubbed the most successful style by Blake and Mouton. The leader believes that empowerment, dedication, trust, and respect are critical components of fostering a team environment that results in high employee satisfaction and productivity.

#### Psychometric Assessment tools

##### *Myers-Briggs Type Indicator, 1943*

Both Myers and Briggs were drawn to Jung's concept of psychological types and saw how it might be used in practise. During World War II, they began researching and developing an indicator to help in the comprehension of individual traits. Myers created the inventory's first pen-and-pencil version in the 1940s, and the two women began testing it on friends and relatives. They spent the next two decades honing the instrument.

##### ***Extraversion (E) – Introversion (I)***

Jung first used the extraversion-introversion dichotomy to describe how people respond to and interact with the world around them in his theory of personality types. While the majority of people are familiar with these expressions, their application in the MBTI is somewhat different from how they are frequently used (Wu, and Chen, 2018).

##### ***Sensing (S) – Intuition (N)***

This scale takes into account how people get information from their environment. Everybody, even extraverts and introverts, spends time detecting and inferring in different situations.

According to the MBTI, individuals tend to be dominant in one area or another.

##### ***Thinking (T) – Feeling (F)***

This scale is concerned with how individuals make judgments based on information gleaned from their sensing or intuition processes. Individuals who prefer reasoning put a higher premium on facts and objective evidence.

### ***Judging (J) – Perceiving (P)***

The last scale is concerned with how individuals generally interact with the outside world. Those inclined toward judgement desire organisation and decisive action. Individuals who incline toward perception are more receptive, malleable, and adaptable. These two trends interact with one another on the other scales.



**Figure 4: Myers-Briggs Type Indicator, 1943**

Employee engagement drivers

*C (Robinson, Perryman and Hayday, 2004),*

The drivers of employee engagement has been developed by Robinson, Perryman and Hayday in 2004 in which they have highlighted parallels and differences between engagement and more well-researched ideas of commitment and organisational citizenship behaviour, as well as between engagement and other concepts. The study conducted by Cai, et al., (2019) highlights that participation is a two-way street: organisations must make an effort to engage employees, who, in turn, have a choice about the degree of engagement they choose to provide to their

company in exchange for a salary. Employee engagement, is described as an employee's positive attitude toward the organisation and its ideals." Engaged employees are aware of their organization's business environment and work collaboratively with their coworkers to enhance job performance to the benefit of the company (Mortensen, and Haas, 2018). Employee engagement must be encouraged and enhanced by the organisation, which necessitates two-way communication between the employer and the employees. They have also highlighted some of the employee engagement drivers which are purpose and values, physical and mental wellbeing, employee manager relationship, safety and fairness, development and learning, job tools, work environment and co-worker's relationships.



**Figure 5: Robinson, Perryman and Hayday**

*Speed of Trust (Covey, 2008)*

The speed of trust has been written and published by Covey, 2008 in which he challenges the notion that trust is merely a soft, social virtue and argues that it is a learnable, measurable skill that increases the profitability of businesses, the promotion prospects of people, and the stimulating nature of relationships (Covey, 2008). Covey emphasises that an individual may increase confidence in an organisation or a relationship by focusing on the four parts of credibility: integrity, intent, capabilities, and results (as opposed to just one or two).

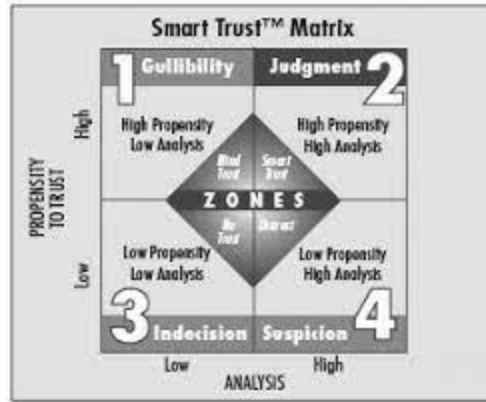
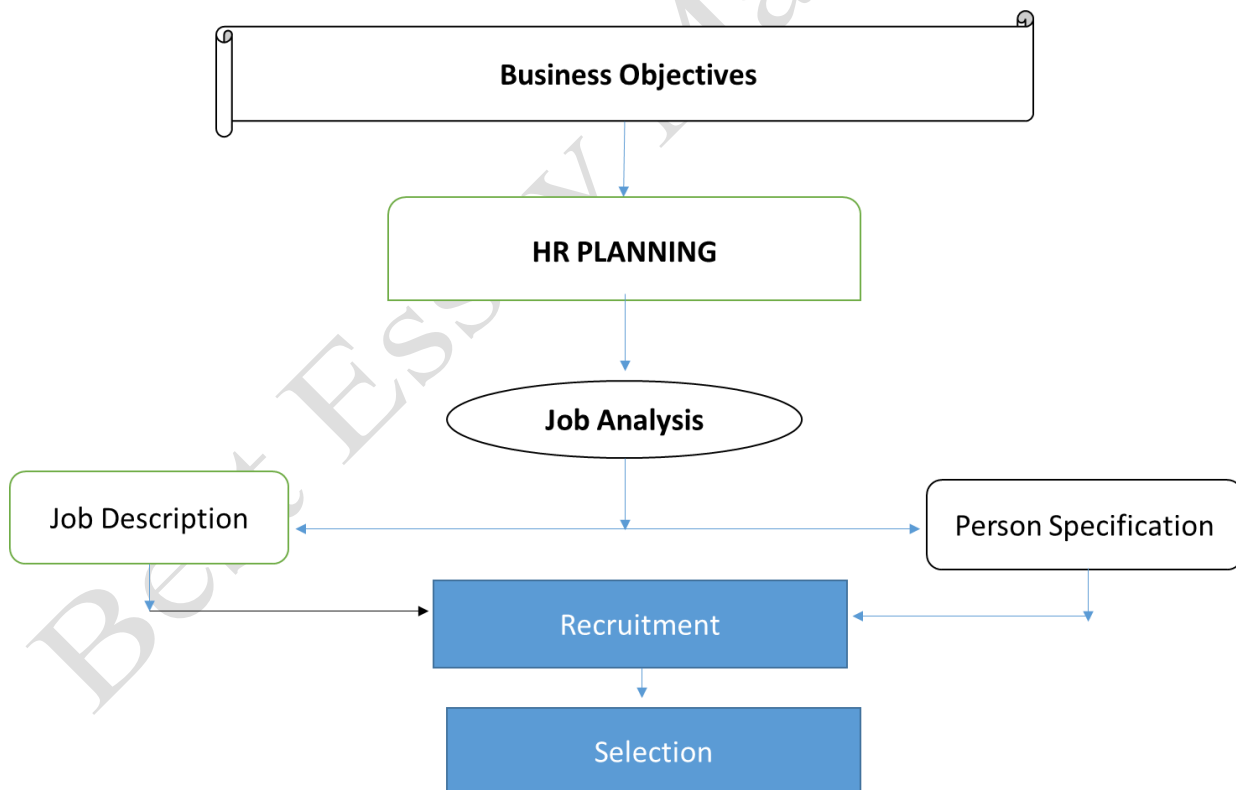


Figure 6: Speed of Trust (Covey)

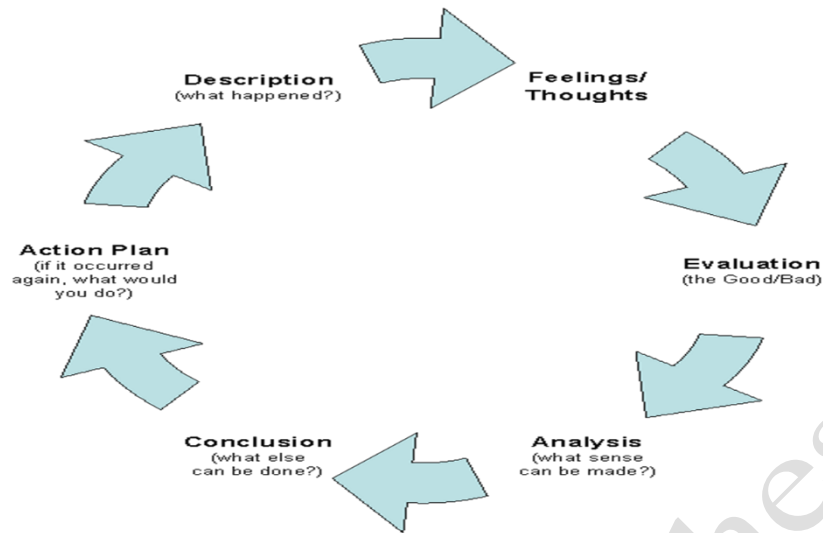
*Recruitment and Selection to Organisation Strategy*



It is important and therefore, essential for the organisation to build Recruitment and Selection Organisation Strategy because having an efficient recruiting strategy is crucial to the success of any firm. The recruiting and selection function may become an expensive and inefficient procedure if not done in a systematic and proactive way. Therefore, the Recruitment and Selection Organisation Strategy should ensure that the company has a necessary knowledge, skills and attributes which meet current and future operational and strategic requirements, ensures that the company is able to fill the gap between demand and supply requirements, increase the pool of the potential applicants, enhances the selection process by ensuring that only candidates who fulfil the criteria of the post are chosen for further examination, enhances the possibility that a qualified candidate will accept a job offer, and boosts the organization's effectiveness (Tortorella, de Castro Fettermann, Frank, and Marodin, 2018). The HR planning should involve effective job analysis, job description, person specification and recruitment and selection.

*Reflection*

*Gibbs Reflective cycle*



**Figure 7: Gibbs Reflective cycle**

### ***Description***

Since I am the team leader for the Sales department, I have seen how the Sales Head dominates the talks in general performance meetings and does not allow any younger workers to speak out or express themselves.

### ***Feelings***

It was difficult to be satisfied with my sentiments since I felt side-lined, annoyed, and disregarded, as if my opinions were of no value. In the aftermath, I was disappointed in myself for not being more assertive.

### ***Evaluation***

It made me think that I would not be like that when/if I am in a very senior position, I lost some respect for Senior sales head and his management style.

### ***Analysis***

It was reassuring to know that I was not alone after speaking with other co-workers, but it was also intriguing to learn that others were not disturbed as long as the task was completed correctly. In some ways, this links to some of the reading I've been doing on leadership and management styles, as well as the behaviour of organisations.

### ***Conclusion***

I prefer a more consultative and participative style of management; I like to feel valued and part of a team

### ***Action plan***

I am going to try to be more assertive in meetings. I am going to seek out ways of working with others in a more participative way e.g., working parties rather than working alone.

### ***Conclusion***

When workers collaborate, the organisation may achieve greater success. In order to create and get the greatest outcomes, every member of the team must be able to communicate, cooperate, and collaborate. Furthermore, in order to achieve development and meet objectives, the team must be productive, and the best way to do so is to understand the people on the team and how to connect with them effectively. Gibbs Model of Reflection was used in this assignment in order to reflect upon the theoretical models for Developing, managing and Leading Teams. Margerison and McCann's Team Management Wheel, Tuckman's Team Formation, Blake and Mouton's Managerial Grid, Myers-Briggs Type Indicator, Convey's Speed of Trust, and the Drivers of Employee Engagement model are the subjects of this reflection project.



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