Leadership, Power and Building High Performance Teams

Leadership is the process of influence and **Power** is the potential for influence. Utilizing the appropriate leadership style and power bases are critical elements in building high performance teams.

Each person in the "Productive Pair" or larger court teams has knowledge and experience that should be utilized to accomplish the team's mission. Each will serve in the "leadership" role, depending on the situation. Therefore, the person "leading" should provide the appropriate leadership style (direction and support) to the "follower(s)". Likewise, the "leader" should develop and utilize the appropriate power bases in his/her influence attempts. (See the attached Situational Leadership and Power Model developed by Hersey, Blanchard and Natemeyer).

It is also important to periodically take time to assess the effectiveness of the team and develop an action plan to improve. Teams evolve through several stages:

- Forming
- Storming
- Norming
- Performing
- Transitioning or Adjourning

As author Bruce Tuckman suggests, there are important action items that should be addressed, depending on whether you are a new team (forming), developing as a team (storming, norming, performing), or facing significant change (transitioning or even adjourning).

Useful information regarding assessing your team's effectiveness, developing your team's vision, mission, values and goals, identifying key results areas and key improvements areas, and developing a Team Action Plan are included in Dr. Walt Natemeyer's book "Developing High Performance Teams".

Remember, developing team effectiveness is an on-going process, not a one-time event.

Situational Leadership and Power

Research on leadership has consistently found that there are two key dimensions of leadership behavior:

<u>Task (Directive) Behavior</u> – Telling followers what to do and explaining when, where and how to do it.

<u>Relationship (Supportive) Behavior</u> – Building positive relationships with followers, characterized by effective 2-way communications, feedback, encouragement, praise and friendly interaction.

For many years, researchers tried to identify the best combination of direction and support (i.e., the best leadership style). They ultimately concluded that there is no one best style. The best leadership style depends upon the readiness level of the follower(s). Likewise, Hersey, Blanchard and Natemeyer found that the follower's readiness level also impacts which power bases are likely to best influence followers to do the things the leader wants them to do.

4 Follower Readiness Levels

R1 = Very unable and/or very unwilling

R2 = Somewhat unable but willing

R3 = Able but not fully confident or not fully enthusiastic

R4 = Very able, willing and confident

4 Leadership Styles

S1 - Telling = Above average direction and below average support
        (provide specific instructions and close supervision)
S2 - Selling = Above average direction and above average support
        (explain your decisions and answer questions)
S3 - Participating = Below average direction and above average support
        (share ideas and facilitate decision making)
S4 - Delegating = Below average direction and below average support
        (delegate responsibility for decisions and implementing)

There are **7 Key Power Bases**:

Expert Power – Based on respect for the leader's knowledge, judgment and experience.

Information Power – Based on the perception that the leader possesses or has access to information that is valuable to others.

Referent Power – Based on the degree to which others like, respect and enjoy interacting with the leader.

Legitimate Power – Based on the perception that the leader's position provides the authority to direct others.

Reward Power – Based on the perception that the leader can provide rewards and support to people who cooperate.
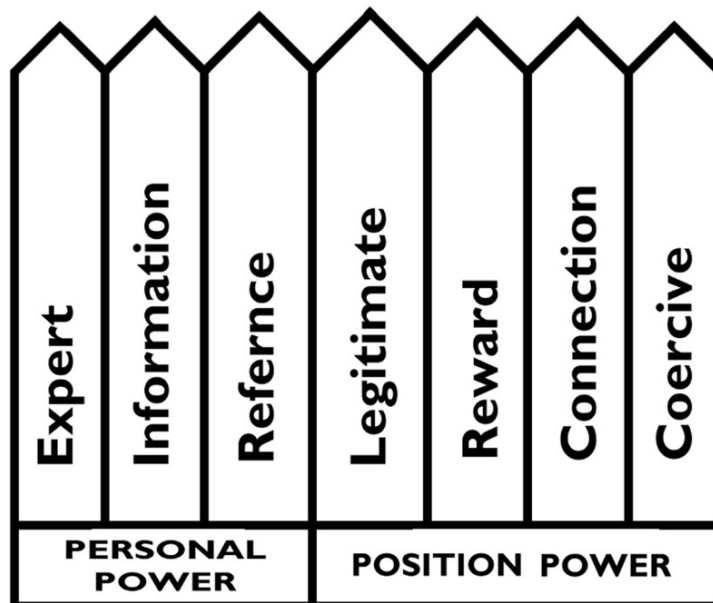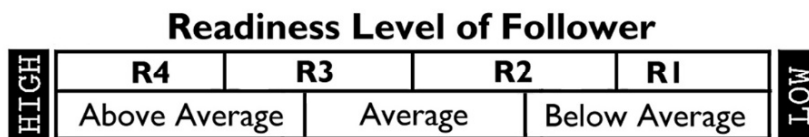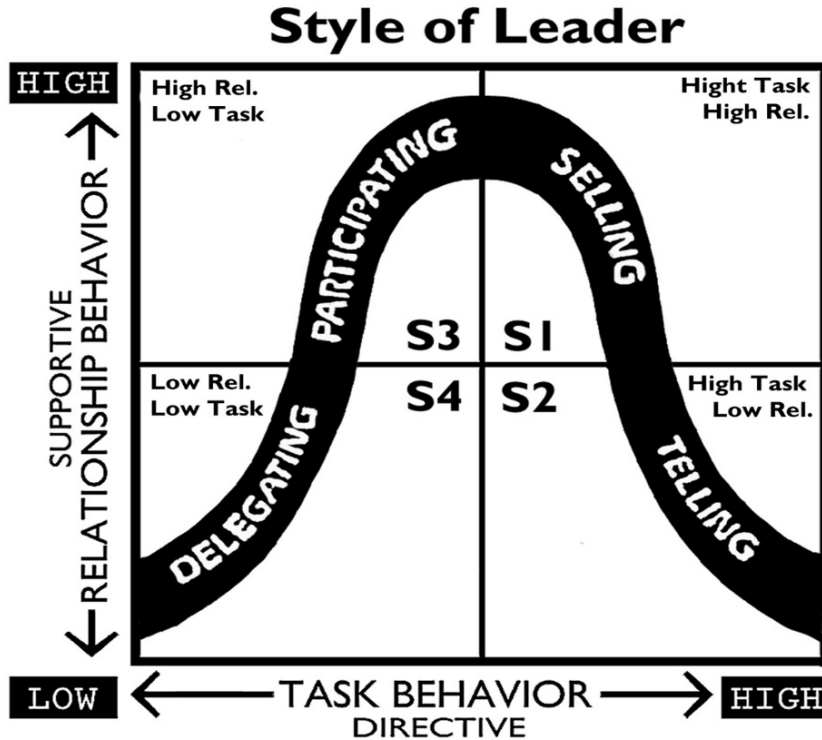
Connection Power – Based on the perception that the leader is connected to important and influential people.

Coercive Power – Based on the perception that the leader can provide negative consequences to those who do not cooperate.

The follower's readiness level determines which leadership styles and power bases will be most effective in your influence attempts.

How to use the Situational Leadership and Power Model

1. Assess the readiness level of the follower with respect to the particular task you want accomplished (R1 – R2 – R3 – R4)
2. Plot the readiness level along the readiness scale (R1, R2, R3, R4)
3. Draw a line up until it intersects with the leadership style curve (S1, S2, S3, S4) and use that matching style.
4. Utilize the appropriate power bases to successfully influence the follower(s).

Style of Leader

HIGH	High Rel. Low Task	Hight Task High Rel.
	S3	**S1**
	S4	**S2**
	Low Rel. Low Task	High Task Low Rel.

SUPPORTIVE ← RELATIONSHIP BEHAVIOR →

PARTICIPATING / SELLING / DELEGATING / TELLING

LOW ← TASK BEHAVIOR → **HIGH**
DIRECTIVE

Readiness Level of Follower

HIGH	R4	R3	R2	RI	LOW
	Above Average	Average	Below Average		

Expert | Information | Refernce | Legitimate | Reward | Connection | Coercive

PERSONAL POWER	POSITION POWER

Power Base of Leader

ADDITIONAL RESOURCES

The following materials were provided to all participants at the August 2019 Leadership Academy. During the program participants were encouraged to make copies and provide them to staff and co-workers when they returned to their court and begin their own exploration of leadership styles and improvement of team effectiveness. For more information on these surveys, contact wnatemeyer@natraining.com

Surveys*

- Leadership Style Questionnaire - Self
  This is used to assess the self-perception of the leader's style
  (S1 – S2 – S3 – S4)

- Leadership Style Questionnaire - Other
  This is used to assess other people's perception of the leader's style
  (S1 – S2 – S3 – S4)

- Power Profile – Self
  This is used to assess the leader's perception of his/her use of the 7 power bases.

- Power Profile – Other
  This is used to assess other people's perception of the leader's use of the 7 power bases.

*For more information on these surveys, contact wnatemeyer@natraining.com

Book**

"Developing High Performance Teams" by Dr. Walt Natemeyer
This book includes guidelines on how to develop high performance teams, including:

- Developing your team's vision, mission and values
- Identifying your key results areas
- Assessing your team's overall effectiveness **
- Identifying your team's key improvement areas
- Developing your Team Action Plan

"Developing High Performance Teams" by Dr. Walter E. Natemeyer is available from Amazon.com

**This book includes the "Team Effectiveness Survey". The TES identifies the team's strengths, weaknesses and opportunities for improvement.