Team Building, Leadership, & Followership

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WSU & UI
Objectives

1. Identify the **benefits** and **challenges** of teamwork
2. Identify & differentiate the **5 stages** of team growth
3. Identify **characteristics** of, and the **relationship** between, effective **leaders** and **followers**
4. Describe **leader and follower actions** that contribute to effective teams and help teams move between the stages of team growth
5. Understand and apply the **Full-Range Leadership Model** and discuss differences between **management** and leadership
Overview

• Team Building Exercise (~20 min)
• Stages of Team Growth (COG’s Ladder) (~25 min)
  -- BREAK -- (~5 mins)
• Leader and Follower Characteristics (~15 min)
• Leader/Follower Actions & Team Development (~20 min)
• Full Range Leadership Model (~20 Min)
In-Person Team Building
Puzzle Exercise

1. Divide into 2 groups
2. Each group will transfer (draw) small images onto larger paper
3. DO NOT attempt to assemble small pieces
4. Once all pictures drawn on 8 ½ x 11 paper, gather the small images into their sandwich bag & return it to the instructor.
5. Provide all your 8 ½ x 11 puzzle pieces to another group.
6. Assemble puzzle (8 ½ x 11 paper)
7. 15 minutes to complete
Questions & Takeaways

1. Did you notice that some of you received pieces of paper with very little on them while some of you had drawings that were more complex?

2. Were any pieces more or less important than other ones? Why or why not?

3. How does your current role in your unit fit into the picture? Do you play a small role or a large role?

4. Any other observations?
Solution
Developed by George O. Charrier
Validated/adopted by military and civilian organizations
Common framework/lessons learned for team dynamics and characteristics
Stages of Team Growth

Cog’s Ladder

- Esprit
- Constructive
- Bid for Power
- Why We’re Here
- Polite Stage
Stages of Team Growth – Polite Stage

• Attributes
  – Size people up
  – Cliques begin to form
  – Conversation is polite
  – Judgements take place
  – Need for group approval
  – Little/no group identity

• Goals
  – Get acquainted
  – Avoid Controversy
Stages of Team Growth – Why We’re Here
Stages of Team Growth – Why We’re Here

- **Attributes**
  - Set goals & objectives
  - Cliques build power
  - Hidden agendas arise
  - Decline in need for group approval
  - Low group identity

- **Goals**
  - Build structure
  - Determine goals
Stages of Team Growth – Bid for Power
Stages of Team Growth – Bid for Power

• **Attributes**
  – Competition increases
  – Struggle for leadership positions
  – Conflicting views arise
  – Cliques take on more importance
  – Wildest range of interaction

• **Goals**
  – Decide how to operate
  – Decide who’s in control
Stages of Team Growth – Constructive
Stages of Team Growth – Constructive

**Attributes**
- Attitudes change to focus on group collaboration
- Progress toward goals made
- Open questioning and active listening
- Conflict is group problem rather than win-lose battles
- All members contribute
- Team spirit begins to build

**Goals**
- Accomplish task at hand through group effort

Cog’s Ladder

- Polite Stage
- Why We’re Here
- Bid for Power
- Constructive
Stages of Team Growth – Esprit
Stages of Team Growth – Esprit

• Attributes
  – Strong group identity
  – High morale
  – Intense loyalty
  – All members approve of each other
  – No cliques
  – Closed membership—no new members welcome
  – Constructive/productive actions

• Goals
  – Accomplish task at hand through group effort
  – Maintain group identity
  – Enhance group reputation

Cog’s Ladder
5 min refresh / restroom break
1. Divide into 2 groups
2. List characteristics/attributes of an effective leader or follower
3. 5 minutes to complete
Characteristics of Leaders and Followers

- Has Integrity/Ethical Values
- Recognizes their Contribution to Mission
- Committed to Team’s Goals
- Enthusiastic
- Makes Decisions
- Communicates Effectively
- Solves Problems
- Flexible/Adaptable
- Competent/Skilled
- Courageous/Bold
- Supportive/Understanding
- Visionary/Motivational
- Obedient
- Trustworthy
- Critical Thinker
- Manage Resources
What do you think?

What is the relationship between leadership and followership?
“He who cannot be a good follower … cannot be a good leader”

Aristotle (384 BC – 322 BC)
1. What is one **leadership** action to help teams be most effective in each stage?

2. What is one **followership** action to help teams be most effective in each stage?

3. What is one action a team leader can do to help the team **move from one stage to the next**?
Team Development Discussion

Things to think about…

• Think about the most effective teams you have been part of. What made them great?

• Why don’t all teams move through these stages at the same rate?

• Do you think some teams might skip some stages altogether?

• Why don’t most teams make it to the Esprit stage?
Different types of leadership may be most appropriate depending on circumstances and team dynamics.
Full Range Leadership

- FRL helps resolve issues that arise in dynamic environments
- Particularly helpful in the military
  - Illustrates behaviors needed to accomplish mission
- One way to visualize multiple approaches is through the Full-Range Leadership Model (FRLM)
• Three main elements of the FRL Model
  – Laissez-faire
  – Transactional (CR, MBE-A, MBE-P)
  – Transformational (II, IM, IC, IS)

• Dynamic movement between elements
  – Represents an increasing impact on performance
  – A range of leadership activity and effectiveness
Laissez-Faire

Absence of Leadership

“No, sir, I... er, I wasn’t napping. I *was practicing laissez-faire leadership*.”

REPLY: “Nice try, cadet, but LF is an *absence* of leadership, so no training is required. Wake up!”

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Examples</th>
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<tbody>
<tr>
<td>Near-avoidance or absence of leadership</td>
<td>Supervisor is never available for followers</td>
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<tr>
<td>Avoids making decisions</td>
<td>Maj continually delays decision to hire contractor</td>
</tr>
<tr>
<td>Abdicates responsibility</td>
<td>Supervisor ignores duties</td>
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<tr>
<td>Avoids taking a stand on issues</td>
<td>Boss does not support follower issues</td>
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<tr>
<td>Does not develop followers</td>
<td>Flight commander ignores subordinates PME requirements</td>
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Advantages of Transactional Leadership Styles:
- There is a clear connection between performance and rewards
- It can be very productive, especially when it comes to short-term results
- Clear order, structure, and rules, enabling repetition and swift onboarding of new team members

Disadvantages:
- The sole focus on performance can be demotivating and disengaging
- Rewards have a limited impact on people’s performance; at some point, other factors start to matter more
- The strict structure hampers creativity and innovation
Transformational Leadership – Behaviors/ Components

<table>
<thead>
<tr>
<th>Behavior/Component</th>
<th>Characteristic</th>
<th>Example</th>
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</thead>
<tbody>
<tr>
<td>Idealized Influence</td>
<td>Role model Respected/admired High ethical standards</td>
<td>Officer volunteers off-duty time to support local charity event at a food bank</td>
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<tr>
<td>Inspirational Motivation</td>
<td>Motivates Inspires Articulates a vision</td>
<td>Col inspires an organization to regroup and overcome adversity</td>
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<tr>
<td>Intellectual Stimulation</td>
<td>Thinks “outside the box” Reframes old problems Innovative</td>
<td>Airman finds innovative solutions to common maintenance issues</td>
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<td>Individual Consideration</td>
<td>Coaching Mentor Active listener Values diversity</td>
<td>Capt takes an extra hour after normal duty day to assist a follower with a college course</td>
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Advantages of Transformational Leadership Styles:

- Excellent for change management and growth
- High transparency and strong communication build participation & engagement
- Shared vision results in inspiration, motivation, and collaboration

Disadvantages:

- Transformational leadership can be very time consuming and long term
- It does not work well without a strong change element or vision
- Can result in too much risk-taking and overlooking short-term requirements
**Transactional Leadership**

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<tr>
<th>MANAGEMENT-BY-EXCEPTION (MBE) &amp; CONTINGENT REWARD</th>
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<tr>
<td><strong>MBE — ACTIVE</strong></td>
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<tr>
<td><strong>MBE — PASSIVE</strong></td>
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<tr>
<td><strong>CONTINGENT REWARD</strong></td>
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Management by Exception - Passive (MBE-P)

In the MBE-P variant of leadership, the boss is like a robot that comes alive only when something goes wrong.
Management by Exception – Active (MBE–A)

Watch out for those mountains. Mind your altitude! Keep your hands on the joystick!

"Do you have to bring your mother on every flight?"

"Comma!"
Contingent Reward (CR)

- Provide the agreed-upon reward in a timely manner

- Rewarding for no good reason will confuse followers and they will fail to make the connection between performance and reward
Transformational Leadership

- Inspirational Motivation
- Transformational Leadership
- Individualized Consideration
- Idealized Influence
- Intellectual Stimulation
Transformational Leadership

- Intellectual Stimulation
  - Innovation
  - Creativity
  - Goals
  - Challenge

- Individualized Consideration
  - Mentorship
  - Empathy
  - Purpose
  - Strength & Skills

Transformational Leadership

- Idealized Influence
  - Role Model
  - Walk the Walk
  - Enthusiasm
  - Embody Value

- Inspirational Motivation
  - Clear Vision
  - Optimism
  - Inclusion
  - Productivity

Bye, Bye Carrots and Sticks
Individual Consideration (IC)
Intellectual Stimulation (IS)
Inspirational Motivation (IM)
Transformational Leaders

Profiles of Transformational Leaders

More Than Cheerleaders
Transformational leadership has a lot to do with changing people's values for the better, but as the highest form of leadership, it goes well beyond mere cheerleading.

IC: Develop other people
IS: Promote the use of brainpower
IM: Inspire confidence about the future
II: Lead by personal example

John Glenn
IC: Set the pace and developed his fellow Mercury astronauts into a cohesive team
IS: A champion of math and science to generations of young Americans
IM: Supreme confidence in the face of danger showed that space exploration was worth the risks
II: A squeaky-clean character combined with brains and bravery - who wouldn't want to be like Glenn?

Rosa Parks
IC: Organized and developed the early leaders of the Montgomery Improvement Association
IS: Nonviolence showed that the answer to democracy's challenges lay in reasoned discourse
IM: Refusal to move to the back of the bus launched a nationwide civil rights movement
II: One of the few private citizens to lay in honor under the Capitol Rotunda upon death, thereby distinguishing her as a truly idealized American leader

Joan of Arc
IC: A mere peasant and young girl, Joan had to convince many individuals in power to take her seriously
IS: Quick-witted during a politically motivated trial, the uneducated teen stupefied her interrogators
IM: Lead common soldiers and peasants in combat against a larger, better trained, and better equipped English force
II: Her purity, faith, and patriotism made her the national heroine of France and a saint

Abraham Lincoln
IC: Developed and held together a cabinet, army, and navy to save the Union
IS: One of the most learned and thought-provoking communicators of all time
IM: How many millions recall words from his Gettysburg Address or Second Inaugural?
II: “In this temple, as in the hearts of the people for whom he saved the Union, the memory of Abraham Lincoln is enshrined forever”
Transformational Leadership

Steps for Transformational Leadership

1. Developing Vision
   - Starts with creating a vision
   - Vision that is exciting and attract potential followers

2. Selling the Vision
   - Constantly sell the vision and build a strong network of high potential
   - Transformation leaders have a clear vision
   - Have a fair idea about the direction to move and want followers to move in the same direction
   - Ready to accept failures

3. Road Map
   - Transformation leaders remain in the fore-front during the action
   - Always visible and stand up to be counted
   - Bolster and infect the followers with commitment and enthusiasm

4. Leading the Charge

4 Elements of Transformational Leaders

- Transformational Leader
- Idealized Influence
- Inspirational Motivation
- Intellectual Stimulation
- Individualized Consideration
• NOT a continuum from “bad” to “good”
• Different circumstances require different approaches
• May utilize several approaches at the same time
• Blending and emphasizing approaches is critical
• Laissez-faire is the absence of leadership: avoid it!

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<th>Laissez-Faire</th>
<th>Transactional</th>
<th>Transformational</th>
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<td>Hands-Off Leadership</td>
<td>Management by Exception (MBE)</td>
<td>Contingent Reward (CR)</td>
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<tr>
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<td>Passive MBE Active MBE</td>
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Manager vs Leader

**Management**
- Task-oriented
- Transactional
- Doing things right
- Events and tasks
- Rational thinking
- Instructs people
- Cognitive intelligence
- Relies on authority
- Push-approach
- Status quo

**Leadership**
- People-oriented
- Transformational
- Doing the right things
- Attitudes and behaviours
- Inspirational and visionary
- Listens and empowers
- Emotional Intelligence
- Leads through others
- Asks people
- Pull-approach
- Risk taking

Are you a manager or a leader?
“A team is not a group of people who work together. It is a group of people who trust each other”

– Simon Sinek
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