

LEADERSHIP STYLE IN HIGH PERFORMANCE TEAM

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***ABSTRACT:** historically organizations have shown a process of increasing the complexity of their structures and, after the globalization, a flattening of their organizational structure, leading them to adopt new ways of managing their processes and teams. Leadership has always played an important role in achieving goals, but its functions have been changing and reaching a strategic aspect for organizations. Leadership has moved from a function just to achieving goals to the function of convincing, aggregating and guiding people towards the objectives. The choice of a leader, is more than assigning powers within the organizational structure, interpersonal and intrapersonal factors of the leader must be taken into account for their choice, training and development effective leader. The development of effective leadership must be a constant activity within the high-performance organization, complex problems need high performance leaders and teams, focused on work and objectives, seeking excellence inside and outside the organization. The purpose of this paper is to verify the factors that interfere in the formation of the leader and his role in the organization as well as his development, to demonstrate the leadership styles and ways of acting within the organization, to show how the characteristics of high performance teams are and their strategic role in organizations in order to achieve a high performance.*

***Keywords:** Leader, leadership, leadership style; high performance team*

1. INTRODUCTION

The globalization, brought an increase in the complexity of organization and how this organization interact with de market as well. This increase in complexity came with a greater challenger to overcome in order to achieve complex goals.

There are many externalities like business interactions a links with another organization, economy issues, market demands, socially responsible demand, that organizations have to overcome in order to survive in the modern market today. In addition the externalities organizations have to deal with internalities as technology applicated, operational issues and human resources.

People is a new strategic resource to organizations, people are responsible to achieve objective an “run the business”, good people management allows the company to overcome the externalities and internalities demands. Organizations must choose and retain the best talent to get the best out of human resources.

The leader plays an important role in the management of people and the organization's goals, being an influencer using their psychological and social characteristics to positively influence the team to achieve the goals, so, in order to accomplish role, the organization most

have identify and develop leaders inside the organizational structure as like an administrative function as a routine.

Achieving a leadership position and being a leader are very different things, leadership is not a position, but it is direction provider for the group (DUBOIS, 2010). Leadership influence people in order to achieve goal. Team formation important as leadership, the objectives are reach by the people and teamwork

High performance organizations need a high-performance team, the correct leadership style choice is fundamental to achieve the best performance of each team member. There is not ideal leadership style that the success is guaranteed, this depends of operational, market and goal issues besides psychology, social e historic formation of the leader. To understanding what role of the leader, how leadership influence the team as the leadership style are important to organization's strategy.

2. CHARACTERISTIC AND ROLE OF THE LEADER

With the increasing complexity of organizations, leadership has become a strategic tool to overcome global issues. In this context, people formation, training and leader formation become important success element of organization. Vision of people like a human capital it is a important effective part of success (PAMPOLINI,2013) however role of the leader has been changing during the years, been more than a position in the organization's structure. Sethuraman (2014) define leader is a person who influence people to reach objectives therefore, leader has major importance effective team formation (DUBOIS; 2010), creating a structure to guide team's activities, in the same form Alcarde (et al, 2013) define leader one of who influences, motivates people to achieve common or desire goals even if this people do not have interests in the same goals.

There is the formal leader and the informal leader (MONTANA AND CHARNOV, 2006), the formal leader is the one who receives a formal title with a designated authority with powers that can vary according to the hierarchical level, the informal leader does not have a formal title but is recognized within the organization as a leader due to a set of personal characteristics or for superior performance in some activity, has the confidence of the team and manages to influence them. In a certain way, every leader, whether formal or informal, exerts a certain degree of power over the team. There are four different types of powers that the leader has (ALCARDE et al, 2013): 1) Legitimate power: linked to the hierarchical structure of the organization attributed to person in a leadership position; 2) Rewarding power: linked to the hierarchical structure and related to the power to offer a reward due to a good job done; 3) Charismatic power: from the characteristics of the person, the influence is comes by beauty, personality, talent or simply sympathy; 4) Coercive power: based on the capacity of punishment that the leader exercises as warnings, suspensions or dismissal.

Dorow (2015) states that there is a dynamic social relationship between the leader and the followers and their impacts on the organization depend on the hierarchical level of the leader, thus, leaders in more operational positions has influence on their followers through their behavior, while, leaders in more strategic positions tend to influence other leaders. Achieving a leadership position and being a leader are very different things, leadership is not a position, but it is direction provider for the group (DUBOIS, 2010). An organization only achieves objectives through the result of the teamwork, so, dimension of the importance of a leader is

reflected in the impact that leader has on the people under his responsibility (PAMPOLINI, 2013), it is a fact that the figure of the boss is at odds with the modern view of organization, which replaces the “boss” by leader, however the role of both is necessary. For a better understanding between the boss and leader roles, a summary table is shown below:

Table 1. Differences between leader and boss

Leader	Boss
Leadership by connecting people	Put the people to work
Make think as an owner	Working people as a organization resource
Influence people to reach goals	Goals and activities it is some most have be done
Aspiration shared	Mobilizes others to work
Leadership is achieving results through engagement and commitment	To manager is achieve results through the people

Adapted from Pampolini (2013)

Alcarde (et al 2013) highlights some important characteristics for a leader, such as: 1) Being fair: treating his subordinates with equal treatment; 2) Humility: never to use your position and power for his own benefit; 3) Commitment: with the objectives and achieve them. Pampolini (2013) mentions that characteristics such as conciliatory and impartial posture and maturity in interpersonal relationships are important for modern leadership.

There is no ideal characteristic for the leader, since it depends on the operational conditions, hierarchical and strategic level in the organization, Avolio (2008) and Alcarde (et al 2013) highlight that there are two groups of leader’s characteristics: 1) Innate: they are characteristics that the person is born with, are the striking traits of the personality that develops naturally; 2) Learned: characteristics that the person is not born with but are learned in the course of facts that are experienced during the leader's career. In this context, the leader can be developed, Avolio (2008) mentions 5 individual drift for the development of the leader: 1) Goal orientation: it means no matter the activities that the individual is involved with, will always focus on achieving a own performance standards; 2) Self-knowledge: represents the level of self-knowledge and certainty about their abilities that the leader has; 3) Metacognitive skills: the ability to rethought his actions as a leader; 4) Development of effectiveness: represents the level of confidence to develop a specific capacity to play a specific role as a leader; 5) Self-awareness and clarity: ability to understand complex situations and recognize their abilities to solve problem.

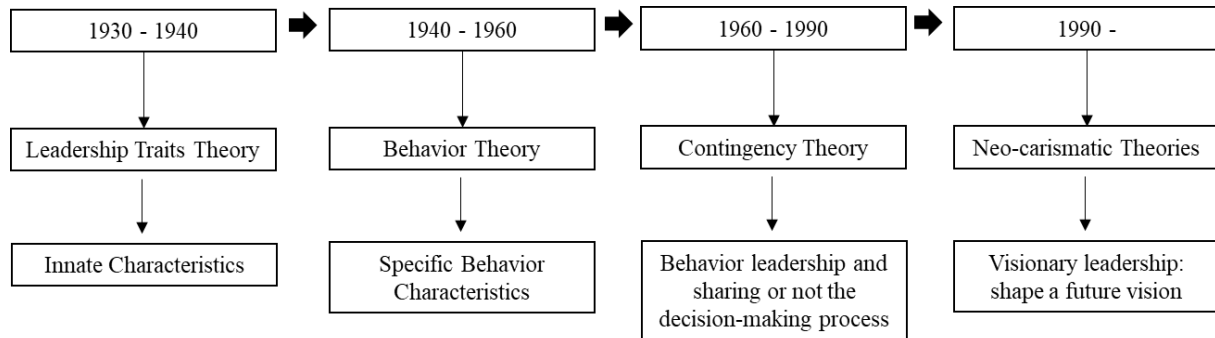
The individual aspects not the level within the organization are relevant to develop the leader's skills (LORD, HALL, 2005), psychological and social factors are element that drive to the formation of a leader, the organizations must be watchful in leaders within their structures and foster leadership training and education to optimize resources and achieve goals.

3. LEADERSHIP

The leader is formed by psychological and social factors, they have specific characteristics that promote an inter-relationship with the team and the followers are adapted to the characteristics of the leader (DOROW, 2015). Organizations should aim to develop leaders to find the most efficient way to train and develop leaders to achieve effective leadership. The

focus of leadership has changed through decades, showing the complexity of the theme and is renewed with the development of society, the table below shows how this evolution:

Figure.1 Evolution of leadership focuses



Adapted from Botelho, Krom, 2010

Leadership can be comprehending as a social process where the relation of influence and trust are established between people (PAMPOLINI, 2013), the development of leadership within organizations involves the development of leaders, their innate skills and the acquisition of other skills (ALARDE et al 2013).

Day (et al 2014) states that for a better understanding of leadership development, it is necessary to understand that it is a specifically multilevel and longitudinal process. the development of leadership involves understanding and mapping the individual's internal (intrapersonal) psychological patterns as well as the interrelation of this individual as a group (interpersonal). This understanding brings intrapersonal and interpersonal demands for leadership development as shown in the table below:

Table 2. Intrapersonal e Interpersonal issues

Intrapersonal	
Experience and leaning	<p>Previous professional experience should be considered for the development of leaders</p> <p>A leader's level of experience plays an important role in how the leader will learn, although leaders do not learn to the same extent or in the same way.</p>
Skills	<p>Experiences in leadership can start by formal or family education</p> <p>Although previous experience provides a certain level of skills at a certain point in the career, other skills must be learned along de way</p> <p>The higher the hierarchical level of the leader, more strategic and business skills become important for higher performance than interpersonal and cognitive skills</p> <p>Effective leadership is the combination of wisdom, intelligence and creativity.</p> <p>Six skills are relevant to high-level leadership:</p> <p>Problems solution; planning; solution building; construction of value (solutions evaluations), social responsibility (social judgment) and metacognitive process.</p>

Personality	Different personality patterns tend to be more equally representative in the lower-level leadership positions, compared to the more senior-level positions.
Self-development	Work and professional growth oriented are facilitators for the self-development
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Interpersonal	
Social mechanisms	A positive learning environment occurs when support for innovation and communication skills is encouraged and facilitated by leadership The practice of leadership development is done in stages by developing social skills such as networking, mentoring, training and job assignment
Authentic leader	Leadership development involves continuous processes by which leaders and followers acquire self-awareness and establish open, transparent, reliable and genuine relationships, part of it can be shaped and impacted by planned interventions, such as training

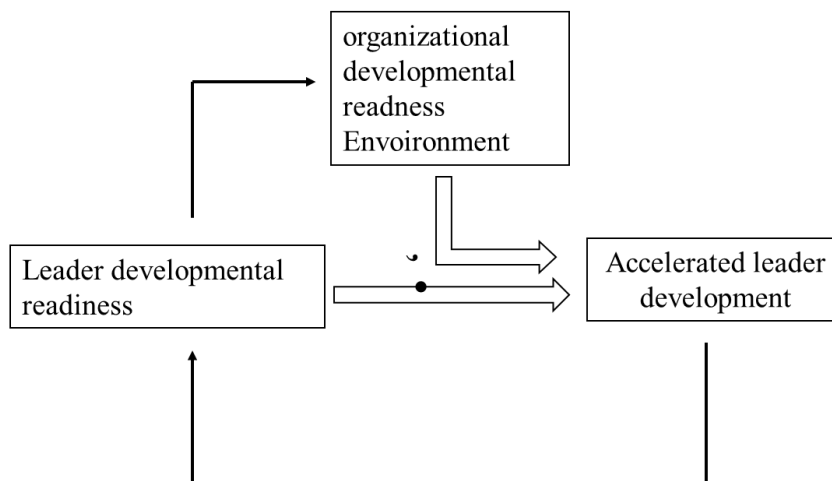
Adapted from Day et al 2014

The effective development leadership depends on understanding the cultural, historical and psychological aspects of the leader in order to accelerating and optimizing resources in the training of leaders. Leadership development should be the primary goal of organizations in order to better understanding of the aspects of leadership development

The leadership development can be accelerated with a positive impact on the leader, on performance and on the organization through two readiness with the objective of achieving positive leadership development (AVOLIO, 2008): 1- Leader developmental readiness: objective learning oriented, development of efficiency, self-awareness, leader complexity, metacognitive skills; 2- Organizational developmental readiness: provide resource to achieve efficiency and effectiveness, personalized solutions to leadership development.

The interrelation of these two readiness, creates a permanent cycle in the acceleration of leadership development:

Figure 2. Cycle of leadership development



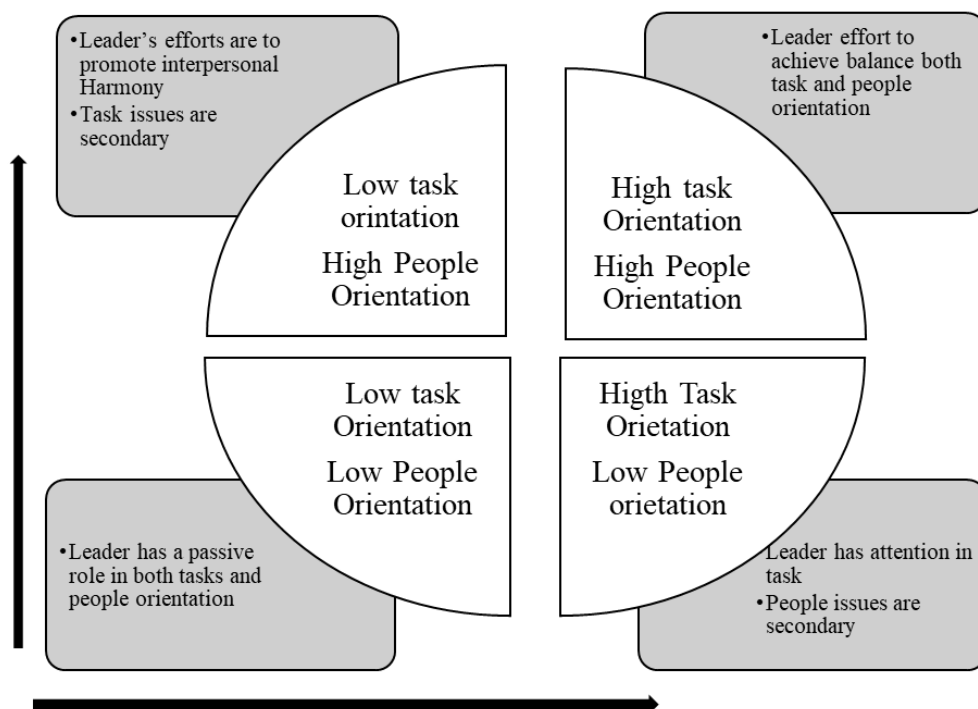
4. LEADERSHIP STYLE

Interpersonal and intrapersonal demands process in the formation of the leader, leads a set of behaviors that give him a leadership style. While the leader influences and motivates people (ALCARDE et al 2013) the leadership style is the way in which influence over through attitudes towards collaborators (BOTELHO, KROM 2010)

In a constantly changing global environment, different leadership styles affect organizational performance, the success or failure of organizations, social groups have been credited with leadership style (NANJUNDESWARASWAMY, SWAMY, 2014)

Pampolini (2013), Sethuraman (2014), Dubois (2015), Nanjundeswaraswamy (2014), consider three most desirable leadership style by modern organization: 1- Charismatic leadership: related to the leader's karma, high performance is achieved through the base of the trust of the followers, with the dissemination of feelings of common beliefs and objectives; 2- Transactional leadership: leadership exercised through a process of mutually rewarding transactions between leader and followers, the leader directs the activities towards the goals, clarifying the requirements, responsibilities and the role that each one must play; 3- Transformational leadership: it is based on the charisma of the leader too, however, leadership is exercised based on the emotional aspects of the followers and the values are shared in a cultural context of the organization. Basis in these three leadership styles, is possible make a matrix about task and people oriented behavior, as follow:

Figure 3. Task and people-oriented behavior matrix



5. TEAM FORMATION

Team building has become the concern of organizations, work teams have power over the functioning, over the organization and the desired results (PUENTE-PALACIOS, 2014). Teams are important elements of aligning organizational structure and can bring the following advantages (CRUZ, 2002): 1- Increased productivity; 2- Increased communication; 3- Perform complex tasks; 5- Optimize resources; 6- Creativity and high-quality decisions

While the group is made up of individuals that meet around objectives without involve themselves in collective work and only requires a common effort, the performance is only the sum of individual efforts, on the other hand, the team generates synergy through coordinated effort and the result, is greater than the sum of individual contributions (CRUZ, 2002)

Table 3. Group and Team differences

Groups	Teams
Share information only to achieve goal	Achieve goals by collective performance
Has no synergy	Positive synergy
Individual responsibility	Individual and collective responsibility
Random skills	Complementary skills

Forming a team is not simply gather people and saying to work together, before creating an effective team it is necessary to create communication, objective, management and training (RICHARDSON, 2005). Parker (apud CRUZ, 2002) divides the teams into three types: 1- Functional: teams that are grouped with similar functions like marketing, finance, production; 2- Self-managing: autonomy in the work process and in the implementation of improvements endowed with empowerment. 3- Inter-functional: formed by people from different departments, hierarchical levels, sharing efforts to achieve the goals.

An organization wants to become a high-performance organization, it must take different approach from traditional organizations, the base of the organization becomes the team and not the departments (Cruz, 2005), below is a summary table with the differences in vision between the traditional organization and high-performance organization:

Table 4. Traditional and high-performance organization differences

Traditional Organization	High Performance Organization
New ideas ignored	Constantly Enhancement
Few learning opportunity	Many learning opportunity
Learning only by task	Another task learning is encouraged
People do what they ask to do	People make a decision over task
People work alone	Teamwork with rotate job
Repetitive work	people do several tasks at the same time
Task just a small part	Client satisfaction task oriented

Adapted from Cruz 2002

6. HIGH PERFORMANCE TEAM

High performance teams are based in highly committed individuals, synergy, common vision, clear objectives, mission and vision in order to create a single objective: excellence results (DREHER, 2007). These teams can be formed on a temporary basis in order to find a solution to a specific problem or permanent in the organization structure. High performance team need a new approach management in order to achieve goal and has to be eight skills (PAMPOLINI et al 2013): 1- Self-management: Create a commitment and responsibility behavior each team member; 2- Communication: cooperative working to encourage honest and open communication, in order to create synergy; 3- Leadership: team should create opportunity for everyone to develop their leadership skills; 4- responsibility: everyone on the team has shared responsibility in order to achieve the best performance of all; 5- Feedback: evaluate team members respectfully in order to achieve mutual development; 6- Strategic planning: the team must be proactive in solving problems; 7- Meet manager: make effective meeting; 8- Solving problems: must learn to negotiate collaboratively

Managing high performance teams requires structural and cultural changes in the organization as well as change in leadership style. High-performance teams and organizations demand a new approach to leadership

7. HIGH PERFORMANCE TEAM LEADERSHIP

The role of the leadership is to influence the followers to achieve the objectives of the organization in the most effective way. High-performance teams are made up of committed individuals with peculiar psychological and social characteristics that, in synergy with the leadership, achieve high results. Wing (2005) proposes a model of leadership characteristics of high performance teams: a) Leader as a model: leadership by example and behavior is the key in order to achieve effective high performance team leadership; b) Hire the best talents: people with specific skills, previous experiences and the attitude in order to achieve goals; c) Build strategy: providing mission and vision clear to the team, in order to align team goals; d) Build infrastructure to achieve goal: identify and disclosure the roles of each team member and defined their goals and how to achieve them; e) Train teams: team members have specific skills and a high level of knowledge, teach how that knowledge and skills can be applied as efficiently as possible; f) Offer resources for the team: each has financial and material needs in order to achieve goals, these resources must be available way as possible; g) Communication: effective communication environment is critical to achieve success; h) Measurement: create measurement to track goals follow up team performance.

The participatory leadership model can be very effective for leading high-performance teams. Follow are some points that must be aborted for the adoption of this model (PAMPOLINI, 2013): a) Encourage participation, b) Propose cooperation rules; c) To Participate means play your role well; d) Be ready for the new; e) Develop empathy; f) create a feedback system

The leadership of high performance teams is oriented towards the internal processes of the organization, but, in the new market structure with structures of the organizations flatter, interdepend activities and increased complexity, many of the operational aspects of organizations are done by service providers externally, this leadership focused on internal processes can lead to team failures. To increase the chances of success in these externalities,

Ancona (2002) proposes a new approach in order to forming of high-performance teams with an adaptive approach focused on the team's externalities, the X-team. This new high-performance team, works beyond organization boundaries with demands, in addition to the inherent challenges of high-performance teams, new skills

In order to make an effective X-Team, there are five components of shaping that effectiveness (ANCONA, 2002): 1) External activity: management beyond boundaries, reaching or dividing structures and need information, the goal is balance internal e external aspects as best as possible; 2) Extensive tiers: the team member must sustain external connection; 3) Expandable Tiers: create a process in order to make and sustain external connection effective; 4) Flexible membership: X-team membership is fluid, People may move in and out of the team during its life or move across layers; 5) Execution mechanism: external focus does not mean the internal issues are ignored, to avoid unbalance is necessary three coordination mechanism: integrated meeting, transparent decision making, sharing timeline.

This new approach brings a new perspective on team building, leadership style and team leadership in relation to the traditional approach. Below is a comparative figure between traditional team leadership and Xteam:

Table 5. Traditional team versus X-Team

Traditional Team	X team
Internal Focus	External activity
Ties to other members	Extensive ties
One tier	Expandable tiers
Stable membership	Flexible membership
Mechanism for execution	Mechanism for execution

Adapted from Ancona 2002

8. CONCLUSIONS

The complexity of the organizations' operations is also reflected in the complexity of people management. Human resources have a strategic role in generating knowledge, technologies and innovations to overcome the challenges that modern organizations have.

The leader role is no longer just a position within the organizational structure to make people produce, the leader has psychological and social characteristics that the group values, in this context the organization can have a formal and an informal leader. Ideally, the formal and informal leader should be the same person in the group in order to achieve the goals.

Leadership has an important role in providing goals, convincing people to achieve goals and overcome challenges. The more developed the leadership, the better the results will be, so for organizations it becomes vital to create a continuous process of recognition and development of leaders within their structure.

The ideal leadership style should be sought by the organization to adapt to its needs and required goals, the results are acquired through people and the leadership style influences to get

the best out of the team to deliver the best result. High-performance companies must develop high-performance teams and leaders.

Even if the organization has an effective process of developing leadership and high-performance teams, it does not guarantee results. The traditional form of leadership has been shown to be limited in relation to the demands that organizations have to deal with, (ANCONA, 2002) due to the very focus that is given to leadership. Traditional management and leadership only have internal aspects view of the organization, however, there are many externalities like business interactions a links with another organization, economy issues, market demands, socially responsible demand, that organizations have to overcome in order to survive in the modern market today. In addition the externalities organizations have to deal with internalities as technology applicated, operational issues and human resources

The demands of externalities and operational peculiarities require teams to extrapolate traditional forms of action to add external focus, create and maintain external connections and integrate them in order to create common goals. The X-teams described by Ancona (2002) suggest that their management be more adaptive and fluid, organizing the talents of the teams where and when they are needed in order to solve problems and achieve goals, the traditional concept that “results are obtained through people” should be expanded to “ results are obtained through people and partners ”.

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