

## Leaders - New Role and Behaviors

As we move toward a team based organization and shift process ownership and improvement activities to those closest to the action, our leadership role must also evolve. Our entire management team must gradually move from a traditional management role to a team-leadership role (e.g. change management, coaching group problem solving, process, improvement techniques, group meeting facilitation, reaching consensus, team measurement, recognition and team leadership behaviours).

*The table below outlines fairly well how our role as leader should evolve from column A to column C.*

<b>A</b>	<b>B</b>	<b>C</b>
<b>When used alone, a suited only to traditional workplace</b>	<b>Required in a More participative work place</b>	<b>Required in a high-performance team environment.</b>
Direct people.	Involve people.	Develop self-motivating people.
Get groups to understand ideas.	Get groups to generate ideas.	Get diverse groups to carry out their own ideas.
Manage one-on-one.	Encourage team work	Build teams that manage more of their own work.
Maximize the performance of the department	Build relationships with other departments	Champion cross-functional.. work process improvements
Implement change.	Initiate change	Sponsor innovation to meet customer needs

## Increasing Leadership Effectiveness

### Increasing Leadership Effectiveness

- Maintaining an outcome orientation.
- Focusing attention.
- Leading others by example.
- Balancing the mind and heart.

Self-authorized team leaders who want to increase their effectiveness as team members can do so by using the following strategies: maintaining an outcome orientation, focusing attention, leading others by example, and balancing the mind and heart.

Maintaining  
an outcome  
orientation

Maintaining an outcome orientation allows self-authorized team leaders to see their experiences as a set of choices. Rather than addressing the issue of "why" a problem exist, it organizes experience around "what" is wanted and "how" it becomes possible to achieve it. When a specific outcome is decided upon, it becomes possible to turn those examples of not getting what you want into valuable feedback. You no longer fail at your endeavors but learn from your experiences.

Focusing  
attention

Focusing attention refers to the ability to have a clear set of goals and priorities that result from maintaining an outcome orientation. A person who is able to focus attention knows where they are going and doesn't waste precious time getting there.

Leading  
others  
by example

Leading others by example is the "golden rule" of self-authorized team leadership. It refers to modeling appropriate behaviors such as respecting, supporting, listening, communicating, collaborating, and being sensitive to the needs of all team members.

Balancing  
heart  
and mind

Balancing the heart and mind allows self-authorized team leaders to engage both the subjective and analytical thinking processes of the mind. The goal is to create a balance, or alignment, between how we feel and think, which is necessary if we are going to be working effectively with other team members.