

THE BEST LEADERSHIP STYLE FOR SELF-MANAGED TEAMS

JITHIN MATHEW GEORGE & DAVE HINKES

Sullivan University (Louisville, KY)

ABSTRACT

The key processes (motivational, cognitive and social) are influenced by the type of leadership process that emerges within self-managed teams in an organization. Exploring the relationship between organizational leadership styles applied to self-managed teams (SMTs) and its effectiveness, educators and industry can better understand the type of leadership roles necessary for achieving a highly effective team. New approaches are required to deal with the increasing interdependence, complexity, and uncertainty in the environments of these organizations. Utilizing self-organizing teams will also require a complete shift from existing processes that impact employee motivation, compensation and evaluation. SMTs have the autonomy to make important decisions concerning their team processes. They present perhaps the most visible modification to the traditional bureaucratic work organization. Through implementing self-directed teams, organizations are challenging the hierarchical and functional divisions of the bureaucratic workplace, decentralizing decision-making, and creating and maintaining work units that involve a diverse group of employees. SMTs are praised for bringing about results such as increased productivity, accelerated new product development and process improvements, increased worker participation and decreased hierarchy. Relative to teams that relied on leader emergence, teams that rotated leadership among members had higher levels of voice, cooperation, and performance. Overall, results of the study demonstrate the potential importance of team-design decisions in self-managed teams.

KEYWORDS: Organizational Leadership, Self-Managed Teams, Teams, Decision-Making