

# Role of Team Leader in Managerial Effectiveness to develop Team Based Management – A case study of TISCO Ltd.



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## Abstract

Team based organization and managerial excellence in background of globalization and liberalization required the formulation of a competitive strategy from management of tata steel which not only relates the company to its present environment but also ensures a competitive edge over others. The success of any organization whether in the private or public sector depends upon the three things i.e. organization structure , management and leaders participation. Managerial excellence is a discipline which requires acquisition of knowledge and significant self-development from management point of view the ability to look into the future, particularly in the context of organizational change. Iron & Steel industry forms the basic constituents of economic infrastructure industrial progress and economic prosperity of a nation measured in terms of per capital production and consumption of iron & steel. The paper concludes by highlighting the importance of leaders to increase the managerial effectiveness in the organization.

**Keywords :- Team Leader, Role and responsibilities, Managerial Effectiveness**

## 1. Introduction

Team based organizations are better equipped to develop improvements objectives and plans and identity that means by which organization can measure improvements. They are responsible for pin pointing opportunities, prioritizing projects and steering the improvements efforts. Team leader plays a vital role in managerial effectiveness and to increase the efficiency and excellency of the organization. Excellence is a discipline which requires acquisition of knowledge and significant self-development from management point of view the ability to look into the future, particularly in the context of organization change is the criteria of excellence. An effective team leader has a variety of traits and

characteristics that encourage team members to follow him. Team leaders naturally possess certain qualities, such as compassion and integrity, or learn leadership skills through formal training and experience. The qualities of an effective team leader inspire the trust and respect of the team and stimulate production within the workplace. Management in all business and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources and natural resources. The organization and coordination of the activities of an enterprise in accordance with certain policies and in

achievement of defined objectives. Management is often included as a factor of production along with machines, materials, and money. According to the management guru Peter Drucker (1909-2005), the basic task of a management is twofold: marketing and innovation. Practice of modern management owes its origin to the 16th century enquiry into low-efficiency and failures of certain enterprises, conducted by the English statesman Sir Thomas More. As a discipline, management consists of the interlocking functions of formulating corporate policy and organizing, planning, controlling, and directing an organization's resources to achieve the policy's objectives. The directors and managers who have the power and responsibility to make decisions to manage an enterprise. The size of management can range from one person in a small organization to hundreds or thousands of managers in multinational companies. In large organizations the board of directors formulates the policy which is then implemented by the chief executive officer. Some business analysts and financiers accord the highest importance to the quality and experience of the managers in evaluating an organizations current and future worth. The degrees to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and, whereas efficiency means "doing the thing right," effectiveness means "doing the right thing."

### Objectives of the Study

Successful team don't happen by accident. They are developed deliberately to achieve outstanding results. The objectives of the study are as follows :-

- ❖ To encourage collaborative effort within teams, promote alignment with organizational goals.
- ❖ Identify the roles and responsibilities of leaders.
- ❖ Identify the opportunities and recon to measure and improve managerial effectiveness.
- ❖ The analysis of the growth of Iron and Steel Industry in India.
- ❖ To achieve the managerial effectiveness through leadership.

- ❖ Recognize achievements, rewards, high performance, show generosity of spirit.
- ❖ To endanger a spirit of ownership for the vision a collaborative effort to express the vision.
- ❖ Promote engagement, commitment, respect and dignity of status, influence and advocacy.

### Overview of TISCO ( Tata Iron & Steel Company )

TISCO is an indian multinational steel making company. It is one of the top steel producing companies globally with annual crude steel deliveries of 27.5 million tonnes in financial year 2016 – 17 .Tata steel has manufacturing operations in 26 countries. The quest for excellence at Tata Steel is not just a process but also a way of life. Tata steel has been recognized by the world steel Dynamics as a "World Class" steel maker. The steel company caters to a wide gamut of customers in india and abroad. They include automobile manufactures producers of write guides, construction industry and consumers of tubes, bearings, agricultural implements etc. Its well knowm branded products are tata steelium, tata shaktee, tata tison, tata pipes, tata bearings, tata agrico etc. It is possible because of their excellent management and role of its leaders which enhance the managerial effectiveness and productivity of the TISCO. The intrinsic strength of the company such as low operating cost , special organizational structure and good profitability has been widely appreciated.

### Team Leader

A team leader is someone who provides direction, instructions and guidance to a group of individuals, who can also be known as a team, for the purpose of achieving a certain goal. An effective leader will know her team members' strengths, weaknesses and motivations. A Team Leader who provides guidance,instruction, direction and leadership to a group of individuals (the team) for the purpose of achieving a key result or group of aligned results. Team leaders utilize their expertise, their peers, influence, and/or creativeness to formulate an effective team.



Teamwork is something that is nurtured and developed with a cooperative effort between the group and manager. To facilitate the effective development of a work group, the leader must understand her role. If the leader performs her job properly, the team produces well and become an efficient part of the company.

### Roles of Team Leaders

Team leaders serve various roles in an organization. Their job is to get tasks done by using all of the resources available to them, including other employees or team members. Below is a list of some important roles a team leader must often take on:

- Develop a strategy the team will use to reach its goal
- Provide any training that team members need
- Communicate clear instructions to team members
- Listen to team members' feedback
- Monitor team members' participation to ensure the training they are being provided is being put into use, and also to see if any additional training is needed
- Manage the flow of day-to-day operations
- Create reports to update the company on the team's progress
- Distribute reports to the appropriate personnel



**1. Provide purpose** :- Everything starts with vision. The team members will work together and sacrifice only if they can see what they're working toward. Capturing and communicating vision is role as a team leader. Without that perspective the team cannot accomplish its goal, whether the team's "game" is sports, business, family, ministry, or government.

**2. Build a star team, not a team of stars** :- Team will not reach its potential if players are unwilling to subordinate their personal goals to the good of the team. "Everybody on a championship team doesn't get publicity, but everyone can say he's a champion." Be personally a team player. Teach people to cooperate to make a team a winning team, and thus all of them winners. Involve everyone. Establish shared values and an environment oriented to trust, joint creativity, open communication, and cohesive team effort. Help resolve dysfunctional behavior. Facilitate join problem solving and collaboration. Fully utilizediversity of team members. >>>

**3. Establish shared ownership for the results** :- Start with share own individual results with the group. Shared responsibility is better achieved if the pay and reward system has a significant element that is dependent on the overall outcome. Keep the team informed how individual members are performing – it is important if Individuals' rewards depended on the performance of the group as a whole.

**4. Develop team members to fullest potential**

Bring out the best in team members. Help team members to develop so that all of them could effectively participate on the team.

**5. Make the work interesting and engaging :-**

Create enjoyable work environment. Encourage entrepreneurial creativity, risk-taking, and constant improvement. This includes also freedom to fail and fun in the workplace. Maintain healthy group dynamics. Facilitate problem solving and collaboration.

**6. Develop a self-managing team:-**

Be a superleader. Develop team members so that they can lead themselves. Don't give direct commands or instruction use questions (such as "What do you think should be done?"). Empower people, delegate authority, and be open to ideas.

**7. Motivate and inspire team members :-**

Be enthusiastic, inspire and energize people. Recognize and celebrate team and team member accomplishments and exceptional performance.

**8. Lead and facilitate constructive communication:-**

Lead the rich array of types of communication exchanged between team members that include goal setting, task assignments, work scheduling, announcements, problem solving, performance evaluation, corrective feedback, praise, discussions, etc. Communicate in a way that is truthful and believable to team members.

**9. Monitor, but don't micromanage:-**

Avoid close supervision; do not overboss; do not dictate. Help keep the team focused and on track. Communicate team status, task accomplishment, and direction. Intervene when necessary to aid the group in resolving issues.

**Responsibilities of Team Leaders**

A team leader is responsible for guiding a group of employees as they complete a project. They are responsible for developing and implementing a timeline their team will use to reach its end goal. Some of the ways team leaders ensure they reach

their goals is by delegating tasks to their members, including themselves. The responsibilities of team leaders are as follows :-

**1. Provide team leadership and coaching**

- Create an environment oriented to trust, open communication, creative thinking, and cohesive team effort
- Provide the team with a vision of the project objectives
- Motivate and inspire team members
- Lead by setting a good example (role model) – behavior consistent with words
- Coach and help develop team members; help resolve dysfunctional behavior
- Facilitate problem solving and collaboration
- Strive for team consensus and win-win agreements
- Ensure discussions and decisions lead toward closure
- Maintain healthy group dynamics
- Intervene when necessary to aid the group in resolving issues
- Assure that the team members have the necessary education and training to effectively participate on the team
- Encourage creativity, risk-taking, and constant improvement

**2. Focus the team on the tasks at hand or the internal and external customer requirements**

- Coordinate with internal and external customers as necessary
- Familiarize the team with the customer needs, specifications, design targets, the development process, design standards, techniques and tools to support task performance
- Assure that the team addresses all relevant issues within the specifications and various standards
- Provide necessary business information
- Serve as meeting manager or chairman
- Initiate sub-groups or sub-teams as appropriate to resolve issues and perform tasks in parallel

- Ensure deliverables are prepared to satisfy the project requirements, cost and schedule
- Help keep the team focused and on track

### 3. Coordinate team logistics

- Work with functional managers and the team sponsor to obtain necessary resources to support the team's requirements
- Obtain and coordinate space, furniture, equipment, and communication lines for team members
- Establish meeting times, places and agendas
- Coordinate the review, presentation and release of design layouts, drawings, analysis and other documentation
- Coordinates meetings with the product committee, project manager and functional management to discuss project impediments, needed resources or issues/delays in completing the task

### 4. Communicate team status, task accomplishment, and direction

- Provide status reporting of team activities against the program plan or schedule
- Keep the project manager and product committee informed of task accomplishment, issues and status
- Serve as a focal point to communicate and resolve interface and integration issues with other teams
- Escalate issues which cannot be resolved by the team
- Provide guidance to the team based on management direction.

An effective team leader has a variety of traits and characteristics that encourage team members to follow him. Team leaders naturally possess certain qualities, such as compassion and integrity, or learn leadership skills through formal training and experience. The qualities of an effective team leader inspire the trust and respect of the team and stimulate production within the workplace.

#### Qualities of team leaders are as follows :-

- ❖ A clear communicator
- ❖ Organized

- ❖ Confident in team.
- ❖ Respectful to others.
- ❖ Fair and kind.
- ❖ An example of Integrity
- ❖ Influential
- ❖ Willing to delegate.
- ❖ Powerful facilitator
- ❖ A skilled negotiator.

#### Meaning of of Managerial Effectiveness:

The term 'managerial effectiveness' could mean achievement of organizational goals, increase in productivity, profit, workers' satisfaction, growth, diversification etc. Managerial effectiveness aims at optimum allocation and utilization of scarce organizational resources in order to achieve the goals at minimum cost. It aims at deriving maximum output out of minimum input. Successful managers keep the organisation going in the present and future. An organisation must be capable of performance, growth and change in the future. An organisation that does not account for future has destroyed capital, that is, capital not enough to produce wealth for its survival. Managerial effectiveness aims at survival, growth and adaptability of organisations to the external environment. Managerial effectiveness is a leader's ability to achieve desired results. How well he applies his skills and abilities in guiding and directing others determines whether he can meet those results effectively. If he can, his achievements are poised to help the organization gain a competitive edge against rival organizations heading into the future. Managerial Effectiveness is fast becoming a competitive advantage for organisations, especially in the context of high demand for and, therefore, continuous migration of competent managers from one organisation to another. Organisations, therefore, have started investing in retaining competent managers and putting in place systems for developing new cadre of effective managers. Managerial Effectiveness is often defined in terms of output - what a manager achieves. This result oriented definition leads us to look for the factors that contribute towards the "results". Studies find three factors to be responsible for the results that an

organization achieves through its managers. These are:

- the efforts and ability of the managers,
- the environment in which the managers and the organization operates, and
- the efforts and ability of the subordinates.

Thus, the managers' ability is the key element in achieving the desired results. There are no absolute measures of managerial effectiveness. Organizations have aims and objectives, and managers are effective when they help their organization to achieve these aims and objectives. Thus, it is important that every manager (and employee) knows the purpose of their organization, the purpose of their job and the work-specific objectives they must meet.

### Elements of Managerial Effectiveness:

Much of what an organization achieves depends upon managerial effectiveness. Manager does not just perform the functions of management. He is also an administrator and an entrepreneur. As an administrator, he administers what already exists and as an entrepreneur, he redirects resources from areas of low returns to high returns. Elements of Managerial Effectiveness are as follows :-

1. Manager
2. Organization
3. Entrepreneurship
4. Environment

### Review of Literature

Once a team is created and its composition is established the next team leadership function is to define the team's mission. This involves determining and communicating the organizational performance expectations for the team in such a way that they are broken down into tangible, comprehensible pieces. There are two research methods in this study. 1. Systematic Literature Review. 2. Team's effectiveness, roles & responsibilities.

The emergence of the team idea can be drawn back to late 1920s and early 1930s with the new model Hawthorne Studies, These involves a series of

research actions intended to study in-depth what happened to a group of workers under variety of circumstances. From past literature reviews the first crude productivity teams were developed in USA in the production of muskets for revolutionary war. A key aspect of teams and team working is ability of the group of individuals that comprises the team to be more creative than any of the individuals working alone. Teams are viewed as being more appropriate for difficult tasks because they let members to divide the work load , develop and contribute expertise on subtasks and monitor the work behaviors of other members. Teams having clear roles and mutual expectations provide a stable internal coordination for the team which leads to improved team performance.

### Conclusions :-

Teams should have a designated leader who helps facilitate the team process. Influencing a group of people to work together, in harmony is what leadership is all about. The leader is a very important role in a team environment and influences a team's ability to accomplish goals.

However, ineffective leadership can result in the team feeling discouraged, defeated and unsuccessful. Developing team leaders requires learning certain skills, and understanding what their responsibilities are, so they can successfully help their team accomplish what it was charged to do. It can be achieved by following the planned behavior model. The most important task of a manager apart from managing resources and achieving targets is to manage people or human resource or employees. If a manager is adept in predicting and explaining human behavior then he/she can motivate or manipulate employees accordingly to meet organizational goals. In the life of a manager one faces many hurdles and numerous pressures. One such hurdle is how to handle the unexpected or a crisis situation. Achieving Managerial Effectiveness Through Planned Behavior Approach.

From the literature discussion above, it is evident that organizations are more successful when people work together towards a common goal. This comment

incorporates and integrates many views and theories involving teamwork, which in itself is a complex domain with multiple dimensions. Within an Organizational Behavior context, in this study, an attempt is made to be responsive to the research situation as it is, building on previous research and going beyond that which was done before. This study therefore has as its central mission finding out what is really expected by individuals in teams in order to influence a new approach towards team development towards team performance in the 21st Century organization. Globalization and the resulting trends create enormous management challenges because, as organizations and the workforce change, so the types of people who manage it also need to change. The workplace has indeed transformed from being a hierarchical organization with autocratic management styles to effective teams, which empower individuals who are in turn mentored by innovative and creative 21st century managers. However, the challenge for us as scholars of Organizational behavior is looking ahead, and since we are currently in the 21st century, it would be interesting to speculate where organizations will be in the 22nd century and what type of people dynamics or technology will drive them to success. In concluding it is perhaps opposite in the team context to remember the old Arab proverb quoted below:-

**"Men are four: He who knows not and knows not he knows not, he is a fool--shun him;**

**He who knows not and knows he knows not, he is simple--teach him;**

**He who knows and knows not he knows, he is asleep--wake him;**

**He who knows and knows he knows, he is wise--follow him"!**

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