

Chapter 1

Defining Your Team

ABSTRACT

Effective leaders define the roles of each team member (Figure 1) – Leader, Manager, and Team Member – because there is an understanding that everyone might fill any of the roles at one time or another. This movement into other roles can happen for a variety of reasons, and it might be actually assigned as in the case of a promotion, or it could happen as part of problem solving or training situation. Great leaders find the common benefit to the organization and the person where possible. The Leader should also keep in mind that the Manager may have the toughest job because of the need to adjust to all roles. Managers must be the glue that holds everyone together.

INTRODUCTION

- **Emerging Research:** People need to create meaning to adjust to organizational change (Petrou, Demerouti et al. 2016). Regulatory theory is one way to do this. Varying employee motivational styles are viewed through this theory and there is distinction between promotion- and prevention-focused people (Higgins 1997, Brockner and Higgins 2001). Promotion-focused people determine gain or non-gain goals based on a desire for growth and relevance. The prevention-focused person's approach to the desire for growth and relevance is loss or non-loss. By understanding the way people “focus” on organizational change, we gain insight into effective ways to define our team. We create a social context that makes team definition easier for everyone

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Figure 1. Great teams are defined by leaders, managers, and team members who work together to create and nurture a lasting relationship with shared vision, reduced stress, and trust. Keep these things in mind as you take this learning journey to discover motivationally intelligent leadership!



to understand. *SOURCE: Crafting the Change: The Role of Employee Job Crafting Behaviors for Successful Organizational Change (Petrou, Demerouti et al. 2016).*

This chapter focuses on the people on your team, their roles, and, in some ways, their responsibilities. A good organization starts with defined roles that everyone understands. The leader must ensure that the roles of Leader, Manager, and Team Member are clearly defined and are matched with the appropriate responsibilities. Everyone may fill any of the roles at one time or another, which can happen for a variety of reasons. People can move in and out of their originally assigned roles based training or problem-solving situations. For instance, before making a substantial change in the organization, the leader should step into the team member's shoes and ask, "Why should I follow this advice or accept this solution?" The answer shouldn't be, "Because the boss said so." The leader should find the common benefit to the organization and the person.

The leader is the person at the head of the organization who has the final vote, the final say, the final decision. The manager is the liaison between the leader and the team. The team members are the people who perform the lion's share of the actual work, implementing plans and affecting change based on the stated course of action.

The leader should also keep in mind that the manager may have the toughest job because of the need to adjust to all roles. In fact, managers must be the

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