

Leadership Styles Promote Teamwork

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Abstract: This paper will evaluate the importance of learning leadership styles, and the explanation of when and how each one is used in the workforce. In this paper, many experts have been cited that are well-known in the field of leadership. Also, this paper will concentrate on the importance of teamwork in the workforce, and there are many examples of how teamwork is effective for creating the best possible outcomes for creativity and productivity. In the television industry, creativity is an essential component of the job description, and inspirational leadership that promotes teamwork is essential.

Introduction

Today, the idea of the lone worker who wants to be left alone to accomplish his job, and then get the credit or the criticism for the end product is not the best way for a company to do business. There are too many other styles of running an office that are so much more efficient than each worker working alone in a cubicle, and clocking in and out on a predictable schedule. Today there are many other leadership styles that incorporate employees and departments to produce an end product. In the media world today, and especially in television, there formula for teamwork is the best answer for incorporating creativity and pooling intellectual resources. It's vital that one TV department has a successful working relationship with their colleagues in the other departments. This is fundamental to achieving overall revenue goals. The principles that can foster better relationships between the two groups can also be used for company-wide teambuilding. In the broadcasting media, teamwork is a major contributing factor in a company reaching operational goals. All great undertakings and pursuits in the world have been accomplished through teamwork. There would never have been a United States if a small group of men had not put their heads together to form a new government and rebel against England. Very few great undertakings have been the work of "one" person. Before teamwork is possible, first leadership style needs to be addressed. If a leader has the wrong style for the task, it will not be successful because he will not be able to encourage and coach employees to have a spirit of teamwork. This paper addresses many different types of leadership styles and where and when each style is needed, and it also addresses the benefits of teamwork in companies.

Role of Leader/Manager

There are many roles that a leader/manager must take must take, and one of the first and most famous management theorists was Henri Fayol. After observation and experience, Fayol saw that there five main functions of a manager. These are Fayol's five functions of a manager: Planning, Organizing, Commanding, Co-ordinating and controlling. Each one of these roles is important and this is important to be a well-rounded leader/manager. These are some points for each role:

1. Planning – A leader should set future goals, and know which employees will fit these goals.
2. Organizing – Giving the tasks to different departments.
3. Commanding – Giving instructions to carry out each task.
4. Co-ordinating – Bring all departments together to achieve the goals.

5. Controlling – Monitoring the progress against the goals. (Using teamwork , 2016).

Management Style

According an article in Business Case Studies entitled "Using Teamwork to Build a Better Workplace," team leaders need to consider which is the best style to use. It is important to know which role fits the situation. For instance, if a decision needs to be made quickly, an autocratic approach would be appropriate in that situation. It is important for a manager to know how to switch styles when work situations call for different approaches. Opposite from the autocratic style, is the democratic manager who implements an atmosphere of participation from employees (Using teamwork, 2016).

Types of Styles

Identifying leadership styles is a good way to know what type of leader a person is and also, it is helpful for employees to know what type of style that their leader has. According to an article in the Journal of Practical Consulting in 2012, it is important for executives to be trained to use multiple leadership styles. Some of these leadership styles are Charismatic, Laissez faire, transformational, transactional, and servant leadership. The article in the Journal of Practical Consulting by Shanta Harper entitled "The Leader Coach: A Model of Multi-Style Leadership," stresses the importance of leadership coaching. Harper (2012) states, "Leadership coaching is a method of facilitating affirmative change that impact an organizational leader's performance, development of particular skills, or a broader sense of personal growth" (Harper, 2012). Leaders today need to be trained to be responsive to emotional and relational aspects of their leadership capacity. Not all situations will be a carbon copy of the last one in the reality of a workplace environment, so training leaders to adjust their leadership style to fit different situations will equip them to have the tools to know how to shift from one style to the next. Here are the styles of leaders that are highlighted in the article "The Leader Coach: A Model of Multi-Style Leadership":

1. Charismatic Leadership – This leader will highlights the tasks and values that are needed to fulfill the organization's vision, and the Charismatic leader is inspirational to team members and exhibits a strong sense of self-confidence. Also, the Charismatic leader encourages employees to strive harder for the goals and objectives of the organization.
2. Transactional Leader – This leader is appeals to the employees' self-interest. This leadership skill is driven by a primarily short-term intervention such as

performance improvement or developing a particular competence. A Transactional leader is useful in regulating systematic and time regulated coaching that strives to prevent setbacks and stalls in productivity.

3. Laissez-Faire Leadership – Is lack of leadership and the leader has a hands off approach. The Laissez-Faire approach is one that avoids the responsibility of setting goals, making expectations clear and just generally not offering leadership direction.
4. Servant Leader – Stresses the needs of the follower over the self-interests of the leader. This relationship is one of sharing. Harper states that this type of leader is the primary style for spiritual leaders such as Jesus Christ and the Apostle Paul who exhibit servant first behavior (Harper, 2012).

Style Adaptation

Although leadership names change from one study to the next, there is a strong crossover from each list. In an article by Alan Murray for Harper Business entitled "The Wall Street Journal Guide to Management," the list that Murray uses is derived from the book *Primal Intelligence* by Daniel Goleman who made the term "Emotional Intelligence" popular. Again, the idea of this article is to get the point across that no one needs to only use one style of leadership. However, leadership styles should be used to fit a situation and the Goleman's list of leadership style includes:

1. Visionary – This leadership style is needed when a company needs to move forward with a new shared dream, but does not say how they will get there.
2. Coaching – This leadership style is focused on developing individuals, but has drawbacks such as employees feeling that they are being over-managed.
3. Affiliative – This leadership style is centered on team work and creating harmony in a teamwork situation.
4. Democratic – Is a style that is committed to the group reaching the same goal, but Goleman says that this style can be a disastrous in times of crisis because then, a quick decision will be necessary.
5. Pacesetter – This leadership style is one that sets high standards for everyone and want to get things done better and faster. Goleman stresses that this style has been shown to poison the climate.
6. Commanding – This leadership style is modeled after the classic military style. No one should expect any praise and is usually centered on criticism (Murray, 2016).

Leadership style and teamwork are very closely related and in order to be able to inspire teamwork from employees, it is learning about leadership styles are one way to learn how to find the key to employee interest and involvement. In an article by Herb Stevenson (2014) entitled "Style, Emotional Intelligence, and Organizational Effectiveness," Stevenson gives real life examples of leadership styles, and their effectiveness. One example he gives of an executive named Chainsaw Al Dunlap from the Sunbeam Corporation who was really a ruthless executive who was able to cut the bottom line, but in his commanding and coercive leadership style, but his actions undermined the total value of an organization. In this aspect, he was a total failure. Another one of Stevenson's examples of bad leadership is from a CEO who was hired by a company who was faltering, and

losing stocks. Because the CEO was getting results, the board laid on the rewards, and he received many perks and bonuses. However, within the company things were not so great, and the reason for this was directly related to his leadership style which was a combination of pacesetter and coercive/commanding. The results from his leadership style ending up creating a very combative workplace because when his pacesetter style did not get the results he wanted, he used command and destroy. This CEO's leadership style of pacesetter and coercive/commanding is useful in the short-term and does get quick results, but it can do damage in the long run. This CEO did not have a team spirit and many other CEOs left the company due to his behavior. Stevenson writes, "The situation has been likened to a well trained horse, where you can only whip it so long before it simply stops performing regardless of how much you beat it" (Stevenson, 2014).

Choices

Leaders need to have a lot of tools in the leadership style tool bag because no leadership style is the correct one for all situations. In the previous example, the CEO needed to develop other leadership styles that would allow him to keep all aspects of his position in balance. It is not productive to raise up the value of a company while breaking the company down internally. Now that his leadership style of pacesetter and coercive/commanding got great results for the company, he now needs to use the leadership style affiliation because this style allows leaders to create an atmosphere of teamwork.

Teamwork Works

After realizing how important it to develop a leadership style that fits the situation, it is also very important to find a leadership style that promotes teamwork. Fortunately, there are many articles and resources that are available for anyone who wants to further their knowledge of how to use teamwork as a leader. An article by Mary Collins for TV News Check entitled "Teamwork Helps Stations Weather Storms," offers historical analogies that shed light on the importance of teamwork in network television programming. Collins writes, "Ben Franklin may have summed it up best when he commented at the signing of the Declaration of Independence "We must hang together...else, we shall most assuredly hang separately (Collins, 2015). When a ball team is interviewed after a game, they always cite teamwork as the reason that they won the game. The star players always feel an obligation to first praise their team mates for backing them up and doing their part to win the game. This is the same kind of spirit of teamwork that needs to exist in companies so that everyone has a commitment and feels a responsibility to projects and to the company hang separately."

Consensus

Another important idea that is gleaned from the article "Teamwork Helps Stations Weather Storms" is the idea that not all ideas can be chosen and there will have to be a consensus to move an idea along. This idea is clearly explained in Mary Collins' article. Again, Collins goes back to 1776 in Colonial America to find examples of how a consensus is the way to find a fair answer for leaders who represent different sides of an issue can find a way to arrive

at a plan. Collins writes, Members of the Continental Congress realize that signing their names to the Declaration of Independence amounts to issuing their own death warrants for committing an act of treason against the King....leaders representing the interests of very different constituencies find a way to arrive at a document that would garner a complete consensus. The idea is that it takes giving up one thing to get something that is better for the whole (Collins, 2015)

Trust and Understanding

When leadership devotes itself to building a bridge in other departments, it will build trust and understanding among everyone. Trust is something that is built over time. Also, trust and understanding have to be cultivated to build an inter-relationship that shows employees the importance of each department's objectives, and the result of this is that the company as well as the customers will benefit from this relationship. The idea is not that each department does "their" job, but that every department is doing what they do for the end product. Because one of the most important aspects of an effective leader is to be able to use the principle of leadership in the workplace, it is important for a leader and his employees to build the necessary skills needed to successfully arrive at the spirit of teamwork. The ability for a leader to create an atmosphere that is supportive is worth his or her weight in gold. This is an important aspect of today's work environment that anyone in a leadership position develops skills that are needed to create a work atmosphere that uses the art of teamwork. Without teamwork, a company will not progress, and it may possibly fail. In an article from Aaron Marquis for the Houston Chronicle, Marquis explains how important it is for companies to use teamwork. Using teamwork will allow people to bounce ideas off of each other before choosing a path to pursue. When multiple minds are working on a solution, the pooling of ideas will generate ideas that are unique, and would be much more difficult for an employee to realize alone (Marquis).

Communication

If employees work alone on projects, they will feel threatened if another employee wants them to share their knowledge. However, if it is expected that employees will work together as a team, the dynamics of the work environment change. Teamwork and communication go hand-in-hand. When employees feel that they must work independently because their work is the sole reason for success or failure of a project, it leaves no doors open for communication with other employees. As Aaron Marquis states in his article "The Importance of Teamwork in Organizations," "Teamwork promotes conversation between employees regarding the task at hand, possibly preventing employees from working in opposite directions" (Marquis, 2016).

Teamwork and Learning

As employees work as a team, they will automatically learn from one another. By working with different departments, employees develop the skills to walk in the shoes of other employees. Working alongside of employees from other departments, brings intimate knowledge of the workings in that department that would never have been available to

employees in other departments if a company was not implementing teamwork as a priority. As Marquis states in his article, "If a marketing department makes demands with unrealistic deadlines to another department, the department may see through teamwork why its requests are unreasonable (Marquis, 2016). In an article entitled "5 Useful Skills TV Producers Possess That You Should Too" from Entrepreneur by Deborah Mitchell who is a producer and owns her own company, she offers some very good advice about skills that are important to develop that would be helpful in the media environment. These are the five things that Mitchell states are useful skills for a television producer:

1. Natural curiosity is top on her list, and she says that it is important to ask questions such as who, why, how and when? People who have natural curiosity read from many different sources like newspapers and online sources. The important thing is to have a desire to stay in touch with what is going on.
2. Mitchell says that great communication skills are very important and that a person should practice what they are going to say before they give a presentation, and they should have their audience in mind before they write the speech. When giving a speech, think about how to make it entertaining for the audience so that they stay engaged.
3. If people are going to be a television producer, they must be able to take criticism because criticism is a natural part a producer's job. So many things can go wrong in a day such as a guest that fails to show up. It is important to have thick skin and realize that when a boss criticizes his workers, it is just part of the job.
4. Being organized is very important in a television producer's job. Mitchell says that it is important to make a running to-do list of what needs to be done daily and weekly.
5. Mitchell stresses team work is very important, and learning to collaborate with many people. She mentions in a producer's job, they will deal with many talents and their agents and being personable is so important (Mitchell, 2015).

Today, leaders have so many resources available to educate themselves about leadership styles and which leadership styles are the best ones to fit every situation. It would be impossible for one leadership style to fit every situation and every problem. The study of leadership style is a well-documented and so much useful information has been gathered that allows leaders to ask themselves what kind of leader is the most effective in most situations. If a leader has developed very ineffective leadership styles, it is very important that he is coached to find the best style for his corporation and the employees. One major reason to have good leadership styles is to strive to have teamwork among employees. Only teamwork offers more creativity and a vast knowledge base. If every company has the goal to develop the best side of employees, they will reap the enormous benefits, but they must first decide to coach their leaders about leadership style and how to transfer the benefits of leadership style to teamwork in the workplace.

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