Designing Effective Teams for Technical Services
The Role of Leadership, Followership, and Group Emotional Intelligence

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Figure 1. Teamwork. (Quickmeme.com, n.d.)
Teamwork makes the dream work, but a vision becomes a nightmare when the leader has a big dream and a bad team.

John C. Maxwell
Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.

Andrew Carnegie
Benefits of Good Teams

Better decision-making
More creative solutions
Higher level of productivity
Teams in 21\textsuperscript{st} Century Libraries

• Effective teamwork requires
  – Cooperation
  – Collaboration
  – Relationship building
The highest-performing teams consist of people who think differently, who approach problems from different perspectives, and who have varying levels of risk tolerance.
Left Brain/Right Brain
The good we can do together exceeds what we can do individually.

*Benjamin Franklin*
Are You a Leader or Follower?
The Study of Leadership...

Rivals in age the emergence of civilization, which shaped its leaders as much as it was shaped by them. From its infancy, the study of history has been the study of leaders—what they did and why they did it.

(Bass, 1990/1995, p. 50)
Ancient Arguments

Plato vs. Aristotle

Machiavelli

Lao-tzu
In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.

*Harry S. Truman*
Defining Leadership

The “concepts of leader and leadership do not exist in isolation. To be viable, both depend upon followership.”

(Hollander, 1992, p. 43)
Defining Leadership

“An influence relationship among leaders and followers who intend real changes that reflect their mutual purposes.”

(Rost, 1991, p.124)
What Makes a Good Leader?

Participatory style
Shared power
Shared decision-making
Keeping goals and objectives in focus
Creating relationships that further the goals
What Makes a Good Follower?

Skillful at making their point while navigating potential pitfalls
Authority vs. Leadership

People can be given positional authority and subordinates, but they cannot be given a following.

(Gardner, 1987/1995, p. 186)
Leadership and Libraries

• Late to the leadership party
• Business approach
• Schools emphasized administration & management, not leadership
Visionary Leadership

“Library leaders are almost never in charge as they are perceived to be, and followers (the library staff) are almost never as submissive as one might imagine.” (Riggs, 1998, p. 63)
On Defining Followership

What's in a name? that which we call a rose
By any other name would smell as sweet;

Shakespeare, Romeo and Juliet (II, ii, 1-2)
Figure 3. Exemplary followership (Victoria’s leadership blog, 2014, July 25)
Defining Followership

This would mean that collaborative employees (followership) would be the very support system leaders need to lead effectively.”

(Adair, 2008, p. 139)
Backwards and in High Heels
Good Followers...

“have...the desire to participate in a team effort for the accomplishment of some greater common purpose.”

(Kelley, 1988/1995, p. 201)
Followership has organizational power, personal power, requires development, and is a distinct skill.

(Hurwitz & Hurwitz, 2015, pp. 13-14)
How Do We Develop Better Followers?
The Leadership of Followership

Learning to be a highly effective follower is one way a person can successfully exercise leadership.

(Preskill & Brookfield, 2009)
Followership and Emotional Intelligence

• Research has shown that the EI of followers is a more important factor in team performance than the EI of leaders
• Teams that have higher EI are more successful and outperform teams with lower EI
What is Emotional Intelligence?

“The ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in the self and others.”

(Mayer, Salovey, & Caruso, 2000, p. 396)
Anyone can become angry...But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way - this is not easy.

Aristotle
Emotional Intelligence & Groups

• Emotion is a pervasive influence in groups
• Fundamentally linked to how group members interact and work together
• Emotional intelligence is the foundation from which you build strong relationships
Individual EI ≠ Group EI
Greetings, I am pleased to see that we are different. May we together become greater than the sum of both of us.

Leonard Nimoy as Mr. Spock giving a traditional Vulcan greeting
Group Emotional Intelligence

“The ability to develop a set of norms that manage emotional processes so as to cultivate trust, group identity, and group efficacy.”

(Druskat & Wolff, 2001, p. 133)
Group Emotional Intelligence
Group Emotional Intelligence

Appreciation
Communication
Respect
Building Group Emotional Intelligence

- Internal focus: Promote norms that foster group synergy, group empathy, and a focus on how the group can collectively accomplish assigned tasks
Building Group Emotional Intelligence

• External focus: Helping the group understand its emotional role in the larger organizational system as well as its relationship with other units in the organization
Traits of Good Team Members

• Well-developed emotional intelligence
  – Self-awareness
  – Self-regulation
  – Motivation
  – Empathy
  – Social skills
Traits of Good Team Members

• Curiosity
• Relationship builder
• Trustworthy
• Good listener
• Flexibility
Talent wins games but teamwork wins championships.

Michael Jordan
Making Teams Work

• Plan for Problems
• Teamwork is Work
• The Team isn’t Working if the Team Isn’t Working
• Pay Attention to Each Other
Making Teams Work, Continued

- People > Projects
- Learn from Conflict
- Observe Your Norms
- Communicate
- Embrace Your Team Self

(Andrews, M., 17 May 2017)
Implications for Technical Services
Thank You!

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See Associated File for List of References