

[Developing, Leading and Engaging People]



Lecture Title:

12. [Leadership – Building the Team]

Lecturer: Paul Gauci

Date: 15th June 2026

13.00hrs-17.00hrs



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Learning Objectives

Following this session students will be able to:

- Learn about group dynamics and team development techniques – *the leader as a catalyst to build a team from a group of people.*
- Develop the team: *Encouraging Collaboration; Empowering Team Members; Setting a Clear Vision; Leading by Example; Providing Constructive Feedback.*



Learning Method

- **Lecture focused on learning objectives and core content** as a key instructional process.
- **Formative assessment through participative learning tools and activities** will be utilised evaluating students' comprehension and academic progress throughout - with respect to understanding and applying HRM concepts.



Agenda

- Group Dynamics
- The leader as Catalyst
- Encouraging Collaboration
- Empowering Team Members
- Setting a Clear Vision
- Leading by Example
- Providing Constructive Feedback



Group Dynamics & Team Development:

The Leader as Catalyst

Transforming Individuals into High-Performing Teams



What Are Group Dynamics?

- Group dynamics refer to the behavioural and psychological processes that occur within a social group.
- These dynamics influence how people interact, communicate, and collaborate.
- Healthy group dynamics lead to better decision-making, creativity, and performance.



Some academic references

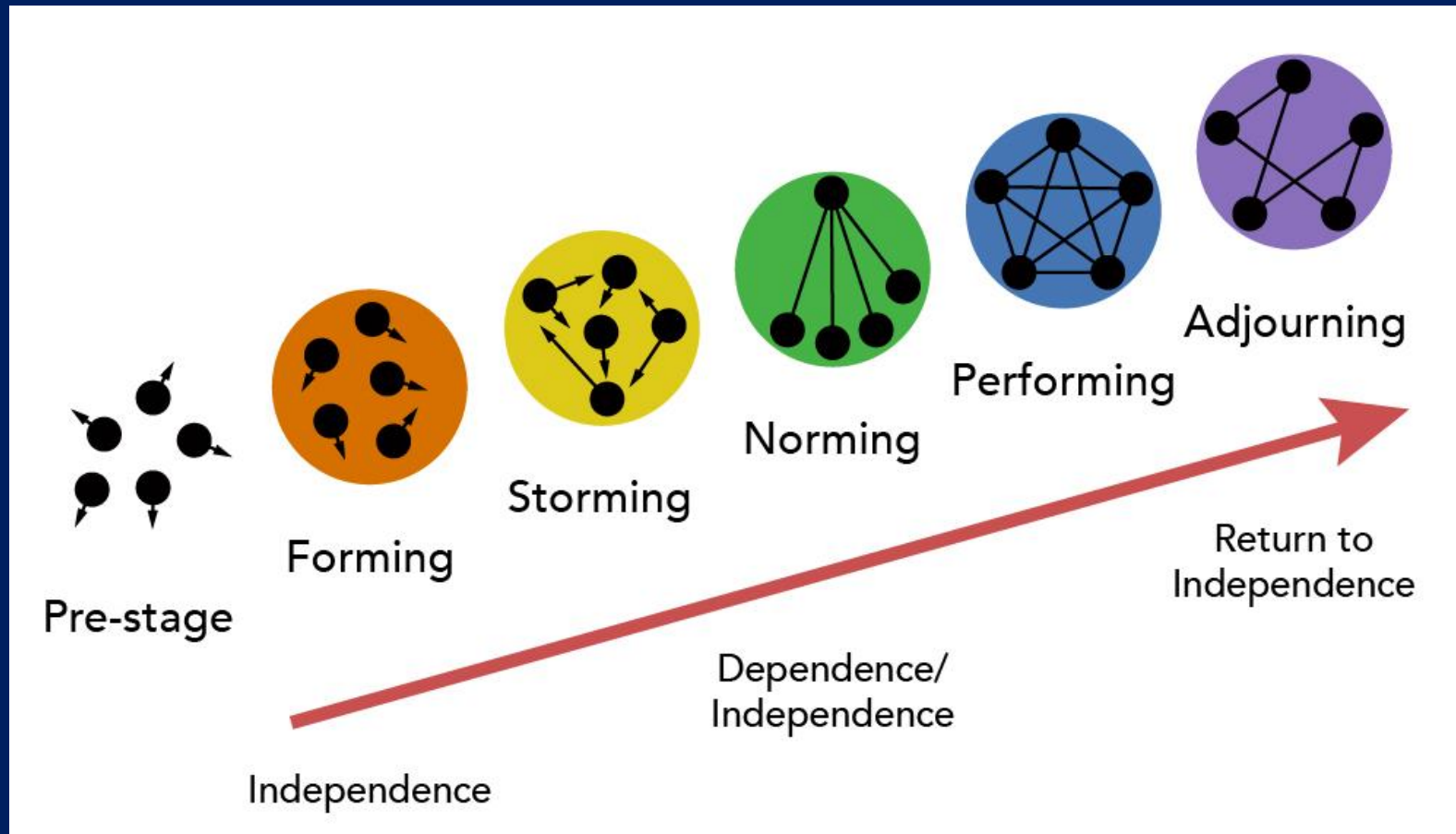
- Donelson R. Forsyth (2018), Group Dynamics, 7th ed.
- *“Group cohesion—that total field of forces which act on members to remain in the group—is the key to understanding any number of group-level processes...”* (Forsyth 2018 p. 125)
- *“Groups are not just collections of individuals; they are dynamic systems shaped by interaction, structure, and shared identity.”*
(Forsyth 2018 p. 3)



Stages of Team Formation (Tuckman's Model)

- Forming: Group members meet and start to understand their roles.
- Storming: Conflicts may arise as personalities and ideas clash.
- Norming: Team begins to establish norms and cohesion.
- Performing: Team operates efficiently toward goals.
- Adjourning: Team disbands after achieving objectives.







<https://www.youtube.com/watch?v=-RwkZxGPQb8>

Group vs Team

Group

Collection of individuals

May work independently

Varying commitment levels

Team

Cohesive unit with shared goals

Interdependent collaboration

Unified purpose and accountability

QUIZ

1. What is the primary alignment focus for members of a group?
 - A. A shared, overarching mission that requires joint work.
 - B. The leader's vision and direction for the collective.
 - C. The social and interpersonal relationships between members.
 - D. Individual goals and the tasks assigned to each person.

Formative Assessment



D. Individual goals and the tasks assigned to each person.

- Right answer
- This focuses on individual contributions, which is more characteristic of a group where members work independently.



2. How is accountability typically structured within a team?

- A. The designated leader is solely accountable for the outcomes.
- B. Each person is accountable only for their own individual work.
- C. There is no formal accountability structure.
- D. Accountability is shared by the entire team for the collective results.



D. Accountability is shared by the entire team for the collective results.

- Right answer
- This reflects the mutual responsibility and interdependent nature of a team's success.



3. Which of the following best describes the concept of synergy in a team context?

- A. The total output is the sum of each member's individual contribution.
- B. Each member becomes more efficient at their individual task.
- C. The team's performance is greater than the sum of its members' individual capabilities.
- D. Members work in parallel and their results are pooled together.



C. The team's performance is greater than the sum of its members' individual capabilities.

- That's right!
- This captures the essence of synergy, where collaboration and interdependence create an enhanced outcome.



4. How are skills typically utilized in a group versus a team?

- A. Skills are not a consideration in forming a group, but are for a team.
- B. In a group, skills are varied and may not be related; in a team, skills are complementary.
- C. In a team, one person's skills are most important; in a group, all skills are equal.
- D. In a group, skills are identical; in a team, skills are diverse.



B. In a group, skills are varied and may not be related; in a team, skills are complementary.

- That's right!
- This highlights a key difference: teams are often built with intentionally complementary skills to cover all aspects of a task.



Why Group Dynamics Matter

- Influence motivation, engagement, and productivity.
- Poor dynamics lead to conflict, disengagement, and inefficiency.
- Strong dynamics foster trust, innovation, and resilience.



Leadership's Role in Team Development



- Leaders shape the team's culture, direction, and energy.
- They move the group from forming to performing.
- Catalytic leaders inspire, guide, and remove obstacles.

Traits of a Catalytic Leader



- **Visionary:** Sees the big picture and communicates it clearly.
- **Empathetic:** Understands team members' needs and emotions.
- **Decisive:** Makes timely decisions with confidence.
- **Empowering:** Enables others to lead and contribute.

Building Trust and Psychological Safety



- Trust is the foundation of effective teams.
- Psychological safety allows members to speak up without fear.
- Leaders build this by being transparent, consistent, and supportive.



Navigating Conflict

- Conflict is natural and can be productive.
- Leaders mediate, reframe, and guide resolution.
- Encourage open dialogue and mutual respect.



Fostering Accountability

- Set clear expectations and responsibilities.
- Use regular check-ins and feedback loops.
- Celebrate ownership and initiative.



Collaboration vs. Cooperation



- **Cooperation:** Working side-by-side with minimal interaction.
- **Collaboration:** Co-creating solutions, sharing ideas, and building together.
- **True collaboration leads to synergy and innovation.**



Encouraging Collaboration

“Collaboration is not just about working together - it’s about building trust, navigating resistance, and creating shared meaning.”

(Reeves, Starbuck & Yeung 2023 p.11)

“The 7Cs of collaboration—Communication, Commitment, Creativity, Conflict resolution, Confidence, Clarity, and Connection...”

(Reeves, Starbuck & Yeung 2023 p.12)





Techniques to Foster Collaboration

- Use collaborative tools (e.g., shared docs, project boards).
- Host brainstorming and ideation sessions.
- Encourage cross-functional partnerships.

Creating a Collaborative Culture



- Establish rituals (e.g., daily stand-ups, retrospectives).
- Promote shared language and values.
- Recognize and reward collaborative behavior.



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What Is Empowerment?

- Empowerment means giving people the authority, tools, and confidence to act.
- It builds autonomy, ownership, and initiative.

Empowering Team Members

“Effective teamwork is not accidental - it is cultivated through intentional design, shared goals, and psychological safety.”

Burris-Melville, Burris & Bledsoe (2024 p. 85)

“Empowered teams are built on empathy, accountability, and the ability to adapt to change.”

Burris-Melville, Burris & Bledsoe (2024 p. 190)



Strategies to Empower



- Delegate meaningful tasks.
- Provide learning and growth opportunities.
- Encourage decision-making and risk-taking.



Benefits of Empowerment

- Higher engagement and morale.
- Increased innovation and problem-solving.
- Stronger retention and loyalty.

What is the difference between delegation and empowerment?

- <https://www.youtube.com/watch?v=qhQne0h7fOs&t=1s>



Why Vision Matters



- Vision aligns team efforts and inspires commitment.
- It provides direction during uncertainty.
- A clear vision energizes and motivates.



Crafting a Compelling Vision

- Make it clear: easy to understand.
- Make it ambitious: stretch goals.
- Make it achievable: grounded in reality.
- Make it emotional: connect to values and purpose.



Communicating the Vision

- Use storytelling to make it memorable.
- Repeat it often in different formats.
- Visualize it with diagrams, metaphors, and examples.

Exercise

Examples of Compelling Visions





- Leaders must embody the values they promote.
- Show integrity, resilience, and collaboration.
- Actions speak louder than words.



The Ripple Effect

- Team members mirror leader behavior.
- Positive modelling creates a culture of excellence.
- Consistency builds credibility and trust.



Feedback as a Growth Tool

- Feedback helps individuals improve and grow.
- It should be timely, specific, and focused on behavior.
- Constructive feedback builds trust and performance.



Techniques for Effective Feedback

- SBI Model: Situation – Behavior – Impact.
- Feedforward: Focus on future improvements.
- Use 360-degree feedback for holistic insights.

- **Case Study: Delegation in a Healthcare Setting**
- **Case Title: *Nurse Manager Jane and the Overwhelmed Team***
- **Background:**
- Jane is a nurse manager in a busy urban hospital. She oversees a team of 10 nurses and is responsible for managing schedules, patient care standards, staff performance, and communication with doctors and families.
- Lately, Jane has been feeling overwhelmed. She's taking on most of the responsibilities herself, including patient assessments, preparing schedules, attending department meetings, and mentoring junior nurses. As a result, she is often exhausted, and staff members have started to feel demotivated and underused.
- One of her senior nurses, Sarah, has expressed an interest in leadership and asked Jane for more responsibilities. Jane is hesitant to delegate tasks because she fears they won't be done to her standards and worries about losing control.
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- **Questions**
- **Q1. Identify the main problem in the case.**
- **Q2. What are the potential consequences of Jane's current approach?**
- **Q3. Using the principles of effective delegation, what should Jane do to improve the situation?**
- **Q4. What are the benefits of proper delegation to both Jane and her team?**





Conclusion & Takeaways

- Great teams don't just happen - they're built.
- Leaders are the catalysts who shape dynamics and development.
- Focus on collaboration, empowerment, vision, modeling, and feedback.

Daniel Goleman (2000), Leadership That Gets Results, Harvard Business Review

“Leaders set strategy; they motivate; they create a mission; they build a culture.” (Goleman 2000 p. 80)

“Authoritative leaders mobilize people toward a vision. Coaching leaders develop people for the future.” (Goleman 2000 p. 86)



References

- Burris-Melville, Burris & Bledsoe (2024), Empowering Teams in Higher Education
- Forsyth Donelson R. (2018), Group Dynamics, Ed 7th Cengage Learning
- Goleman D. (2000), Leadership That Gets Results, Harvard Business Review. HBR
- Northouse, P. G. (2021). Leadership: Theory and Practice (9th ed.). Sage Publications.
- Reeves, Starbuck & Yeung (2023), Inspiring Collaboration and Engagement SAGE





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