Efficient Techniques for Leading Teams: Building and Improving Teamwork

Saida Khairova*
Department quality management and production systems
Siberian State Automobile and Highway University (SibADI)
Mira 5, 644080 Omsk
Russian Federation
e-mail: saida_hairova@mail.ru

Bari Khairov
Institute for the Study of International Economic Relations
Financial university under the Government Russian Federation
Leningrad Avenue 49, 125993 Moscow
Russian Federation
e-mail: BGKHairov@fa.ru

Abstract Our paper tackles the issues of building and leading teams through improving the teamwork and collaboration, sustaining team performance, and enhancing mutual learning.
We show that the best practices for composing a team is aligning individual and team goals, establishing clear roles, building structures, and managing decision making. In addition, we demonstrate that only those teams that employ the efficient techniques for leading are the ones that excel.
All business goals should be set together by the employers and employees. This might help the employees set and achieve important goalsthat align with the larger goals of the team. Whether distributed around the world in large locations or at home, each employee receives the consistent training he needs to deliver excellence. It becomes clear that business success depends on the success and commitment of the employees.

Keywords: leadership, teamwork, management, business goals, labour market

1 Introduction

Nowadays, as companies face increasing internal and external challenges, the effectiveness of teams in achieving performance goals becomes an important source of distinction between successful companies and companies lagging behind their peers.

One of the most important aspects of communication that is important to team performance is feedback. Learning and organizational change experts are often tasked with implementing and driving the feedback process within an organization. One can list them one after the other to emphasize how important it is to place the individual development after the organizational reorganization. Equally important is that learning, and performance improvements take place at the same time so that the company can immediately and more effectively recoup its investment. For example, senior management has held the teams accountable through quarterly reviews describing their progress in developing products, as well as reporting on their own effectiveness and any issues with collaboration between functional departments. Process optimization and cost reduction have dominated much of the effort to improve performance in recent decades, focusing mainly on the denominator of the revenue and expenses ratio.

Employees in a company are regularly faced with new requirements, new tools to meet requirements and opportunities to find new ways to add value and impact across multiple dimensions, including helping other parts of the business to generate morevalue (Čábelková et al. 2015). Focusing on adding value could be the key to accelerating performance. A final tip for successfully creating, implementing, and expanding a strategy to continually improve the workplace is the use of the right tools.

Based on set goals, performance planning sets the stage for the year by communicating goals and defining a workable plan that guides the employee to achieve goals. The next steps involve identifying obstacles that would hinder the achievement of these goals. Performance planning and continuous performance feedback are critical as they enable continuous improvement and support open communication (Bordea et al. 2017). One needs to create a plan to conduct observations and interviews with employees on an ongoing basis to assess the sustainability of the skills she or he wants to reach.

While the distinction between executive and manager may be confusing, the difference between the two is that a manager is more focused on organizing and maintaining teamwork, while a team leader is creatively coping with problems.

The functions of line managers and team managers are hybrid forms of executives and managers. They have a very different job than the team members and lead larger teams. The line manager and the team manager report to the middle or high management. It is important that there is a leader within the team who provides effective coaching and mentoring to make the team successful.

In addition, to increase the effectiveness of the team, it is important that leaders empower team members to deliver outstanding performance. Team leadership generally refers to a leader who can coordinate, motivate, and evaluate team performance among other tasks to improve teamwork

2. Composing successful teams

When composing a successful team, a number of capabilities are critical, such as: appreciation for others, ability to make targeted conversations, productive and creative conflict resolution, as well as efficient program management.

Research shows that succesful teams should be diverse (Lu et al. 2018). Members should have different mindsets, different backgrounds and working styles aswell as different expertise. In other words, build a team that focuses on complementary but different attitudes and strengths (Mannix and Neale 2006; Van Knippenberg et al. 2013).

Responsibility, in particular for teams, means that all members share responsibility for their collective performance and success in achieving their goals. Accountability to team members also means that individuals are responsible for completing tasks and contributing to group work. One benefit of teamwork is the mutual support and support that team members can provide each other.

Composing the successful team comes through several phases. During the formation phase, the team discusses the purpose, defining and assigning tasks, scheduling, and establishing personal relationships. The normalization phase is for the team to set their values for the way individualsinteract and collaborate. Performance is the team development phase in which team members can maintain productive relationships and communicate and coordinate effectively and efficiently. As teams progress through the four phases one after the other, the phases may overlap or repeat.

Working styles of the various team members are also especially important. Ideally, the team members should be as dedicated to team building as the leader. And a true leader of an effective team does not try to act on behalf of other team members, make assumptions, or manage their contributions.

Each assessment of team performance should focus on two things: the team results and the team process. Seeing how well one's team works, one can start using a rating to set tags for later use. When a team encounters internal obstacles, a detailed assessment of all team processes becomes even more critical.

While building a team you need to keep to the the basic principles of team building, essential for its productive work and long-lasting effect. A team should be composed for the goals that it will work on. There will be no transfer to the working situation if you build a team to fulfill the game tasks in the training. All that remains is euphoria, which will fade away rather quickly. Therefore, team building based on game tasks does not give a lasting effect (Fig. 1).
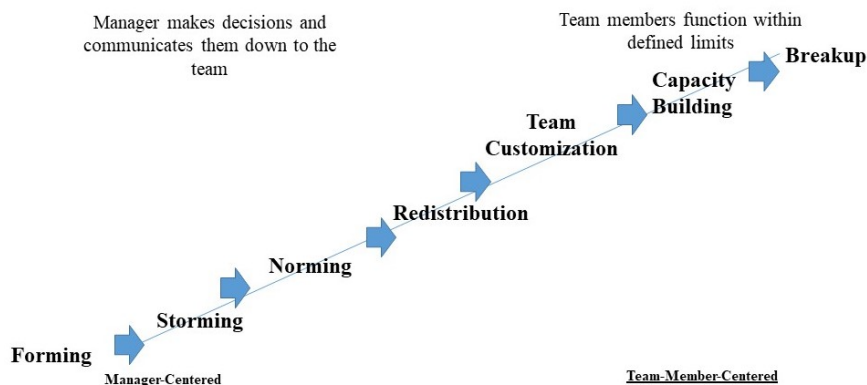

Fig. 1. Stages of team formation and development
Source: Based on Tuckmans' Team-Development Model (1977)

The team should change its rules, rituals, laws of its activities, which from the external ones become internal. That means that team members begin to create independently new rules that help them achieve team goals. An important point is the change in rules, rituals, and laws, to achieve more effectively the tasks for which the team was composed (Nohe and Michaelis 2016). If this does not happen, then you did not manage to build a team, but the so-called religious cult that will pursue its own goals not the companys. A team is built under strong leadership. This is crucial, as a true leader should become a team manager and leader. All training techniques will be useless if the leader abides to usual behavioural habits. Team members in return will go back to the rituals they are used to, which eventually mean there have not been a team at all.

What is needed to build a sustainable team? There are common seven stages of group dynamics describing and determining at what stage your team is.

How does this happen? Everyting goes smoothly and gradually, using a certain set of techniques. The team runs sequentially through each stage of group dynamics. You cannot jump, bypass or change this sequence. This is proved by many years of practice and modeling of working teams in European companies. At each of the seven stages, there is a gradual redistribution of the effectiveness of the leader and his group, which grows into a team.

At the *Forming* stage, 90% of group efficiency is assumed by the leader and only 10% is given to the group. This is understandable: when employees are selected and combined for a specific team task, the main burden falls on the leader. This stage is always present when people are united in groups, even if they are not facing team tasks. At that stage, it is crucially important to create a clear understanding of the functions of employees, who is responsible for what, what is the motivation and what is the result of their work. To summarize, we can say that this is the stage of dominance of management, which is built by the head. And as he introduces the main provisions of management, the effectiveness is redistributed between the leader and the employees.

When the leader delegates part of the work to the employees, the group proceeds to the *Storming* stage. At this stage, employees know what and how they need to do, what will be the result, what kind of reward they will receive. As a rule, at this stage, group members work individually, and the leader also individually accepts reports and allocates tasks. The feeling of the group manifests itself only during corporate events or in personal communications between employees.

Sometimes a group at this stage can be called a team, which is fundamentally wrong and causes unjustified expectations from its work. Let us clarify and expand why. The members of the group cannot yet independently formulate the best fulfillment of the assigned team tasks, regulate their activities and bear general group responsibility for the result. Most of the working groups in companies are in the second stage, but the best efficiency in such groups does not exceed the following distribution: 40% of the group efficiency and 60% of the leader efficiency. This is due to the fact that the manager's own decisions predominate, which are communicated down to employees.

The group proceeds to the *Norming* stage only if it has been assigned team tasks. Employees are given the independent choice of the best solution to the assigned team task. Since most groups do not advance beyond the second stage, it is difficult for leaders to realize the need for the next stage. Moreover, at the stage of *Norming* group efficiency decreases. Employees begin to interact actively with each other, in a new way and alssign independently roles within the group - there is an internal struggle for power, ambitions are manifested. All this happens against the backgrownd of solving a group-wide problem. At this moment, the role of the leader becomes valuable, s/he should know what is happening in the group and what actions can move it further or throw it back. The stage of *Norming* is critical and difficult for the leader, since it is essential to withstand the decline in the working capacity of employees, constant heart-to-heart talks and disagreements regarding the tasks. The employees are simply accustomed to traditional management and are not ready for greater independence. Managers often prefer to return to the *Storming* stage and, with their usual actions, and stop the so-called showdown and side talks. As soon as the manager takes power and begins to tell employees what to do employees return to normal, conflicts cease, but team communications also disappear.

If the leader has the necessary knowledge and skills, then after a while the group will begin to move on to the fourth stage of *Redistribution*. Intragroup rules will appear, the group will gain a valuable experience in recognizing its ineffective behavior and regulating it. The development of decisions will take place within the group, and not directly from the leader. The main sign of the team is self-regulation of the team memebers behavior. There are quotes in the business literature on team self-regulation, but no one says or describes the ways by which self-regulation is achieved. A group can regulate its own behavior only at that stage, when it begins to recognize its ineffective behavior. Therefore, the third stage of *Norming* is the key to the transition to teamwork. Entering the fourth stage of *Redistribution* enables the group to start interacting differently. Employees and the leader gain experience of high-quality collaboration at a different level. Percentage of efficiency is gradually redistributed. As soon as the team begins to solve problems in a more effective way it proceeds to the fifth stage of *Team Customization*.

At the *Team Customization* stage, employees approach team tasks consciously. They know when it is necessary to attract the resources of the leader or to attract other employees for additional functions. At this stage,

team effectiveness is increased, but constant adjustment of joint activities of employees is required to reduce the time of discussions and performance. The entire fifth stage is such an adjustment. For example, employees can conflict-free discuss the best solutions to the assigned team task. However, these discussions are dragging on. Noticing this, team members are looking for more effective discussion methods to reduce time. They can allocate a moderator from the group who will be recording the meetings. Not all team members are involved in the discussion of issues, but only small subgroups involved in this, and later the results are reported to the rest of the team. Team members make plans for discussions and pre-prepare for them, introduce visual techniques to demonstrate their work.

Gradually, the team moves to the sixth stage of *Capacity Building*, when the elaborated rules make it possible to find quickly and accurately the best ways to solve team problems. At the sixth stage, the percentage of the manager's participation in teamwork decreases exactly as much as the team has the necessary resources to achieve team effectiveness in solving business problems. The experience shows that such a redistribution can reach 80% of the team efficiency to 20% of the leader efficiency.

The seventh stage of *Breakup* occurs when the team reaches the tasks assigned to it. In this case, its existence ends. The stage of *Breakup* can be complete - employees go back to their company units or move on to non-team tasks. It may happen so that the core of the team together with the leader stays sustainable but is supplemented by new employees with the skills and abilities necessary to complete new team tasks. In this case, the group goes through all the stages of the development of the team much faster, since some of the employees and the leader (core of the team) already have the necessary experience. They know what will happen and how, and better engage new employees in the team building mechanism.

The basis for the formation and management of teams is the redistribution of efficiency between the leader and the group (Easton and Rosenzweig 2015). This can also be a diagnosis in determining the effectiveness of any unit in the company. The leader in the process of passing the stages of team effectiveness develops the qualities of team leadership, which include the skills of involving staff in joint activities. Without going through the stages of team developement, the skills and qualities of team leadership will not be viable, as there will be no conditions for their application.

3. Alligning individual and team goals

Alignment individual and team goals works backwards when individual goals match the team goals and they alignwith business goals. The key to effectively setting team goals is the coordination between the goals of the organization, the team and on an individual level. To make it short, everyone must work towards the same result.

Generally, the more one can involve her or his people in setting goals for yourself and the group, the more she or he commits to the goals that are expected to be achieved. To do their job for the team, the goals must be motivating. If one understands the mission of each business objective, even those for which one is not solely responsible, she or he can align the goals more seamlessly. It also makes sense to become familiar with the other managers or leaders who set their own goals (Tafvelin et al. 2019). Moreover, it might be useful to dind out what problems or reasons are responsible for these new organizational goals and if the team in question can be part of the solution in any way.

All goals should, in one way or another, contribute to the company's priorities. However, effective managers also work with their teams to set goals that build strengths. Employees are less likely to leave the company if they use their strengths to achieve their goals. While effective goals are an integral part of aligning employees with business goals, they are just one step.

By allowing managers to access and view the goals of other departments, your organization can significantly reduce target redundancies and conflicts throughout your organization. In addition, many employee goals are not fully controlled by one person. Enabling, and even mandating, people to assign goals to two or more people increases engagement and shared responsibility throughout the organization. Customers, shareholders and employees can feel the worsening effects of misaligned goals, goals, processes and work tasks. Division goals, and ultimately the end result, are impacted when business systems are not aligned and when people are not sure how their individual and collective contributions affect the organization's outcomes. Performance management includes activities that ensure that goals, objectives and objectives are always achieved efficiently and effectively (Zhang and Han 2019). Leadership teams have learned how important it is to cascade goals to ensure successful goal achievement and employee engagement. It is not enough just to run the annual strategic planning meeting and share those goals through corporate communications or team meetings. Businesses need to align and align goals across the enterprise to increase transparency, continuously steer progress towards goals, and evaluate overall performance based on individual performance. By aligning goals within the larger corporate strategy framework, executives across the organization, from executives to managers or team leaders to individual contributors, can easily gauge their performance against goals and quickly and consistently focus on more effective tasks that drive the business probably will solve problem or reach the goal.

The focus of an organization provides executives with vertical and horizontal visibility and a shared sense of responsibility between top management, middle management, and individual employees. Organizational leaders should have a process or set of tools to consistently monitor and evaluate the phase of the company's strategy. Team leaders must consistently evaluate the team's ability and energy in relation to goals that are in line with organizational strategy.

Creating incentives for individual achievement is a common personal development tip, but it also encourages people to compete with one another (Reichard and Johnson 2011; Ensari et al. 2011). Good leaders also use team-based incentives to foster collaboration. One of the most effective strategies for increasing cohesion and team identification is to emphasize formal incentives based on improving team performance. Transparent work environments make teams more responsible, happier and more creative (Mio et al. 2005).

To run a successful business today, the manager requires completely different qualities than several decades ago. A firm hand, and a tough business model are outdated. What leadership and managerial competencies do leaders need to develop here and now, so as not to be fall behind?

The inperative component of entrepreneurship is the ability to be a leader. Nevertheless, the experience of the past will not be helpful, as the world of business is constantly changing. A century ago, the leading person of the company was a monarch, for example, Henry Ford or John Rockefeller built huge business empires because they really believed in their ideas, which were hard to imagine. Half a century ago, the head of the company was a prime minister, such as Walt Disney or the founder of McDonald's, Raymond Albert Kroc, who appointed executives, controlled the use of resources and monitored business processes to expand their business and make it profitable. Now, the CEO is an entrepreneurial leader (Steve Jobs, Mark Zuckerberg, etc.). Behind the results of their work is hard work, which guarantees every employee, regardless of age, a sense of significance in the work. Who is the CEO of the future? If you suddenly start as a big boss of the 50s of the last century literally barking at your subordinates, you are unlikely to fight their sympathies. Still familiarity and office freedom in the late-90s style do not contribute to the rapid achievement of results, which, given the current competition, will lead to lagging behind rivals (Newstead et al. 2019).

Some things remain unchanged when we speek about a successful top manager of the 21st century: the ability to work efficiently and introduce innovations, to be a role model for employees is always valuable (Miscenko et al. 2017). However, this alone is not enough, and a new type of a leader is being introduced into the world of world business. We will explicitly elaborate on the question of what factors influence the formation of the leader of the future.

The reasearch published by the international consulting company Hay Group, describes the six most significant trends that over the next 20 years will have a powerful impact on the activities of organizations, co-workers and managers. According to experts, new trends indicate that future leaders will need to apply conceptual and strategic thinking, have integrity and intellectual openness, they will have to find new ways to strengthen employee loyalty (Day et al.2014). Managers of the future will find themselves in a situation where it will be necessary to abandon the sole leadership in favor of cooperation - both inside and beyond the organization. In some cases, this will require the abandonment of many behaviors, which, in fact, led managers to the top of the career ladder. There are six trends can be highlighted that will have a powerful impact on the management of organizations in the next 20 years:

Globalization 2.0

- diversification of teams;
- lower level of loyalty in the relationship between the company and employees;
- the balance of power will move to Asia;
- a middle class will appear in most countries of the world;
- global strategies will focus on local markets;
- glocalization (striving for regional potential against the globalization).

Company leaders will have to show greater flexibility and advocate a position of cooperation for effective management of business processes on global/local levels; they will have to become more mobile and interculturally susceptible and finally demonstrate the ability to think conceptually and strategicly for effective risk management and decision making in the face of uncertainty.

Climate change

- an increase in domestic and industrial waste in developed countries will entail an increase in harmful emissions into the environment and average annual temperatures;
- increasing environmental responsibility;

- lack of key resources (water, minerals and energy sources) can lead to a harsh price rise and even armed conflicts;
- raised funding for environmentally friendly technologies.

Company leaders will be facing the conditions where it will be essential to minimize environmental impact, to adapt quickly to the steady increase in operating costs. These envorinmental factors will jeorpadise the ability of managers to maintain a balance between business requirements, social responsibility and environmental concerns and act as agents of transformation, introducing new environmentally friendly practices into companies.

Demographic change

- the planet's population will grow and age and, as a result, a demographic imbalance will become more apparent;
- an aging society requires specific leadership;
- demographic imbalance will lead to scarcity.

Managers will have to leave the sole leadership and support cooperation. The struggle for talents and key specialists will intensify. The objective of attracting and retaining diversified teams will become acute. A high level of knowledge will be required in the search for opportunities for the development and promotion of senior positions of foreigners and older people, whose number will grow.

Digitalization

- technology will blur the boundaries between people's private lives and work;
- employees are constantly online;
- an increase in the number of "natives of the digital jungle";
- the gap between generations will deepen;
- employees who have the skills to work with the latest technologies (especially the growing category of mental workers) who can be geographically located anywhere in the world will be in a favorable position;
- companies will acquire more features of a virtual business.

It will be crucial for the leaders to learn how to identify and find the best application for the key skills of digital technology experts and strengthen their interaction with company employees; learn how to promote such qualities of employees as openness, integrity and sincerity to strengthen the reputation and image of the company in more transparent business conditions.

Technological leap

- development of nano-, bio-, information technologies and cognitive disciplines;
- focus on innovation, research and design will become a key business competency, even in non-technological areas;
- intercorporate knowledge sharing;
- cooperation and partnership between industries;

An important thing for a leader will be acceptance of various ideas, encouraging and promoting innovations and seeking expertise both within and beyond the organization. The leader does not have to have deep expertise, but s/he needs to recognize and evaluate the potential of each new technology. The leader's openness to new technologies, the formation of a positive organizational attitude to innovation will determine the success or failure of new products.

Individualism and diversity of values:

- career building is still important: self-realization and self-expression lead to integration in achieving personal and professional goals;
- non-standard biographies and career take-offs are a common thing, and the company's traditional loyalty is tested for strength, people are more loyal to social networks than to the employer;
- recognition of merit, self-development, involvement with the sharing of company values and the balance between work and personal life dominate material rewards and the ability to move up the career ladder;

- teams that are characterized by individualism, teams of a heterogeneous type, striving for self-organization, readjustment of work processes with a focus on the convenience for the employee, not the organization;
- the following factors do not fit into the traditional management framework: more time for training, breaks between employment, frequent job changes, periods of unemployment.

Those changes will have impact on company leaders as they are enforced to mix different roles: a leader, a mediator and a coach, who give more freedom and authority to the team, providing a loyal atmosphere and inspiring to achieve team and organizational goals. Thus, core competencies of a 21st-century leader can be codified hinging on a number of changes (see Table 1).

Table 1. Core competencies of a team leader

Core competency	Competency description and explanation
Global, conceptual and strategic thinking	Sets objectives and priorities and implements plans coherent with the organization's long-term interests in a global environment, capitalizes on opportunities and manage risks.
Integrated problem solving	Defines and evaluates problems; weighs importance and precision of information; proposes and evaluates alternative solutions.
Critical and analytical thinking	Questions basic assumptions. Applis fair reasoning. Comprehends the complexity of an issue and breaks it down into manageable pieces. Comprehends the implications of data/information. Assesses situations and makes impartial, well-reasoned decisions.
Creativity	Provides new insights into situations; questions conventional approaches; supports new ideas and innovations; designs and implements new or cutting-edge processes.
Ethics: honesty, sincerity, openness to the exchange of knowledge	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Considers and responds appropriately to the needs and feelings of different people in different situations.
Resolution and prevention of conflicts	Helps colleagues to avoid or resolve interpersonal conflicts.
Emotional skills/intelligence	Practices "reading" others' nonverbal clues, especially clues of emotion. Learns to regulate and control self emotions and emotional outbursts. Knows how how to express emotions appropriately
Leadership in diverse teams	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
Ability to motivate and create loyalty: focus on values and individual needs	Influences others, is a master of social influence, and able to wield power effectively and fairly.
Partnership focus	Establishes networks and expands alliances; cooperates across boundaries to build strategic relationships and achieve common goals.
Ability to respond quickly to changing situations	Comprehends local, national, and international policies and trends that affect the organization and shape stakeholders' views.
Modern technology skills	Develops their expertise in the particular situation, organization, or industry in which they lead.
Willingness to change, adapt and develop	Assesses and recognizes own strengths and weaknesses; pursues self-development.

Source: Adapted from McCauley (2006)

Thence, we would like to stress that traditional leadership was built on recognition of status and personal charisma. Today and in the future, a top manager should strive to a softer influence, based on the ability to integrate corporate interests, and convincingly transmit them to other leaders and subordinates, using a wide range of communication techniques (Riggio and Joanne 2007; Jiang et al. 2019). This requires a great deal of internal dynamism and receptivity, taking into account the heterogeneity of ethnic and age cultures represented in corporations, as well as personal skill, the desire for self-improvement, a high level of self-criticism, and technological competencies.

4. Conclusions

All in all, it is apparent that employees work together more effectively on improvement opportunities using continuous improvement techniques that involve improved communication, transparency and accountability. All tasks and updates are stored in every improvement so that nothing breaks through the cracks and no time is wasted in emails. Distributed teams can work with a single source of opportunities for all enhancement information.

There may be a variety of development team requirements, both in terms of the specific requirements for inputs, processes, and outcomes, as well as the overall level of team development. There should exist some exemplary development needs for teams that are formed, work to maintain good performance, try to improve their current level of less than desired performance, or move to a higher level of performance.

In terms of inputs, the developmental needs as a team form are likely to focus on getting to know each other and building relationships, while the subsequent improvement and sustainability inputs are more focused on how the team can change in response to subsequent performance quality. The composition affects critical outcomes when taken into account in the process of initiating a teamwork design.

Good leadership can help the same group to improve, grow and achieve a higher levelof performance than any individual on the team would have thought possible. Good leadership requires a deep understanding of one's direct employees and one's organization. It means pointing to the horizon and staying calm when things get difficult. Furthermore, it means constantly looking for new leadership techniques to support and improve the performance. It appears that aligning business goals with the team's individual goals and vice versa not only increases motivation and morale but can also lead to greater business success.

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