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# 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

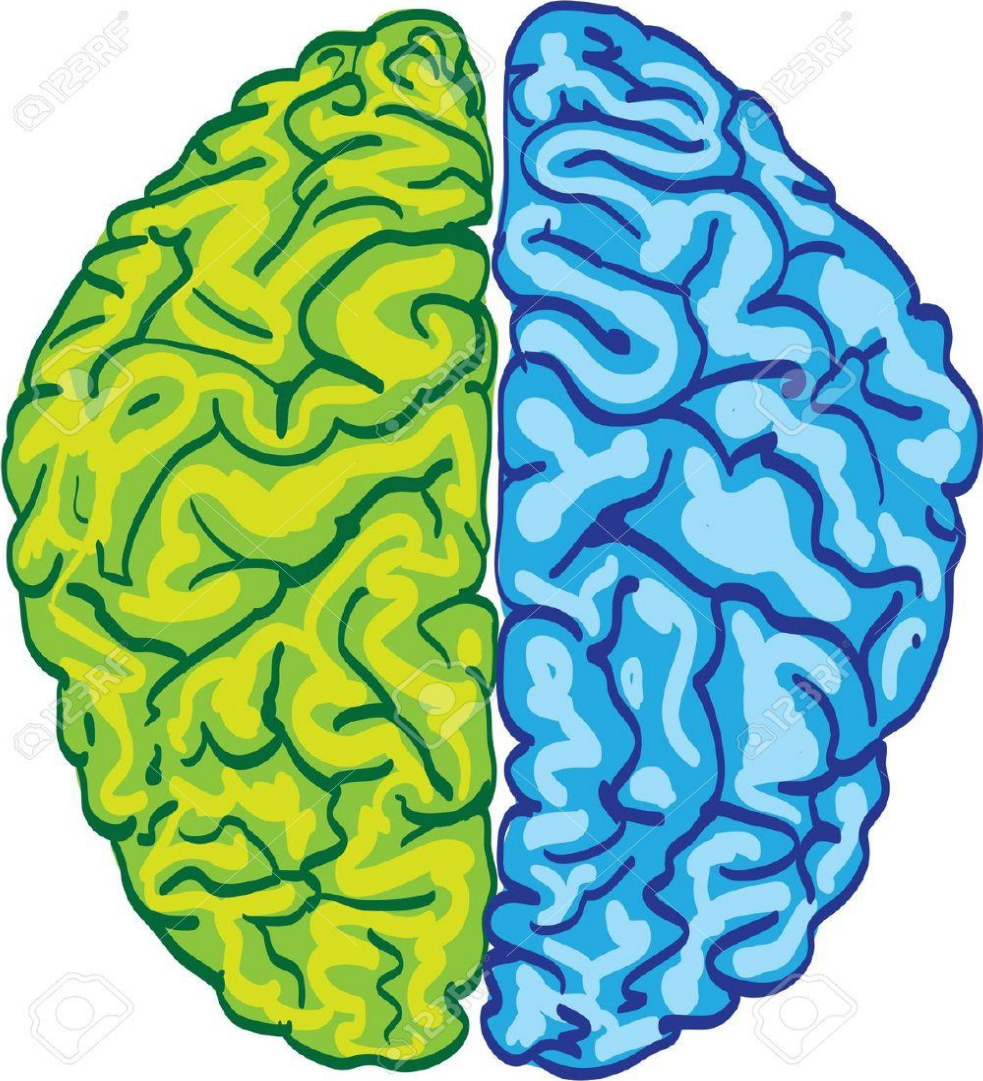
# Teams in 21<sup>st</sup> Century Libraries

- Effective teamwork requires
  - Cooperation
  - Collaboration
  - Relationship building

# Cognitive Diversity

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 can not 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)

# The Followership Award



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*



<http://www.wearelifeology.com/services/eq/>

# 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

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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

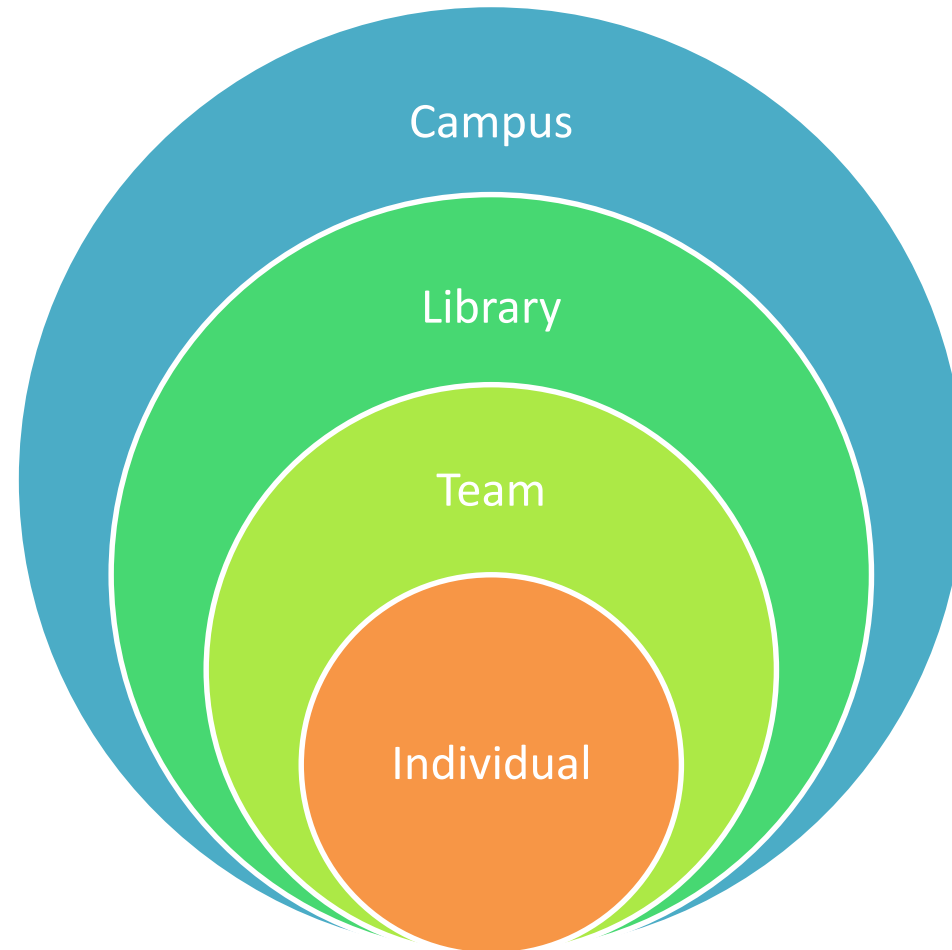
# Group Emotional Intelligence

“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