


The influence of the leader in the formation of a high-performance team: A literature review

 <https://doi.org/10.56238/sevned2024.010-061>

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ABSTRACT

The objective was to know the main theoretical concepts about high performance teams and to analyze the role of the leader as a builder and performance evaluator. It is based on the bibliographic method, it will show that, although the relevance of the leader is indisputable, there is no one leadership model that is so much more efficient than another, but rather, that the effectiveness of the leader's style depends on the stimulus used, the situation presented, with which team profiles and in which environment. Due to business competitiveness, the formation of high-performance teams and a leader capable of developing it gains prominence on the global scene, in this way, it is essential to understand the advantages that these teams can provide to the organization, the leader and team are essential to increase productivity, however, it is necessary that its members are committed to the goals, have a synergistic relationship and jointly apply their skills.

Keywords: Institutional Management Teams, Task Analysis and Performance, Leadership, Applied Behavior Analysis, Emotional Intelligence.

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INTRODUCTION

Leadership is the art of commanding people, attracting followers and positively influencing mindsets and behaviors. Leadership can come naturally, when a person excels in the role of leader, without necessarily holding a leadership position. It's a kind of informal leadership. When a leader is elected by an organization and assumes a position of authority, he or she exercises formal leadership.

A great quality of an effective leader is knowing how to earn the respect of the team through influence, not by his position, but by the sensitivity of what is appropriate and ethical, by his example. The leadership style according to which everyone is treated appropriately always creates a sense of security. This is extremely constructive and a big factor in workplace satisfaction.

Leaders tend to be highly respected by their employees, and respect is much more effective than fear. The leader seeks not only results, but the best way for him and the team to achieve them, since he does not think of power as something centralized, but as an authority that must be divided. The success of a team depends, to a large extent, on the good work of its manager, because the team will only have good results if the leader knows how to lead his subordinates correctly. The manager who aims to obtain a successful leadership needs to know closely the needs, the degree of interest and desires of each employee. As motivation is individual, the manager must know how to mobilize the team. There are countless skills that managers must develop to keep their employees satisfied and engaged in the organization. Ethical attitudes, respect and loyalty are essential elements that must prevail in the professional environment. The leader must be aware that he is in a leadership position not to be served, but to serve as an example and inspiration to his subordinates.

The relationship between the development of leaders and the future of companies is closely related and the competition for these talents has intensified in recent years, especially for profiles with a wide variety of skills. Given this scenario, the importance of the leader's role within organizations is evident, as well as its relevance in the development of high-performance teams in the face of the complex challenges of today's business.

According to Robbins studies, teams represent a current tool that is compatible with the current organizational needs of serving increasingly fickle and demanding customers, in the face of the current and competitive business scenario^{1,2}.

Considering teams as the basis of structural changes in organizations and the indications that teamwork has become a constant and a reality in companies, the present study aims to know the main theoretical concepts about high performance teams and the role of the leader as a builder and evaluator of performance and in specificity to analyze the actions that have been created by leaders to form a high performance team performance.



Leading teams to achieve better performance is no easy task, even when the best individual talent can be assembled. Nevertheless, employment has shifted the focus from individual work in a specific position to collective work³.

According to the study, the scenario is one of change and companies are seeking, in the most flexible structures, subsidies to reach competitive levels⁴.

METHODOLOGY

In order to obtain scientific knowledge, it is necessary to know the mental constructions that make it possible to achieve the desired goals.

The methodology used is the bibliographic review, because theoretical references published in books and other documents such as articles on the subject were used. Books, scientific articles, including literature reviews, theses and dissertations were used⁵.

The temporal delimitation is the period in which the phenomenon to be studied will be circumscribed. We can define the performance of the research by situating our object in the present time, or go back in time, seeking to highlight the historical series of a given phenomenon⁶.

The instrument included the following data: journal of publication, authors, and year of publication. The selection was based on the similarity of the subjects to the objective of this study, disregarding those that, despite being revealed in the search results, did not address the subject and do not match the scope of the research.

RESULTS

High-performing teams are those that push traditional boundaries for the results achieved. Its members have high expectations and, therefore, it works as motivating stimuli for high performance. They strive for extremely high standards of performance, and as such their members need to have competencies, skills, and attitudes that match the team's purposes. Environmental conditions and the absence of many resources can affect performance, but a high-performance team overcomes all environmental difficulties⁷.

Personal and professional experiences play a fundamental role in people's maturity, as they actively interact with each person's ability to assume responsibilities and act in the establishment of new behaviors. As people change their behavior, they adapt to other new behaviors, transforming themselves and interacting with the productive environment.

Thus, the groups can be classified according to their mode of functioning and qualified according to the degree of maturity of the group^{8,9}. Pseudo-team: This type of group can define a job to be done, but it does not care about collective performance, nor does it try to achieve it. Member interactions inhibit individual performance, without producing any appreciable collective gain;



Working group: The members of this group don't see any reason to become a team. They may share information with each other, but responsibilities and goals, for example, belong to each individual; Potential team: this group wants to produce a joint work. However, members need clarification and guidance on their purpose and objectives; Real team: A real team is made up of a few people, but with complementary skills and committed to each other through a common mission and goals. Members come to trust each other; High-performance team: this group meets all the conditions of a real team and has a deep commitment among its members in order to achieve personal growth.

According to studies, there is a contextualization that the interaction of people in teams can become a very important competitive differential in the business environment. For teams, they are fundamental pieces for business performance in the face of a scenario of profound changes, that is, teams, their performance, can be used as a response to changes^{1,2,9}.

In the organizational context, teamwork is of paramount importance, as each individual contributes with his or her ability to achieve a common goal. According to the study, a team is defined as: a small number of people with complementary skills who are committed to a common goal for which they consider themselves mutually responsible¹⁰.

Teamwork makes it possible to achieve better results, because the union of all members in favor of a goal is essential, ideas can be shared and developed, there is collaboration and cooperation from all.

Teamwork is extremely important for organizations, because through this model it is possible to reach the expected results more quickly, therefore, according to what studies show, nothing significant was achieved by an individual acting alone, in other words, great feats in history were achieved thanks to teamwork¹¹.

The differential of the entire team is the way its members relate to each other, reinforcing the team spirit, but it is necessary to pay the price to achieve it and which presents four items that winning teams pay to reach the level of high performance: Sacrifice; Compromise; Personal development; Self-denial¹¹.

Organizations are currently looking for teams with a competitive advantage evidenced by their high performance, and that in this way the results can be achieved in an effective and agile way, the high performance teams according to studies conceptualize as being: High performance teams are those composed of members whose skills, attitudes and competencies allow them to achieve the team's goals. In high-performing teams, team members set goals, make decisions, communicate, manage conflict, and solve problems in an atmosphere of encouragement and confidence to achieve their own goals. In addition, the members of this team are aware of their own strengths and weaknesses and have the ability to change when necessary to improve the group's performance¹².



According to a study, high-performance teams promote competitive advantage and add value to the organization's production chain, performance is a consequence of maximizing the potential of each team member, and the skills and ability to adapt to the environment in which they are inserted¹³.

Before talking about high-performance leadership, it is necessary to remember and establish basic concepts and certain differences between leadership, coaching, and management. Leadership is linked to the future, to calling people to make this future real, it has to do with team spirit. The purpose of coaching is to help people by promoting enthusiasm for the execution of goals. Finally, management dialogues with the coordination of resources and people for the performance of specific goals for short, medium and long-term achievements.

To achieve high-performance leadership, it is necessary to perform an integrated action with these three competencies: leadership, coaching, and management. It is very common to find business managers who are skilled in management. However, only this isolated skill can be viewed negatively, creating a distance between employees. The professional may show intimidation, coldness and arrogance, excessive ambition and even an inability to think strategically or delegate and work in a team.

Acting in this way can lower productivity, demotivating the team. To obtain high performance, the appropriate behavior, it is necessary to channel some steps, namely: moments of fun in the work environment, giving the chance to the team members to make frequent choices, giving constructive feedback, promoting performance growth challenges and encouraging the team members to set personal goals.

The role of the leader is essential for the team to develop and achieve high performance, if the results are not continuously evaluated, the team will not know what stage it is at or the measures to improve its performance. The leader allows the growth and development of the team, instigates conflict resolution, cooperation, complementarity of knowledge, skills and attitudes that come from its members, contributing to these teams being effective and becoming a competitive differential for the organization.

To understand the role of the leader in building and developing high-performance teams and, consequently, the success of an organization, it is important to know leadership styles. The discussion about leadership and the types of leaders today arose from the need to understand these models and their importance in organizations. However, as important as knowing the profile of the leader, is to understand the level of development of his subordinates. To do so, it is necessary to understand how the level of emotional intelligence of a team members can influence the construction of teams with high or low performance.



In the current context, defining leadership is not an easy task, there are several conceptualizations, each built from different points of view, however, it has always been linked to the ability to influence, communication, integrity, service and vision.

According to the study, leadership is summarized as the process of exerting influence. Thus, leadership is the ability to influence people to work enthusiastically to achieve identified goals for the common good. This concept goes beyond the leader's role in achieving results through teamwork, but addresses the leader's ability to influence to achieve the goals desired by the group, the skill refers to a person's strength, and it is developed over the years, being responsible for the leader's experience, But the most important thing is how the process of influencing leadership takes place. It is through communication that the leader influences to achieve organizational goals, nothing happens without communication, without dialogue. Communication is the link to understanding, whether expressed verbally or synesthetically^{11,14}.

From the moment there is a rapport between the leader and the subordinates, the leader has enough influence to propose a greater goal, the vision, which is focused on a better future. From time immemorial there has been a need for a person who would guide, show the way, make the right decisions and work hard.

Therefore, organizations need to adopt a team model focused on performance and a leader capable of guiding these teams towards high performance, achieving greater productivity and profitability through these resources.

Faced with this scenario, the challenge for the leader is to be permanently aware of these variations. Diagnosing them accurately is a necessary condition to reconcile leadership styles with the levels of development of those led. Leadership is present in all times and situations, whether in personal or organizational life. In the book *The Monk and the Executive*, leadership is "the ability to influence people to work enthusiastically to achieve goals identified as being for the common good"¹⁴.

DISCUSSION

The results of this case study allowed us to identify the influences of maturity on the performance of teams in the production environment. The relationship is characterized in such a way that, if the teams, within an evolutionary sequence of functioning, increase their maturity, they tend to positively influence the productive environment in which they are inserted and improve their work performance.

As the maturity of the team increases, through commitment and trust among its members, group participants tend to pay attention to how it works and, as studies point out, can transform a



group into a team. Maturity is a determining and incisive factor in the performance of teams in the productive environment, as it influences the work and, consequently, the organization's results².

A basic task of leadership is to drive attention. Leaders tell us where to focus our energies, but they also need to manage their own attention. I also identified that, for a team to become high performance, you need a leader with some characteristics, they are: self-awareness, self-management, empathy and social skills.

CONCLUSION

High-performance teams promote competitive advantage and add value to the organization's production chain, performance is a consequence of maximizing the potential of each team member, and the skills and ability to adapt to the environment in which they operate. The role of the leader is essential for the team to develop and achieve high performance, if the results are not continuously evaluated, the team will not know what stage it is at or the measures to improve its performance.

The leader allows the growth and development of the team, and instigates conflict resolution, cooperation, complementarity of knowledge, skills and attitudes that come from its members, contributing to these teams being effective and becoming a competitive differential for the organization.

This work showed that each leadership style has its peculiarities, advantages and disadvantages. The leader will be able to use all leadership styles, according to the need, the task and the people. It is up to each good leader to know how to balance these practices and when to apply them. There is no ideal, single, and definitive style of leading. The best style that the leader should adopt, with a person or a group, is the one that best fits the level of development of the people he wants to influence. Good leadership is always noticed by followers, if they are motivated and achieve the intended goals, this demonstrates that there is a good leader guiding the group.

The leader must reconcile the interests of the organization with those of the work team, aiming at a favorable environment for development. Therefore, regardless of your own style, being a leader implies knowing how to exercise leadership and this is done on a daily basis, together with the work team. Thus, knowing how to live harmoniously, tolerantly seeking balance becomes one of the first steps for those who want to be a true leader. If a leader treats all his subordinates the same, he is not coherent. A leader must know his people and the maturity of each one, to know how to treat each of his employees.

It can be said that leadership is linked to the way the leader performs his functions in front of his team. Respect for the individual, this is the primary dimension of leadership. Treat everyone with respect, noticing individual differences. Even the most unpleasant measures can and should be done with respect.



The leader is the complete opposite of the boss, he can turn boring activities into pleasurable ones. He leads his team lightly, his command is clear and objective, he is fully aware that he is not in this position to boast or to compete for his knowledge with his subordinates. It gives confidence to your team, that is, team members feel free to ask, not to understand, to dare, because they know they won't be ridiculed.

The effectiveness in the result of the leader's style depends on the situation in which it is used, it is known that any of the basic styles can be effective or ineffective, depending on the situation or the impact on the environment. It is the interaction of a certain style with the environment that produces the degree of effectiveness or ineffectiveness. We can conceive, then, that the leader's style is a particular stimulus, and the response to that stimulus is what can bring about superior reach and results.

The high-performance leader is a leader in communication, he is aware of the process of discourse and can, through this bridge, encourage, understand and guide his subordinates for the common good of the team, and of each individual individually. It is important to emphasize that this performance is directly linked to the concern with the uninterrupted growth of the company, the team and each person led, in a sincere and genuine way. And the success of this path is only achieved through clear, objective and fluid communication.

One of the most appreciated attitudes in teams that achieve very high performances is the commitment to the result. High Performance Professionals commit to performing their tasks with the feeling that the overall result is their responsibility and seeks to captivate teamwork within the company, as they believe that the dedication of time and energy of the team ensures that the result will be achieved. He also makes his skills, competencies and resources available for the development of the team.



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