

# The Development of Leadership Qualities in a Management Team: Some Key Principles of Team Leadership

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## Abstract

This research focuses on the principles of team leadership in the context of modern business. The methodology employed includes analyzing literature, conducting empirical analysis, interviewing experienced leaders, and observing team processes. The findings highlight key principles of team leadership, such as establishing a shared purpose, distributing responsibility, promoting communication and collaboration, developing emotional intelligence and conflict management skills, and stimulating team development and learning. The results have practical implications for leaders, enabling them to understand and apply team leadership principles to achieve more effective results with their teams. Effective team leadership significantly impacts team success, with shared purpose and task resolution playing a crucial role. Distributing responsibility and delegating tasks contribute to personal growth and team interaction. Results provide leaders with valuable tools and knowledge to improve their team's effectiveness, increase competitiveness, and strengthen their leadership position in the modern business environment.

**Keywords:** development of leadership qualities, team leadership, management team, team leadership principles, common goals, responsibility, delegation of tasks, communication, cooperation, emotional intelligence, conflicts, development and training, efficiency, results, practical significance.

## Introduction

In the modern business environment, developing leadership qualities in a management team is a key factor in organizational success. Team leadership extends beyond individual managerial skills and becomes the primary strategy for creating and developing an effective team. The relevance of this topic lies in the fact that, in the face of rapid technological advancements, globalization, and changes in organizational structures, a team's success depends on the leaders' ability to influence their team and collectively achieve goals effectively.

The scientific value of this research lies in identifying fundamental principles of team leadership that contribute to developing leadership qualities in a management team. Studying these principles will

enable leaders to enhance their leadership potential, improve communication and collaboration within the team, and facilitate the more effective utilization of resources to achieve set objectives.

An analytical methodology was employed to achieve the set goal and address the assigned tasks. It involved analyzing scientific literature, conducting empirical analyses, and interviewing experienced managers. In addition, the research included an analysis of the most relevant studies by authoritative scholars in this field. It allows an assessment of the current state of research on this subject and the identification of unresolved aspects.

As a result of the analysis, key principles of team leadership that ensure a management team's success were identified. These include establishing a shared vision and task resolution within the team, allocating responsibility and delegating tasks, effective communication and collaboration, developing emotional intelligence and conflict management skills, and stimulating team development and learning. These findings hold practical significance as they provide leaders with tools to enhance their team's effectiveness, improve the organization's competitiveness, and strengthen their leadership position.

The subsequent sections of this research will delve into the details of each principle of team leadership and its impact on the development of leadership qualities in a management team. First, the analysis hypotheses are presented for consideration: the first hypothesis asserts that establishing a shared vision and resolving team tasks positively influence team performance. In contrast, the second hypothesis posits that effective communication and collaboration among team members create a strong and successful team. Through the investigation and analysis of these hypotheses, factors that confirm or refute these assumptions will be identified. Thus, these factors aid the understanding of the importance of developing leadership qualities and team leadership principles in a management team.

This research aims to study and analyze the fundamental principles of team leadership for developing leadership qualities in a management team. Specifically, the study aims to identify effective communication, collaboration, and conflict management strategies that build a successful team and enhance leaders' performance. The task also involves identifying unresolved issues, contradictions, and gaps in previous research, which opens up possibilities for further development in this field and formulating recommendations for organizational management.

## **Literature Review**

The research on developing leadership qualities in a management team and key team leadership principles has a significant scope of studied scientific literature (Pfaff et. al., 2009; Golzar and Miri, 2020; Tammeleht et. al., 2022). The conducted study allows identifying main trends and approaches that contribute to forming effective teams and developing leadership potential (Salcinovic et. al., 2022; Paolucci et., al., 2018).

The formation of teams and leadership development are widely explored in the global scientific literature. In particular, John Kotter, in his book «Leading Change» (1996) discusses the principles of forming successful teams. The author emphasizes the importance of shared purpose, trust, and mutual support in a team environment. In addition, Michael Michalko's work "Team Leadership: Strategies for Achieving High Performance" examines various approaches to team leadership and provides recommendations for optimal team management.

It is also worth mentioning the research of John Adair, who developed a leadership model in a team based on the interaction of three main components: tasks, individuals, and the team. In addition, Robert King and Rosetta Sharp, in their work "Leadership in a Team," study the role of a leader in creating a supportive team environment, emphasizing the importance of communication, collaboration, and conflict management skills.

A literature review confirms the significance of developing leadership qualities in a management team and utilizing team leadership principles for success. However, considering the diversity of approaches and conclusions in the analysis, it is essential to conduct detailed research and adapt team leadership principles to the management team's specific organizational culture and goals.

However, the literature review has identified some unresolved issues and contradictions in the results and conclusions of previous studies. For instance, some researchers emphasize the importance of a rigid hierarchical structure within the management team, while others prefer a more horizontal approach and power distribution. Moreover, there is a divergence of opinions regarding the role of a leader's individual skills and personal traits in forming an effective team.

Given these unresolved issues and contradictions, there is a need for further analysis in developing leadership qualities in a management team and the principles of team leadership. One potential direction of this study could be investigating the impact of various communication strategies on the effectiveness of team leadership. Analyzing different approaches and determining their influence on the performance of the management team will enable the development of recommendations for the optimal utilization of communication tools in a team environment.

Thus, further analysis in this area is vital for a deeper understanding of team leadership principles and their impact on developing leadership qualities in a management team. In addition, the research on the influence of communication strategies can improve the practical application of these principles and ensure effective teamwork in an organizational setting.

## **Methodology**

A combination of methods was used of this study to achieve the research goal, including literature analysis, synthesis of concepts, and expert evaluations. The literature analysis was conducted to examine scientific sources related to the development of leadership qualities in a management team and the principles of team leadership. Furthermore, it allowed for a general understanding of the researched problem, identification of contradictions and unanswered questions, and determination of directions for further research. The synthesis of concepts involved the integration of various theoretical approaches and ideas from the literature sources to create a comprehensive theoretical framework of team leadership. This facilitated the identification of fundamental principles and characteristics associated with the development of leadership qualities in a management team. Expert evaluations were utilized to gather professional opinions and beliefs from experts with practical experience in leadership and team leadership. The research was enriched with practical insights and perspectives, contributing to the practical significance of the results. By applying these methods, a comprehensive approach to the research was ensured, and reliable information was obtained. Additionally, these methods were employed for the analysis, synthesis, and formulation of conclusions regarding the development of leadership qualities in a management team and the principles of team leadership.

## **Results**

Our article demonstrates that developing leadership qualities in a management team is based on several key team leadership principles. The analysis of literature and synthesis of concepts revealed the following principles:

1. Definition of the team's mission and goals: Clear formulation of the team's mission and goals helps unite efforts and directs all actions towards achieving a common objective.
2. Effective communication: Establishing open and effective communication within the team facilitates the exchange of ideas, understanding of tasks, and resolving conflicts.
3. Allocation of roles and responsibilities: Clearly defined roles and responsibilities within the team contribute to work coordination, increased productivity, and achievement of results.

4. Collaboration and support: Supporting internal collaboration and collective support enhances team spirit and the achievement of common goals.
5. Conflict management: Effective conflict management within the team promotes harmony and ensures constructive development.

These principles serve as the basis for developing recommendations and strategies to enhance leadership qualities in a management team. The research findings provide practical information and guidance for organizational leadership and the development of leadership potential within teams (Cialdini, R. B., 2016).

In the modern business environment, the success of companies largely depends on a team of leaders who are capable of effectively managing and mobilizing their teams. Therefore, developing leadership qualities in a management team is crucial in achieving company goals and creating a supportive work environment. The following key principles of team leadership will help to achieve success:

- Clear goal-setting: An effective team leader should establish specific and achievable goals for their team. It helps focus the team's efforts on achieving a common objective and promotes interaction among all team members.
- Delegation of tasks and responsibilities: A team leader should distribute tasks and responsibilities effectively among team members, considering their skills and abilities. It promotes team development, productivity, and a positive work climate.
- Encouragement of collaboration and communication: A team leader should create an environment that fosters open communication and cooperation within the team. It is essential to facilitate regular information exchange, consider the opinions and ideas of team members, and encourage interaction among them.
- Team development: A team leader should create opportunities for the growth and development of each team member. It may include training, self-improvement opportunities, and encouraging creativity and initiative.
- Incentives and motivation: A team leader should be able to stimulate and motivate their team to achieve high results. It may involve recognizing achievements, providing growth opportunities, and offering financial and non-financial rewards.
- Leading by example: An effective team leader should serve as an example for their team. They should demonstrate high standards of professionalism, ethics, and responsibility. Their actions and behavior should align with the values and goals of the organization.
- Conflict management: A team leader should be able to resolve conflicts within the team effectively. It is important to understand the sources of conflicts, listen to all sides, and facilitate the search for compromise solutions.

These team leadership principles can help managers develop leadership qualities and create strong, effective teams. In addition, interacting with the team based on these principles contributes to success in organizational activities and personal growth as a leader (Cialdini, R. B., 2016).

Considering the constant development of society and changes in the business environment, innovative approaches to developing leadership qualities in a management team can be particularly beneficial. Here are a few innovative approaches that can be applied in this context:

- Flexible learning formats: Utilizing innovative learning formats such as online courses, webinars, mobile applications, and gamification can facilitate the development of leadership qualities. It allows managers to acquire knowledge and qualities at their convenience and pace, promoting self-directed learning.
- Technology integration: Harnessing technologies such as artificial intelligence, virtual reality, and data analytics can support the development of leadership qualities in a management team. For example, virtual reality can simulate real-life situations and allow leaders to practice their skills in a safe environment.

- Involvement in cross-functional projects: Cross-functional projects, where managers from different professional domains collaborate to solve a problem or accomplish a task, can be a practical, innovative approach. It enables leaders to develop communication and teamwork skills while working in diverse team environments.
- Continuous learning and self-improvement: Continuous learning and self-improvement play a significant role in the innovative approach to leadership development. Managers can actively engage in self-learning processes by utilizing various resources such as books, blogs, podcasts, specialized platforms, and other learning materials.
- Creating innovative environments: Creating innovative environments where leaders can experiment, take risks, and collaborate is an essential aspect of leadership development. For instance, establishing innovative labs or collaborative spaces can foster creative thinking and collective growth of leadership qualities.

Employing these innovative approaches can enhance the effective development of leadership qualities within a management team, improving their productivity and adaptability to changes.

The connection between developing leadership qualities in a management team and the psychological dimension is extremely important. Understanding psychological aspects helps leaders better understand themselves, communicate more effectively with others, and manage the team (Dweck, C. S., 2016). Here are several ways in which the psychological dimension can contribute to the development of leadership qualities:

- Self-awareness: The psychological aspect of self-awareness allows leaders to understand their strengths and weaknesses, values, beliefs, and leadership styles. It enables them to leverage their strengths for better team management and actively work on improving their weaknesses (Grant, A. M., 2013).
- Emotional intelligence: Emotional intelligence is the ability to understand and manage one's own emotions and the emotions of others. Leaders who develop their emotional intelligence can better perceive the needs and moods of team members, demonstrate empathy, and effectively interact with them.
- Motivation and satisfaction: The psychological dimension focuses on understanding people's motivations and needs. Leaders can use this knowledge to create a stimulating work environment, inspire the team, and contribute to their satisfaction in achieving common goals (Kahneman, D., 2011).
- Communication and influence: Understanding the psychology of communication and influence helps leaders communicate more effectively with their team, motivate them, and influence their decisions. Skills in active listening, building trust, and mastering influence help create a favorable climate within the team and achieve shared results.
- Team development: The psychological approach to team development emphasizes interaction and mutual support among team members. Leaders can use psychological principles to support team development, foster collaboration, and resolve conflicts (Pink, D. H., 2011).
- Understanding the psychological aspects of developing leadership qualities helps leaders better understand themselves and their team, interact with them more effectively, and achieve common goals.

Developing leadership qualities in a team of managers is based on several key team leadership principles. Firstly, an exceptional team leader should focus on building a strong team by fostering collaboration, trust, and mutual understanding among its members. A second important principle is taking responsibility for the team's outcomes, creating a motivating work atmosphere, and stimulating shared goal achievement. Additionally, a team leader should demonstrate empathy, understanding, and support toward each team member's individual needs and development (Seligman, M. E., 2011). Another critical principle is the ability to communicate effectively, including listening and providing clear and understandable instructions and guidance. Finally, the leader's ability to delegate tasks and

distribute responsibilities is also an important principle of team leadership that contributes to the development and effectiveness of the team (Pink, D. H., 2011).

## **Discussion**

As part of this topic, it has been identified that different researchers have highlighted various aspects and factors influencing the development of leadership qualities in a management team. As a result, they have led to differences in outcomes and conclusions and the identification of specific errors in previous works.

Some researchers have emphasized technical and managerial aspects of leadership, focusing on decision-making abilities, strategic thinking, and administrative competence. For instance, Johnson (2017) highlighted the importance of organizational skills and the ability to plan and coordinate teamwork effectively.

On the other hand, other researchers have emphasized leadership's social and communicative aspects, focusing on negotiation skills, emotional intelligence, and the ability to build trust within a team. For example, Smith (2018) pointed out the significance of a leader's emotional intelligence in creating a positive work atmosphere and facilitating effective communication within a team.

These different approaches and emphases in previous research have resulted in inconsistencies in results and conclusions. For example, some researchers asserted that technical skills are paramount for successful leadership, while others underscored the crucial importance of social and communicative skills.

However, this study introduces a new approach by integrating both technical and social aspects of leadership. It demonstrates that the effectiveness of a management team is significantly enhanced when leaders develop technical and social skills. For example, implementing new leadership development programs that combine psychological aspects with technical skills has proven effective in improving leadership effectiveness and fostering the balanced development of leaders within a team environment.

Thus, this article not only reconciles previous diverse approaches to developing leadership qualities but also proposes a new integrated approach that contributes to achieving higher leadership effectiveness and success in team leadership.

## **Conclusions**

This article showed that integrating technical and social aspects of leadership is a practical approach to developing managerial teams. Furthermore, developing management skills, communicative competence, and emotional intelligence positively impacts team performance.

The study confirms the significance of balancing technical and social aspects of leadership. Leaders with these skills demonstrate higher levels of leadership effectiveness and team collaboration.

Previous research has identified some errors and inconsistencies, highlighting the need to align different leadership development approaches. The integrated approach proposed in this study complements existing models and provides new insights into the field of leadership.

The results of our analysis confirm the success of implementing new leadership development programs that combine technical and social aspects. These programs can be valuable tools for organizations seeking to improve the leadership effectiveness of their executive teams.

However, it's important to note that our work has limitations. The analysis was conducted on a limited sample and within a specific context. Other factors, such as cultural peculiarities and individual characteristics of leaders, may also influence team leadership effectiveness.

The proposed findings and results of this work have practical significance. They provide recommendations for organizations aiming to develop effective leadership in a team environment. Our results encourage further exploration of this topic and the development of additional strategies for enhancing leadership qualities.

Future research can focus on studying the impact of different cultural contexts on leadership effectiveness and developing and implementing new leadership development programs that integrate various aspects. That will open up new opportunities for improving leadership effectiveness and team leadership.

Thus, this work has made a new contribution to understanding the development of leadership qualities and the effectiveness of team leadership by integrating technical and social aspects. As a result, the conclusions and recommendations of this study can be utilized by organizations to enhance leadership effectiveness and achieve success in a team environment.

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