

# Leading and Coaching Your Dream Team

How To Guide And Develop A Team That Works Together To Achieve Your Business Goals



**Course Book**

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# Introduction - Building Your Dream Team Starts with You

*"It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it."*

– Jack Welch

Many small business owners or entrepreneurs start their stories in the same way. They launch their business either alone or with a partner. As the fledgling company grows, they add team members. However, with a larger team of people, the entrepreneur needs to develop crucial skills for managing their new team effectively. And those are skills that don't always come naturally to someone used to working on their own.

To start with, for your small business to grow and scale, you need to foster a culture of innovation and entrepreneurial thinking. Team members need to feel that they're an indispensable part of an organization that appreciates and supports them, while helping them grow. Assuming you have hired the right team members, it is up to you as the business owner to initiate this type of change. You are the leader and the change you seek in others must start with you.

Until recently, most companies were top-down organizations. Leadership, power, and authority were built on status, longevity, rank, or position. Orders were given and team members were expected to follow these orders to the best of their ability.

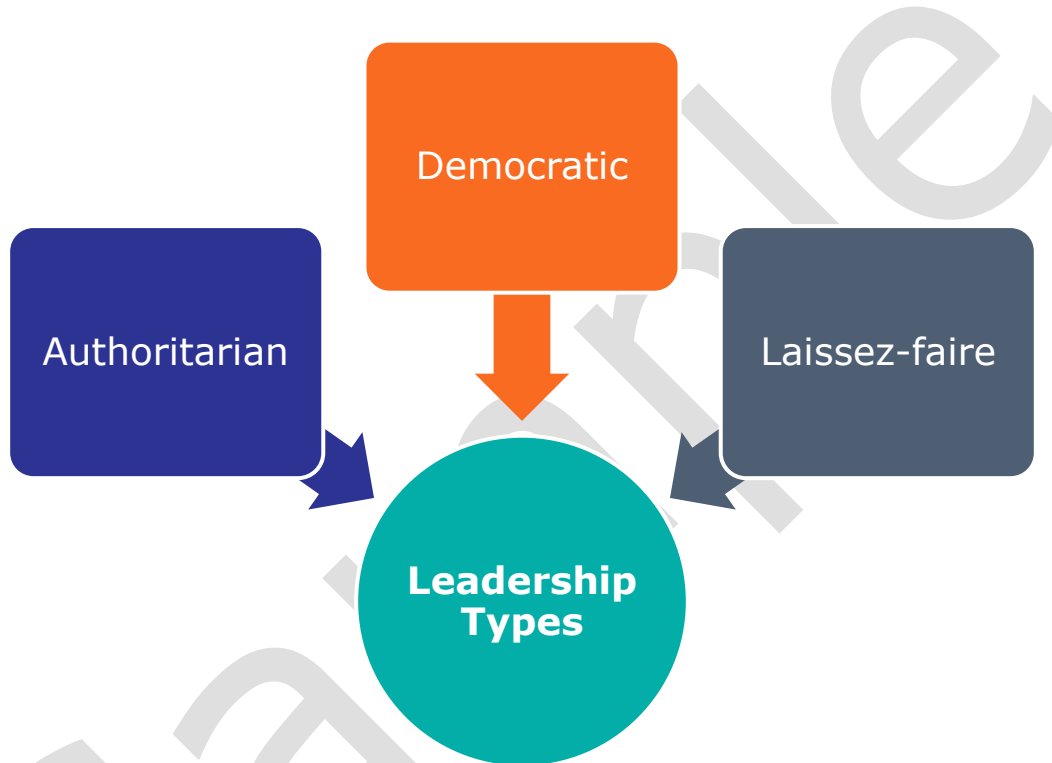
However, this is no longer the case. Today, leadership is established through integrity, professional reputation, the ability to effectively take action, communication, collaboration, and the ability to share.

Here are some of the key differences in how businesses and leaders acted in the past versus how they act today in order to optimize for growth, success, autonomy, and collaboration.

<b>Past</b>	<b>Now</b>
Information hoarding or only sharing what's essential	Open sharing of information
Top down	Flat
Telling people what to do	Trusting people to do what needs to be done
A single leader or decider	Distributed leadership and decision making
Centralized accountability	Shared accountability
Assumed respect	Earned respect
Prescriptive	Fluid
Micromanaging	Leading by example
Rigid	Flexible
Exclusive	Inclusive

## Leadership Styles

Another way to grasp this idea fully is to look at the 3 main types of leadership as outlined by psychologist Kurt Lewin in 1939:



- Authoritarian
- Democratic
- Laissez-faire

His research led him to these three leadership types decades ago, but they still hold true today.

**Authoritarian leaders** command and control. They give explicit expectations for what, when, and how work gets done. They establish a clear line between leader and employee. With authoritarian leaders, decisions come from the top and are carried out by team members.

Authoritarian leaders are often seen as controlling and bossy. This approach leads to less creativity and engagement from team members. It is best for situations where quick decisions and actions are required, but when used at the wrong time, they can stifle creativity and create dysfunction.

**Democratic leaders** for the most part offer guidance only and lets team members provide input for decisions. Compared to the authoritarian approach, this approach fosters more engagement, motivation, and creativity from team members. Everyone feels like they are a valued member and are therefore more invested in getting results.

**Laissez-faire leaders** offer little or no guidance, leaving all decision-making up to employees. This is the best approach to take when your team members are highly skilled experts whose judgement you are relying on. The downside of this approach is that it can lead to lack of motivation and confusion regarding individual members' roles. Worst case scenario, it can lead to a lack of direction, blaming, lack of accountability, and reduced quality of work.

For small businesses or entrepreneurs, it's best to adopt a democratic leadership style. You may employ the other styles at certain times as needed. The laissez-faire approach is good for certain situations and the authoritarian approach can be adopted for decisions that need to be made urgently and where creativity is not essential.

In addition to your leadership style, you also need to consider your mindset. Mindset will exert a powerful influence on your team members' creativity and

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