

EXECUTIVE SUMMARY

Leadership is one of the most important factors that contribute to impacting organizational outcomes. In each stage of team development, the leader is expected to change his/her leadership style, attitude and skills in order to contribute to the team/team's growth towards the next stage. As the team development matures, the leadership of the leader changes with changing requirements.

In this study, the team development is divided into four stages. Stage 1 expects the leader to be more directive and confident with clear goals set to assign work/job to subordinates. As the team development grows into stage 2, the situational requirement demands the leader to empower members, as in this stage, subordinates will begin to demand more participation in performance of the team. In stage 3, the leader involves the subordinates in the leadership of the team such as decision-making, allowing autonomy in certain areas, while he/she participates as an expert member of the team. As the team development matures into the last stage, the leader focuses on favoring the team's performance by influencing and liaising with external entities of the team such as other teams in the organization or other individuals to meet team's resource needs. In this stage, the leader mostly focuses on buffering excessive external demands of the team and supports to maintain positive image of the team in the organization. Each of these stages demand different leadership styles, attitudes and skills which collectively impact organizational outcomes. The data for this study was collected via a questionnaire, that contained questions framed to measure leadership with reference to the above-mentioned stages of team development. It was circulated among the employees belonging to the executive level in any organization over LinkedIn. The data collected was then analyzed using IBM SPSS software.

The factors of leadership are LAS (General Leadership attitude and Skills), DCL (Directive and Confident Leader) , EPM (Empowering Participants), ME (Involving Members in leadership and participating as an Expert) and ITL (Interteam Leadership). The effectiveness of these factors is collectively measured, analyzed and examined to check their impact on ORC (Organizational outcomes). The significance of relationship between the factors and organizational outcomes, the degree to which these factors collectively as well as individually impact organizational outcomes are measured and analyzed.