

Leadership and Team Performance Relationship

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Abstract: This particular paper examines effective leadership in both business and sport, with an emphasis on finding its overall effect on team performance. Leadership directly affects team performance in a variety of ways, with a variety of different techniques. The team performance will reflect back on to the leader, in either a positive or negative light, depending on the nature of the performance. At other times, both sides of the equation (leadership and team performance) will affect each other equally, with more of a balanced relationship. The relationship may also lean more heavily towards leadership, relying on the leadership to set the tone for the given organization. Using extensive literature review and conceptualization, these relationships and more are made clear throughout the duration of the following text.

Keywords: Leadership and teams, business and sport

INTRODUCTION

“Leadership is the capacity to translate vision into reality.”-Warren Bennis (1985)

In life’s challenges and daily processes, individuals always have and always will look to seek guidance. It is the job of a leader to provide that guidance, as well as to influence and motivate those under him/her to reach their potential and accomplish what needs to be accomplished. Two areas in particular, business and sport, stand out as areas where leadership plays a central role in the results. As earlier referenced, Warren Bennis’ statement rings true in these two areas. Profiting in business and winning in sports are two areas that cannot be faked. There is no in between in business, either the company is profiting or it is losing money. There is no middle ground. It is the same for sport; the team either wins or loses. While there are numerous inputs that eventually affect the outcome of a bottom line or game, the onus always seems to end up in the same place: on the leader. Whether it is a CEO, president, head coach or general manager, the leader will look good with a positive result or will be the target of misgivings with a negative result. However, how the leader leads and manages those that he/she may be in charge of is the tacit test. Effective leadership will affect team performance-but to what extent?

BUSINESS AND SPORT INFLUENTIAL LEADERS

Apple Incorporated could be taken as an example of effective leadership taking a ‘team’ to an unimaginable level; Apple Inc. In an example where

effective leadership didn’t only affect team performance, but created it, can be seen in how important leadership is. Steve Jobs was a 21 year old college dropout living with his parents in Los Altos, Ca[1] where he collaborated with two of his friends, Steve Wozniak and Ronald Wayne. These unofficial brain trusts would be the unknown beginnings of an empire. With the release of Apple I in 1976, selling for \$666, the Apple name sprung. Moving ahead into 2013, when Apple had a net worth of around \$185 billion, and Steve Jobs’ leadership clearly had the capacity to translate vision into reality, it can be seen how effective that leadership was. He took the vision dreamed up in a garage and turned it into a 185 billion dollar reality. His leadership from the beginning positively influenced team performance that will continue to thrive long into the future[1].

Exploring leadership in the sports world can take us to Syracuse, New York to find an example of extraordinary leadership leading to increased team performance. The Syracuse University basketball program today is widely accepted as one of the best in the country with one man’s leadership making that possible. Jim Boeheim took over as the head coach of the Syracuse Men’s Basketball team in 1976. In the 38 years that he has been at the helm, the team has amassed 948 victories. He has led the team to 11 conference championships, 5 conference tournament championships, a 75% win percentage, four final fours and a National Championship in 2003[2]. In the 40 years from 1930-1970, before Boeheim’s leadership, the Syracuse University basketball team won a total of

524 games and no national championships[3]. These stats suggest how a good leader can positively affect team performance. Jim Boeheim used his effective leadership techniques to almost double the amount of wins in about the same time period (40 years before Boeheim, 38 years with him as the head coach). As discussed earlier, winning in sport is the equivalent of a bottom line in business; it cannot be faked. Wins and losses are definitive; the results do not lie. What Jim Boeheim was able to do with his effective leadership techniques was taking a program and turning it into a perennial winner. The team performance was clearly affected by effective leadership, to the tune of a 424 victory increase in an almost identical time period. That 424 win increase cannot be faked; it is factual. Bottom line, the stats prove an increase in team performance in the time period that Boeheim had leadership influence. His vision was to turn Syracuse University basketball into a winner, and he used his leadership ability and knowledge to turn that into a reality by raising his team's performance over the years.

THE LEADER AND THE FOLLOWER

The members of any team can be just as crucial to the leader as far as team performance goes. It is important for team members to understand their role and how they can help. The team members "... have specific and unique roles, where the performance of each role contributes to collective success. This means that the causes of team failure may reside not only in member inability, but also in their collective failure to coordinate and synchronize their individual contributions. Team processes become a critical determinant of team performance and often mediate the influences of most other exogenous variables"[4]. It does not matter how good the individual members of any team may be, only that they are able to meld their talents and abilities together in order to accomplish a common goal. In a basketball example, if one player accepts a scoring role, if one accepts a passing role and if one accepts a defensive role, then the team will be much better. By understanding roles, teams will be more fluid and productive. It is the same in business: if everyone on a task force for a product launch wants to design the product, all the necessary tasks will not be accomplished. But, if one person focuses on the oral presentation, one focuses on the visual presentation, and two or three focus solely on the product itself, then there will be cohesion and more tasks accomplished, and ultimately higher team performance.

The keys to both of these are the leadership. The coach in the basketball example or the team leader/manager in the business example are the keys. If the leader can make the team understand, then everything should come to fruition. The leader needs to use effective communication to clue his team in on

what needs to be done. His or her motivational techniques could be the difference in a successful or unsuccessful team. Proper direction and influence will very likely allow a sports team to win a game or a big business to turn a remarkable profit. The leadership exuded can make those under the leader perform at levels they may not have known they were capable of. Ultimately everything is going to reflect back on leader, whether that blowback is deserved or not. It is simply how it is with modern day mindsets; the leader will get all the blame or all the credit. While that may not be the correct way to distribute credit, it's a product of modern day American culture.

Billy Beane and his Oakland Athletics may be one of the best examples of leadership credit distribution. Billy Beane is arguably one of the smartest general managers in all of baseball. "Arguably" because he has a method that is outside of the norm. In a general sense, as the author puts it, it is a method that takes a small business and tries to maximize every resource available to be able to compete with larger market teams [5]. It is a tactic that every small business in the world is trying to accomplish, with some of the success of Billy Beane. For the most part, the small businesses want to be able to use their minimal resources and put up a fight worthy of large businesses. Obviously, there will always be the small business that is accepting of its positioning and niche of being a small business. But, the book and movie *Moneyball*, that was about Billy Beane and his process, is so popular because it does contain that heartwarming story of a little business trying to compete with a big business. Billy Beane is a general manager; a leader. He uses different methods with his team. When the performance is good, he looks like a genius. When the performance is bad, he is to blame. This is a great microcosm for the credit distribution challenge. A leader that positively influences team performance will be applauded, while one that negatively affects it will be blamed. Is it justified? Some leaders relish the spotlight, while others would rather revel in anonymity. There is no right way to do it, but there is one constant that must be addressed: team performance. The public perception of the leader is important, yes, but how the team performs is what is centrally crucial. A team that wins games or a team that increases profits is a team that is led the right way. That is what the measuring stick should be as far as leadership gauging.

Rich Karlgaard of Forbes claims that Bill Russell can teach an individual more about leadership and teamwork than any MBA program [6]. While the claim may be slightly outlandish, it may hold some truth as well. Bill Simmons of ESPN writes that "Russell believed, and still believes, that a basketball team only achieves its potential if everyone embraces

their roles” [6]. Part of being a successful leader is getting all those under you to believe, embrace and accept their roles on the team, whether that team is business or sport related. It is tough to get people to accept a lesser role if they believe they should be in a prominent one. On the other hand, it may be difficult to get someone to accept more of a leadership role if he/she is a reserved individual who doesn't like being in the center of things. Finding ways to achieve these tasks are qualities that any good leader and Bill Russell feature.

Karlgaard also talks about Bill Walsh, coach of the San Francisco 49ers. In Walsh's case, he took a huge chance on a small-armed prospect in the NFL draft that was, at the time, viewed as preposterous. No one thought that Walsh had any idea what he was doing and that his leadership skills were not up to par [6]. He took that player because the kid was smart and had been a high school point guard. Walsh knew that he would embrace a leadership role and succeed. That young man was Joe Montana. Success was clearly on the horizon to the tune of eight Pro Bowls, three All NFL First Team Awards, a 2000 induction into the Hall of Fame, and three Super Bowl MVP Awards[7]. Walsh could not have known any of that when he made the leader's decision to draft Montana, but he trusted his leadership skills and the team's performance clearly climbed sharply because of that.

LITERATURE REVIEW

Implicit leadership theory

According to Lord's 1985 categorization theory, ILT's (Implicit Leadership Theories) represent a recognition based approach to leadership. People are categorized as leaders on the basis of the perceived match between their behavior or character and the attributes of a preexisting leader category or prototype that the follower holds in memory[8]. This can be both positive and negative, depending on what actually exists in that follower's memory. If that follower had only had one previous leader, and that leader was a poor leader, he will not have a good basis for recognizing a strong leader-based on implicit leadership theories. However, from the alternative perspective, if the follower had an exceedingly strong leader in the past and his current leader exhibits similar traits, he should be able to easily recognize, understand, and follow the positive leadership of the current leader.

Based on the assumptions of the above theories, ILT's are also the benchmarks that are used by followers in order to evaluate their leaders. That is to say that each follower has an 'ideal' leader in mind and based on what the actual leader does to match the prototype in the follower's mind, the follower will form his opinion and ultimately work ethic for that leader.

Sensitivity, dedication, charisma, attractiveness, intelligence, strength, tyranny, and masculinity are the eight distinct factors of ILT's, according to Epitropaki and Martin. Being aware of these eight factors may allow a leader to more effectively gauge or even form his action pattern and leadership approach. While Epitropaki and Martin did not find direct results to work attitudes, it can likely be inferred that a well-respected leader is one that has higher performing employees than a leader that isn't respected. Ultimately, it may not matter what the follower has in mind in regards to ILT's because if the leader can find a way to keep the employee happy, motivated and inspired, ILT's and their ramifications could likely be overlooked.

Leader member exchange theory

A later part of Epitropaki and Martin's article focuses on LMX's or Leader Member Exchanges. The central premise behind LMX's (Leader Member Exchanges) is that within work units, different types of relationships develop between leaders and their subordinates or members. Managers and supervisors are thought to develop close relationships with only a few subordinates and have high-quality exchanges with them. In relationships with 'high' LMX's, leaders show support for the employee and have influence at levels above and beyond the normal scope of a leader-follower relationship[8]. Due to this, the subordinate is given more autonomy and responsibility, thus giving him more confidence and invigorating him to do his job at a higher level. In a 'low' LMX level, the exchanges between the leader and the employee are limited basically only to the exchanges required by that employee's contract [8]. It is thought that in this approach, the employee needs to be a type Y employee who is highly motivated, wants to succeed, has an independent high work ethic and wants to succeed, because there will be minimal interaction and inspiration from those in higher positions. If a team or company happens to get a type X employee who is only really motivated by making money, shows up and goes through the motions and needs outside motivation, the bottom line and profitability in business or win-loss record in sport will show a very negative connotation.

Taking LMX's to a sport angle, a coach who has high interaction and influence over his team is expected to be much more successful than one who is disconnected, feels he is above the team and doesn't feel the need to have a relationship with the players. A team that understands what its coach wants and is close-knit is more likely to find success than one without a player-coach connection. A player who does not understand what is being asked of him/her or one who believes he/she is getting mixed signals will likely use too much energy focusing on trying to read the coach rather than trying to win the game or get better in a

given practice. A coach may have to use different levels of LMX's with different players once they get a read on the given player. A Kobe Bryant type player does not need any interaction; he motivates himself and works hard without urging. But a rookie to the professional ranks, a college freshman, or a high school freshman would need much more interaction and positive reinforcement to continue to progress as a player. Using LMX's is a good way to gauge interaction in a team setting, whether it is in sports or business.

Transformational leadership

Yukl states the most trusted version of the transformational leadership theory was developed by Bass and Colleagues (1985-86) and involves the defining of transformational leadership as the leader's effect on followers and the behavior used to achieve this effect[9]. The followers feel trust, loyalty, admiration and respect towards the leader. Due to these feelings, the followers are motivated to do more than they are originally expected to do. The underlying influence process is heavily involved with making followers understand the importance and significance of their tasks so that they will be more inclined to perform them at a level that is not only acceptable, but necessary for long term, sustained success. There is no exchange of rewards or coercion or threat of punishment, but simply motivation and knowledge sharing [9]. By letting followers know that their help and input is needed and appreciated, the thought is that they will be more likely to perform at a higher level.

Yukl does a good job of introducing transformational leadership and also presents transformational leadership as a theory/way of leadership that can be especially effective at the highest level[9]. At a professional level, whether it is sports or business, successful employees will likely be Type Y employees. Instead of being an autocratic leader and simply telling a follower what to do, using motivational techniques that increase knowledge and respect may be the most effective way to attack challenges and day to day operations. A CEO that can get his managers to buy in to his concepts and ideas and then delegate to the employees will be infinitely more successful than one who talks down to those under him and gets mixed responses and results. It would be the same in a coaching situation. Unhappy players that are ordered around by a seemingly 'dictator' coach will not respond the way that a team who truly buys into the coach's philosophy does. If the motivation comes from the leader, then those on any given team (sport or business) will lead from within, and the success will follow!

Charismatic leadership

Yukl states that the original charismatic leadership theory that originated in 1947 described how followers attribute extraordinary qualities (charisma) to the leader. He then amends to explain the later developing theories are more concerned with the amount of leader influence over followers and the subsequent leader-follower relationship that ensues[9]. Some of the key behaviors in charismatic leadership center around having an appealing vision, having high levels of confidence, showing sensitivity to member needs, displaying unconventional behavior, and taking personal risks while displaying sensitivity to followers. Focusing on one key aspect of those behaviors, displaying unconventional behavior, should have merit. A charismatic leader who doesn't necessarily do things by the book and has the respect and support of his followers is going to have an aura of success and a refreshing outlook. The followers can look to this leader as somewhat of a role model or even an inspiration figure. Viewing a leader as either of these will likely lead to not only increased motivation, but increased output as well.

A coach that is perhaps a bit unconventional, but has the respect and admiration of his team, has a chance to be incredibly successful. Many followers are always itching for a taste of something outside of the norm and a true charismatic leader will provide that along with a sense of family and successful leading. A perfect example of unconventional leading in coaching coming to fruition is the use of trick plays in football. The college football ranks especially give many examples of coaches saying that they did a trick play to inspire their players' imaginations and keep them mentally engaged. From a business side, Google already looks into aspects of this with their business style; their leaders are not the cardboard cutout ones; they have fun and allow the rest of the workforce to do the same-with incredible success.

Situational leadership

The main basis of situational leadership is simple given the name; it argues that different situations command different actions by the leader. While these different situations cannot be predicted per se, some of the key and common variables remain unchanged. These variables include, but are not limited to, structure and nature of subordinates' tasks, leader-subordinate relationships, formal authority of the leader, links between team goals and the path to achieve them, decision making procedures, the maturity of the subordinates, and the substitutes used for leadership[10].

In a sport or sport management situation, there are going to be more situations that are unpredictable than in the business world. It would be highly difficult

for a coach or leader in sport to have an official, premeditated plan in place for every single happening that might occur. The logistics of such a plan would be nearly impossible due to the ever changing nature of the world we live in. Situational leadership can be very effective, when applied in the right timeframe. Obviously, there are going to be times when events occur that have strict steps to be adhered to in regards to how they are carried out. But it is impossible to prepare for every contingency; if it were possible, then we wouldn't need leaders to make decisions in the face of controversy. But that is why it is so important to have an authoritative leader who commands respect and can be trusted to make the right decisions. Following orders or following a predetermined plan is a relatively simple task that many individuals could do. A leader must be able to take a difficult situation, use 'situational leadership' and manage subordinates in a proper and efficient manner to overcome the difficulties.

Choosing to be a leader

Sometimes, individuals do not have a choice about how influential they are as leaders. Sure, it is up to any coach or CEO whether or not he takes a position of leadership at the onset, but his overall influence and public image will be determined by their success. A highly successful CEO who builds a highly recognizable public entity will be under much more scrutiny and have more influence than a low level executive. It is the same for a coach who wins championships, he or she will have many more followers than one who does not win. Whether it is a CEO or a coach, the practices the leader employs can be similar and lead to similar results. Delving into how sports and business are alike as well as how the motivational approaches of the coaches (effective leaders) can help their teams win (team performance) is a useful tool.

The belief that sports can serve as a valid learning ground for business leaders and vice versa is a mindset that is becoming much more prevalent. High powered collegiate coaches have leadership techniques that are motivational, passionate and unique and are a special aspect of college sports[11]. The leadership styles of high level Division I basketball coaches are more well-known to the general public than most, if not all, high profile business leaders [11]. Many people know who Jim Boeheim and Mike Krzyzewski are and how they lead or what their leading ability is like. And that number of individuals is likely much higher than those who know who the CEO of Wal-Mart is and how C. Douglas McMillon leads. It is important for head coaches and athletic directors to lead effectively, ethically and to set a good example. Setting a good example is important for these leaders because they are always watched while they work and some of those

watching are the next generation of leaders. Sports are such a central component of American and worldwide culture that those in positions of leadership must set a good example. Athletics in America can serve as a vehicle for change as well as high influence. To achieve a bright future in the leadership ranks, the current leaders must exhibit positive traits that not only show that they are progressive leaders, but inspire the next generation to want to lead and to lead well.

For business leaders it is important to constantly improve and evaluate how performance is unfolding with respect to those leaders' actions. Focusing on how the process never stops and using real life examples is one way to accomplish this: Sgt. Jake Wood was a Marine, serving four tours in Iraq and Afghanistan who then started his own business when he was done. His business focused on rapid deployment to disaster zones, to set up aid and relief in as timely a manner as humanly possible. He then co-founded a nonprofit disaster relief program as well [12]. He stated that his military experience taught him a lot as far as staying calm and taking command, but his leadership skills had a ways to go. They evolved almost daily as he learned more and learned what did and did not work. Researching and utilizing leadership techniques such as ILT's and LMX's were activities that may have occurred for Sgt. Wood and that would probably benefit his business and leadership techniques.

Leading is not always an easy task, even for someone as experienced and decorated as a four tour Marine. This is an exceptional and brave individual who wasn't as adept a leader as he wanted to be at the onset of his business career. His lack of experience may have affected his team's performance in the business world. It can go to show that leading is hard, even for those who excel in many areas of life. But, if one is a good leader, his/her team will benefit from a performance standpoint. This shows how important it is to have an effective leader and how truly important it is to hold on to him/her if one is found. Jake Wood never planned on being a business leader and having others look to him to make a business decision, but as with the previous example, he realized he was in a position to positively affect his team and he ran with it. His leadership allowed his team to excel, likely as a result of his charismatic leadership ability.

Sport and business joint success: leadership

While sport and business are two different fields, the similarities and connections are present and should not be overlooked. Some of the most successful sport managers and coaches may be ones that can incorporate business practices into their teams and organizations. And some of the most successful

business men and women might be those with sport backgrounds or ideals.

An interview with Ethan Pang, founder of Career Architects (CA), looks into his career, where he specializes in career coaching, training and development. While most associate the term 'coaching' directly with sports, it can be applied usefully to areas such as business and leadership. Ethan Pang founded CA to share his views on these areas, as well as how to develop one's career. Pang discusses in the interview views such as career planning for youth, the essence of coaching and the development of it in his area: Asia. Ethan landed on career coaching largely because he wanted to be able to help others and form a better future for them; using altruism as his guide [13]. Even though Pang's aim is more in a career development area, his principles apply greatly to business and sports leaders alike. They want to be able to help others from a leadership position and also believe that with successful leadership like Pang's, for example, their subordinates will perform better. He looks to help small groups or even individual youth begin to set up a career path in such a way that they will be better equipped to succeed as their lives' journeys proceed. Who better to draw knowledge and information from than someone like Ethan Pang, who is somewhat living the aim of this paper: how leadership can affect performance.

"Coaching sees employees as assets and as works-in-progress that can be further developed and augmented. With coaching, the focus is still on the overall progress of the organization, but the effort is much more collaborative. There is a general realization that taking care of employee needs in learning and development will contribute to organizational growth and advancement. Improvements can take place at every level at the employee's initiative rather than only at the top management executives'. Of course, the presupposition here is that employees are motivated to improve and to benefit the organization, i.e. the organization's needs are just as important as employee's needs" [13]. Demonstrating how effective leadership can affect performance and ultimately improve it is what Ethan Pang does for a living. It should not be limited to his career coaching; its ideals can hold merit in both the business and sports worlds.

A journal article from Oppenheimer Funds explores successful women business executives with a concentration on how playing sports earlier in their life led directly to their positioning as a high level business executive. Beginning with a thought provoking stat that really makes the reader open his eyes, the article states that "more than four out of five executive businesswomen played sports growing up -- and the vast majority say lessons learned on the playing field

have contributed to their success in business, according to the results of a national survey released here today. And women business executives remain active, the survey found; two-thirds currently play sports or exercise at least three or more times a week" [14]. This basic, revealing statistic shows the central importance of athletics in successful female business leaders. They utilize the key concepts of leadership, discipline, and ability to work in a team in their business activities all while calling back on lessons and happenings in these key areas that occurred during their sports days.

Another significant stat is revealed when the article states, "Of the 401 women surveyed, 327 -- or 82% -- reported playing organized sports after grammar school, including school teams, intramurals or recreational leagues" [14]. A staggering percentage of women executives paved their way to the boardroom through the locker room at such a high level that it cannot be a coincidence. The life and individual lessons learned in/on/within the athletic field/court/pitch are invaluable and help shape the lives of many of the world's successful business women. Successful businesswomen have had their lives either shaped or influenced by sports, fitness and athletics. Finding themselves in a leadership position was no accident or coincidence though; athletics directly influenced it. Business leaders want to be able to affect their team's performance in a positive manner, and leadership techniques learned through sports are one way that many businesswomen have done just that.

Jack Swarbrick, Director of Athletics & Vice President for the University of Notre Dame 'builds champions' and has experienced many leadership successes, with ties to both business and athletics. He brought high level athletic events such as the 2012 Super Bowl, the Big Ten Basketball Tournament, NCAA Final Fours and the Pan-Am games to Indianapolis [15]. During his 'building champions' talk, he states that he had to make mistakes to get to where he was, but the teams around him, whether they be personal, athletic or business teams, were the reason he was able to be successful. He gives pointers on how to be successful, but then says the businesspeople in the room may already know what he is getting at. He says that for a business to be successful, it needs capital, the same way a successful athletic program does [15]. Meenan features in his article, an individual, Swarbrick, who is big on the comparison of athletics, business, and leadership. He is a highly influential figure in both athletics and business and has valuable insights on leadership in both fields. His views on making mistakes and rebounding from them to attack the problem differently next time are consistent with the situational leadership theory. By changing approach and learning from past experiences, Swarbrick is able to improve his

team's (Notre Dame) performance with his leadership

ability and techniques.

THEORETICAL FRAMEWORK

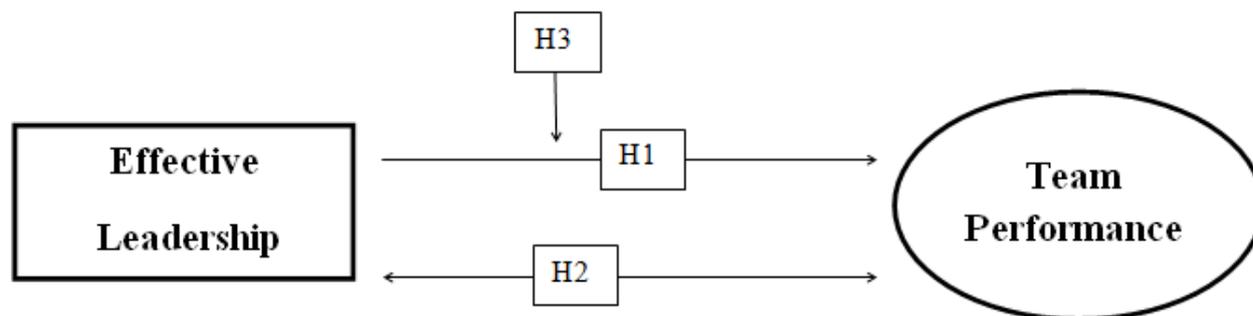


Fig-1: Theoretical Framework

Hypothesis 1

According to William Trochim, a correlational relationship is defined as two things moving in a synchronized manner [16] and a positive relationship simply means that high values are associated with high values (on opposite axis) and low values are associated with low values [16].

This relationship exists in terms of leadership and team performance. In simplest forms, a good leader can take an average team and make them perform well. A great leader can take a good team and make them perform greatly. A poor leader can take a good team and make them perform at an average level. A really poor leader would be able to take a great team and make the team performance reflect at an average or even poor level. These relationships would continue all the way to both ends of the spectrum with the team performance either improving or falling based on the leadership. Individuals like Jack Swarbrick, Billy Beane, and Steve Jobs are impeccable examples of this as referenced earlier. These individuals used their own leadership styles and techniques and increased team performance. The Jim Boehiem example (Business and Sport Influential Leaders section) was a perfect example of the positive correlated relationship. The win totals skyrocketed after Boehiem took over the program in a leadership position. His positive leadership resulted in much more positive team performance but still resulted in a positive correlational relationship. Boehiem is an interesting figure, because as Lockyer referenced in her article, he is going to be in the spotlight whether he wants to be or not. His leadership techniques are going to be ones that are emulated, discussed, evaluated, disagreed with, agreed with, and everything else. But, as discussed earlier, wins and losses don't lie in terms of team performance. His leadership clearly, as dictated by the statistics, positively influenced team performance. Based on the preceding, I propose the following;

H₁-Effective leadership affects team performance.

Hypothesis 2

Using Leitch's example of Billy Beane with this hypothesis, Beane would not have been able to utilize his Moneyball theory without the group of individuals he had underneath him. Their ultimate performance affected his leadership ability to the same extent that his transformational leadership techniques affected his team's actions. Jack Swarbrick was not able to 'build champions' at Notre Dame and within the Big Ten simply by his leadership activity; he needed his subordinates to perform their duties at a high level in order to find his own success. Meenan [15] wrote that Swarbrick was able to make mistakes and still succeed and that may be the central reason behind an equally balanced relationship. Jack Swarbrick was able to make those mistakes because his team supported him and was willing and able to elevate its own performance in order to make up for any of his deficiencies. This may be where the most success as a leader can be found; when the subordinates or team are fully behind the leader. If the leader does encounter any issues or doesn't perform his leadership tasks to full potential, but the team still gives all the support they can, eventually the team performance will be high and the leadership efficiency will be too. Both groups, leaders and follower, working in tandem may be able to reach heights that no single transformational or charismatic leader can elevate a team to by itself. Therefore, I would propose the following between effective leadership and team performance;

H₂-There is a positive correlation between effective leadership and team performance.

Hypothesis 3

Situational Leadership is defined by Soucie by explaining that different situations command different

actions by the leader. While these different situations cannot be predicted per say, some of the key and common variables remain unchanged. These variables include, but are not limited to, structure and nature of subordinates' tasks, leader-subordinate relationships, formal authority of the leader, links between team goals and the path to achieve them, decision making procedures, the maturity of the subordinates, and the substitutes used for leadership [10]. Theoretically, all leadership theories could be incorporated underneath situational leadership. If assessing a situation and acting differently is what situational leadership is, then using transformational leadership in one instance and Implicit Leadership Theories in another situation is technically situational leadership.

The main argument against situational leadership is that experts say that it can be weak because it does not rely on accurate measures and the research designs on the topic are weak at best [10]. However, it puts a substantial influence on dealing with people and managing different situations that may occur within the workplace, whether it be a business boardroom or a sport organization. At the heart of the argument, isn't this the main idea? What is the best way to effectively affect team performance from a leadership standpoint? Using situational leadership would not limit a leader to one method of accomplishing his or her goals; it would allow for a wide range of activities that should eventually lead to success. All other leadership techniques can fall under the overarching name of situational leadership because, as situational leadership's definition dictates, it involves using different methods to get to the end goal. By using multiple systems and practices (situational leadership), a leader can influence and motivate his or her team to perform at higher levels. Thus, theoretically as the use of situational leadership increases, the team performance will increase. Based on the above premise, I propose the following;

H₃-Situational leadership mediates the positive relationship between effective leadership and team performance.

LIMITATIONS

Including the leadership theories of charismatic leadership, transformational leadership, situational leadership, implicit leadership theories and the leader member exchange theory was a decision based on the merit that they brought to the final argument as well as the extensive literature that was available for each given theory. While there are other leadership styles and theories available for investigation, such as transactional leadership, directional leadership, visionary leadership and collaborative leadership, time restrictions as well as

perceived influence on the final argument went into the non-inclusion of these topics. Wanting all the involved theories to be well researched and containing merit was a key reason why the included theories were in fact, included.

CONCLUSION

After extensive literature review of effective leadership affecting team performance, detailing leadership theories such as charismatic leadership, transformational leadership, situational leadership, implicit leadership theories and the leader member exchange theory, the above hypotheses are the conceptual framework for this specific study. These three key hypotheses will provide the groundwork should we desire to continue researching this topic as the next study phase. Effective leadership and team performance are related in many ways, and with many evaluation techniques available, these three hypotheses are the conceptual framework that we believe to be worth possible further research at a higher level.

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