



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

*La influencia del líder en la formación de un equipo de alto desempeño: una revisión de la literatura*

*A influência do líder na formação de equipe de alta performance: uma revisão bibliográfica*

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**Abstract**

The aim was to know the main theoretical concepts about high performance teams and to analyze the role of the leader as a builder and evaluator of performance. It is based on the bibliographic method, it will show that, although the relevance of the leader is indisputable, there is no 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 in the global scenario, in this way, it is essential to understand the advantages that these teams can provide to the organization, the leader and the 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.

**Descriptors:** Institutional Management Teams; Task Performance and Analysis; Leadership; Applied Behavior Analysis; Emotional Intelligence.

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## Resumén

El objetivo fue conocer los principales conceptos teóricos sobre los equipos de alto rendimiento y analizar el rol del líder como constructor y evaluador del desempeño. Se basa en el método bibliográfico, mostrará que, si bien la relevancia del líder es indiscutible, no existe un modelo de liderazgo que sea tanto más eficiente que otro, sino que la efectividad del estilo del líder depende del estímulo utilizado. , la situación que presenta, con qué perfiles de equipo y en qué entorno. Debido a la competitividad empresarial, la formación de equipos de alto desempeño y un líder capaz de desarrollarlo cobra protagonismo en el escenario global, de esta manera, es fundamental comprender las ventajas que estos equipos pueden brindar a la organización, al líder y al equipo. son esenciales para incrementar la productividad, sin embargo, es necesario que sus integrantes estén comprometidos con las metas, tengan una relación sinérgica y apliquen de manera conjunta sus habilidades.

**Descriptor:** Equipos de Administración Institucional; Análisis y Desempeño de Tareas; Liderazgo; Análisis Aplicado de la Conducta; Inteligencia Emocional.

## Resumo

Objetivou-se conhecer os principais conceitos teóricos sobre equipes de alta performance e analisar o papel do líder como construtor e avaliador de desempenho. Está fundamentado no método bibliográfico, vai mostrar que, embora seja indiscutível a relevância do líder, não existe um modelo de liderança que seja tão mais eficiente que outro, mas sim, que a eficácia do estilo do líder depende do estímulo utilizado, da situação apresentada, com quais perfis de equipes e em qual ambiente. Devido à competitividade empresarial, a formação de equipes de alta performance e um líder capaz de desenvolvê-la ganha destaque no cenário global, desta maneira, é fundamental compreender as vantagens que essas equipes podem proporcionar a organização, o líder e equipe são essenciais para aumentar a produtividade, porém, é necessário que seus integrantes sejam comprometidos com as metas, tenham um relacionamento sinérgico e apliquem conjuntamente suas competências.

**Descritores:** Equipes de Administração Institucional; Análise e Desempenho de Tarefas; Liderança; Análise do Comportamento Aplicada; Inteligência Emocional.

## Introduction

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

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

Leaders tend to be highly respected by their employees, and respect is far 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 an authority that must be divided. The success of a team largely depends on the good work of its manager, as the team will only have good results if the leader knows how to lead his subordinates correctly. The manager who aims to achieve successful leadership needs to know closely the needs, degree of interest and desires of each employee. As the 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 followers.

The relationship between the development of leaders and the future of companies is closely related and competition for these talents has intensified in recent years, mainly 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, compatible with current organizational needs to serve increasingly fickle and demanding customers, given the current and competitive business scenario<sup>1,2</sup>.

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 performance evaluator and in the specificity analyze the actions that have been created by leaders to form a high performance team.

Leading teams to better performance is no easy task, even when the best individual talent can be gathered.



However, employment has shifted the focus from individual work in a specific position to collective work<sup>3</sup>.

According to the study, the scenario is one of changes and companies are seeking, in the most flexible structures, subsidies to reach competitive levels<sup>4</sup>.

### Methodology

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 used<sup>5</sup>.

The temporal delimitation is the period in which the phenomenon to be studied will be circumscribed. We can define the realization of the research by placing our object in the present time, or go back in time, seeking to highlight the historical series of a certain phenomenon<sup>6</sup>.

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

### Results

High-performing teams are those that go beyond traditional boundaries for the results they achieve. Its members have high expectations and, therefore, it works as motivating stimuli for high performance. They seek extremely high standards of performance, and thus their members need to have competencies, skills and attitudes that correspond to the purposes of the team. Environmental conditions and the absence of many resources can affect performance, but a high-performance team overcomes all environmental difficulties<sup>7</sup>.

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 to establish new behaviors. As people change behavior, they adapt to other new behaviors, transforming themselves and interacting with the productive environment.

Thus, the groups can be classified according to their way of functioning and they qualify, according to the group's degree of maturity<sup>8,9</sup>. Pseudoteam: 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; Workgroup: Members of this group see no 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 work together. However, members need clarification and guidance on its purpose and objectives; Real team: A real team is composed of 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 with the aim of personal growth of each one.

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<sup>1,2,9</sup>.

In the organizational context, teamwork is of paramount importance, as each one contributes with their 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 hold themselves mutually responsible<sup>10</sup>.

Teamwork makes it possible to achieve better results, as the union of all members in favor of a goal is essential, ideas can be shared and developed, there is collaboration and cooperation of 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 deeds in history have been achieved thanks to teamwork<sup>11</sup>.

The differential of the whole team is the way in which its members relate to each other, reinforcing the team spirit, but it is necessary to pay the price to achieve it and that presents four items that the winning teams pay to reach the level of high performance: Sacrifice; Commitment; Personal development; Abnegation<sup>11</sup>.

Organizations currently look for teams with a competitive differential 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 the studies conceptualize as being: The high performance teams are those composed of members whose skills, attitudes, and competencies enable them to achieve the team's goals. In high-performance teams, members set goals, make decisions, communicate, manage conflicts, 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 performance<sup>12</sup>.

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 inserted<sup>13</sup>.

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 that future real, it has to do with team spirit.



The purpose of coaching is to help people by promoting enthusiasm for achieving 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 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 an inability to think strategically or delegate and work in a team.

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

The leader's role is essential for the team to develop and reach high performance, if the results are not continuously evaluated the team will not know what stage it is in or the measures to improve its performance. The leader allows the growth and development of the team, instigates conflict resolution, cooperation, the 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 the construction and development of high performance teams and, consequently, the success of an organization, it is important to know the 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 leader's profile is understanding the level of development of those being led. Therefore, it is necessary to understand how the level of emotional intelligence of 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 concepts, each one 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 towards achieving 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 sought by the group, the skill concerns 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 leadership influence process 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 it is expressed verbally or kinesthetically<sup>11,14</sup>.

From the moment that there is a rapport between the leader and the led, the leader has enough influence to propose a greater objective, the vision, which is focused on a better future. Since time immemorial, there has been a need for a person to 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 through these resources greater productivity and profitability.

Given this scenario, the challenge for the leader is to be permanently attentive to these variations. Diagnosing them accurately is a necessary condition for making leadership styles compatible with the levels of development of those being led. Leadership is present in all moments 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 towards achieving goals identified as being for the common good"<sup>14</sup>.

## Discussion

The results of this case study made it possible to identify the influences of maturity on the performance of teams in the productive 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 to improve their work performance.

As team maturity 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 work and, consequently, the results of the organization<sup>2</sup>.

A basic leadership task 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, a leader with some characteristics is needed; 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 are inserted. The leader's role is essential for the team to develop and reach high performance, if the results are not continuously evaluated the team will not know what stage it is in 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 advantage for the organization.

This work showed that each leadership style has its peculiarities, advantages and disadvantages. The leader will be able to use all styles of leadership, according to the need, the task and the people. It is up to every good leader to know how to balance these practices and when to apply them. There is no ideal, single, definitive style of leadership. The best style that a leader should adopt, with a person or a group, is the one that best fits the developmental level of the people he wants to influence. A good leadership is always noticed by the followers, if they are motivated and reach the intended objectives, 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 consistent. A leader must know his people and the maturity of each one, in order to know how to treat each of his collaborators.

It can be said that leadership is linked to the way the leader performs his/her duties towards his/her 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 manages to turn boring activities into pleasurable activities. He leads his team with ease, his command is clear and objective, he is fully aware that he is not in this position to flatter himself or to compete for his knowledge with those he leads. He instills confidence in his team, that is, team members feel free to ask, to not understand, to dare, because they know they will not be laughed at.

The effectiveness in the result of the leader 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 particular style with the environment, which 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 the reach and superior results.

The high-performing leader is a leader in communication, he is aware of the speech process and manages, through this bridge, to encourage, understand and guide his followers for the common good of the team, and of each individual individually. It is important to point out 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 postures in teams that achieve very high performances is the commitment to the result. High Performance Professionals are committed 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 team's dedication of time and energy guarantees that the result will be achieved. He also makes his skills, competencies and resources available for team development.

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