

Table 13.2. Moving from Traditional Leadership to Facilitative Leadership.

<i>Group Element</i>	<i>Traditional Leader</i>	<i>Facilitative Leader</i>
Group Process		
<i>Communication</i>	Leader controls who communicates with whom.	Leader teaches group members how to communicate effectively, using the ground rules. Group members initiate communication with anyone who has valid information or has an interest in the situation.
<i>Conflict management</i>	Leader manages conflicts among group members.	Leader teaches group members how to manage their own conflicts.
<i>Problem solving</i>	Leader solves problems that group members present.	Leader teaches group members the problem-solving model. Leader ensures that group members have access to relevant information to solve problems. Group members take responsibility for identifying and solving problems they encounter.
<i>Decision making</i>	Leader either makes decisions alone or after consultation with group members.	Group members make many decisions on their own or as a group. Leader and group members jointly make appropriate decisions by consensus.
<i>Boundary management</i>	Leader is largely responsible for communicating, coordinating, and solving problems with people outside the group.	Leader teaches members how to communicate, coordinate, and solve problems with people outside the group. Leader and members jointly determine the boundary-management approach. Leader manages boundaries largely to facilitate group problem solving rather than to solve the problem.
Group Structure		
<i>Group norms</i>	Leader attempts to establish norms implicitly with group.	Leader shares core values, principles, and ground rules with group members as potential bases for group norms.

Table 13.2. Moving from Traditional Leadership to Facilitative Leadership, Cont'd.

<i>Group Element</i>	<i>Traditional Leader</i>	<i>Facilitative Leader</i>
Group culture	Leader attempts to influence culture implicitly.	<p>Leader and group members explicitly discuss and agree on group norms.</p> <p>Leader shares core values, principles, and ground rules as potential bases for group culture.</p>
Sufficient time	Leader decides how much time tasks should take and sets deadlines in consultation with group members.	<p>Leader and group members explicitly discuss the current and desired culture and agree on steps to shape it.</p> <p>Leader teaches group members how to plan and manage time.</p> <p>Group members use relevant information and support from leader to set deadlines for their tasks.</p>
Clearly defined roles	Leader defines employees' roles with or without participation from group members.	<p>Group members use relevant information and support from leader to define and agree on their roles.</p>
Appropriate membership	Leader or leader's supervisor decides who will join and leave the group with or without consulting group members.	<p>Leader ensures that group has information and skills necessary to select (and remove) group members.</p> <p>Group members use relevant information and support from leader to discuss and decide what kinds of members they need.</p>
Motivating task	Leader or leader's supervisor designs group members' jobs, sometimes in consultation with group members.	<p>Leader helps members understand what makes a job motivating.</p> <p>Group members use relevant information and support from leader to redesign their jobs.</p>
Clear goals	Leader sets goals based on direction from leader's supervisor and sometimes in consultation with group members.	<p>Leader helps group members learn how to set clear goals.</p> <p>Group members use relevant information and support from leader to discuss and set goals.</p>

Table 13.2. Moving from Traditional Leadership to Facilitative Leadership, Cont'd.

<i>Group Element</i>	<i>Traditional Leader</i>	<i>Facilitative Leader</i>
Organizational Context		
Physical environment	Leader takes responsibility for trying to change the physical work environment, sometimes using information from group members.	Group members take responsibility for trying to change the physical work environment with relevant information and support from leader.
Technological and material resources	Leader takes responsibility for obtaining resources.	Group members take responsibility for obtaining resources with relevant information and support from leader.
Training and consultation	Leader takes responsibility for identifying and obtaining training and consultation needed by group.	<p>Leader ensures that group members have knowledge and skills to assess their training and consultation needs.</p> <p>Group members take responsibility for identifying and obtaining training and consultation needed by group.</p>
Information and feedback	<p>Leader decides what information, including feedback, group members need and provides it, sometimes with participation from group members.</p> <p>Leader provides feedback to group members about their performance.</p>	<p>Group members decide what information they need and obtain it.</p> <p>Leader helps group members learn how to provide and seek feedback effectively.</p> <p>Leader and group members provide feedback to each other and critique their own performances jointly through self-critiques.</p>
Rewards consistent with objectives	<p>Leader (or supervisor above leader's level) designs reward system and decides who receives rewards.</p> <p>Leader focuses primarily on individual extrinsic rewards.</p>	<p>Leader ensures that group members understand the elements of effective reward systems.</p> <p>Group members design reward system and decide who receives rewards.</p> <p>Reward systems include intrinsic and extrinsic rewards and focus on group and individual rewards.</p>

Table 13.2. Moving from Traditional Leadership to Facilitative Leadership, Cont'd.

<i>Group Element</i>	<i>Traditional Leader</i>	<i>Facilitative Leader</i>
Supportive culture	Leader and group members attempt to influence culture implicitly.	<p>Leader and group members are models of the core values, principles, and ground rules and simultaneously advocate and encourage others to inquire about using them as bases for group culture.</p> <p>Leader and group members explicitly discuss the current and desired culture and agree on steps to shape it.</p>

Anyone Can Be a Facilitative Leader

Anyone in an organization can become a facilitative leader, even someone who has no supervisory authority. Traditionally, the influence of a manager and traditional leader stems largely from formal authority. But a facilitative leader's influence stems largely from the ability to help others accomplish what they want to accomplish. This means practicing the core values and principles, including the principles of group effectiveness, even if others choose not to do so. In this respect, **anyone can be a facilitative leader, regardless of one's position in the organization.** Ultimately, the core values and principles represent not only a way to facilitate and lead but also a fundamental choice about the kind of life people create for themselves and others in organizations.