Transformational leadership and its impact on the effectiveness of the team

Latif Atiyah

The Bucharest University of Economic Studies

Latiflatif987@yahoo.com

Abstract

The entrance of the transformative leadership is a considered a new gateway for administrative leadership facing the reciprocity leadership in reciprocity leadership the commander applies representing the administration the practice of exchanging between him and his subordinates, the subordinates present fishing jobs while the commandeer presents punishments and rewards.

But in the transformative leadership the leader seeks making positive impact in the work is done , while making exceptions in the process of leadership which means not getting involved in the work as long proceed with no errors and without any exceptional occurrence that gets him to involve this way he monitors his subordinates' performance and cored any errors.

The subject of transformative leadership attracted the attention of researchers and academe anis in the sector of a demonstrative thinking and the management behavior through the last two decades while having the importance of supporting the ability of leaders and admen's in dealing with problems that Occam in the workplace through the space given by the administration in marking and correction work pressures by the leaders of organization and their subordinates equally.

The leadership is considered one of the subject that attracted the world's attention for a long time, although many researchers and strategies agree an the strategies of sufficient and effective leadership what worked of these strategies in the past many not be perfectly applicable in the present or past (Michael, 2008).

From here we witness the appearance of modern leadership orientation (Burns, 1980) put the foundation in the ways and methods of leadership while pointing pat ferns of trans for motional leadership this type of leadership aims at constructing individual and overall quality inside the establishment for the purpose of changing the practices the leader adjust the establishment by helping the work group in setting up permanent changes in thinking and doing. According to (Bennis end Nonus, 1985) the leadership got only proactive changes but it also contributes in developing the goals and aims for those whom it applies to. Sine this type of leaders shoes level of controlling intervention and knows how to protect himself.

From here emerges the space in taking advantage from the applications of transformational leadership, this field is in need of special leadership which owns a clear futuristic vision with transformative, inspirational personality. Suffice to say that a transformative leader is the perfect solution for potential organization the transformative is the overall leader which have main and core port in the organization able to create a vision placing suggested strategies while thinking of methods for applying those strategies as a finished prototype.

The current study aims in exposing transformative leadership in researcher organization while clearing validity level of the dimensions contained in this leadership. Also showing the type of role played the transformative leadership in achieving success for organizations, clearing the most important method, in which by the researched organizations improve the transformative leadership leading if to achieve success.

Basing on what was presented the goal of this current study can be achieved through three main chapters 1 deals with methodology of study and the past studies connected to the subject of study, as for chapter two it containers the main visual from for study and is separated to two lamina topics.The first are is from formative leadership and gts importance and gts dimensions as for the second topic gt deals with validity of the team from the point of concept, importune and dimensions.

As for chapter 3 gt specializes in showing conclusions that the study has etched to and the futures researchers and suggestions which may contribute and support the transformative leadership and gts limped on team effetenes s for the purpose of achieving success in the organization

Keywords: effectiveness, leadership, team.

JEL classification: **M31**.

Introduction

Organizations today live under the circumstantial environmental changes and events in a way that forces it seek behavioral changes and the extent to which it affects the activities practiced by the organization, next to it stands out the organizational values determining the direction of organizational behavior. As members have values the organizations have values too, and because of globalization and rapid changes in environment, organizations face bigger challenges requiring exceptional leaders especially in didactic environments.

Transformative leadership has a great impact on team effectiveness, leading to the increase of directed behavior towards goal and enforcing pioneer success of the organization.

The great deal off attention given to the concept of transformative leadership form the early 80's of the 20th century to keep up with evolvement of philosophic topics of administrative thinking to face the rapid changes in the global competitive environment representing a dangerous threat facing the organizations and their fight for survival. New philosophic visions raised in leading patterns resembled in transformative leadership concerned in creating solutions for facing those challenges. Leadership has become an important source for organizations and a key for competitiveness within it.

1-The Concept Of transformative Leadership

The following schedule clarifies the researcher's and academies' most important opinions on the concept of transformative leadership.

Authors	Year	Knowledge concept
Tichy&Devanna	1990, 32	Transformative leadership participate in operations that include fierce steps -The need for making changes- Finding new visions - making change an organizational part.
Robin&Peter	1990, 93	It's the leadership that owns the ability to motivate the subordinates To work for achieving specified goals representing the values, ambitions and expectations for each leader and subordinate.
Conger	2002, 47	The leadership that skips offering ovations in exchange to good performance must develop to support, encourage its subordinates mentally and creatively and convert their personal interests to be main part of the organization's message.
Robbins & Coulter	2012, 235	They are the leaders that inspire their subordinates to leave their personal interests or the sake of organization interest also having the ability to make a supreme impact on their followers.
Lusser & Achua	2003	It is a leading pattern used by the leader to change the current state through exposing problems to the members of the organization by persuasion and contribution for the purpose of reaching a high level of vision to realize mutual goals.
Feenan	2004	Transformative leadership does not mean centralization around authority but to give permission and to allow workers to achieve measurable results through motivating and encouraging them.
Murphy	2005	The leader's ability to convey message of the organization and its futuristic vision clearly for the subordinates, motivating them thorough showing moral behavior, building trust and respect between the two parts for the sake of achieving goals.
Xirasagar	2008, 602	It is the inspirational impulse for motivating followers towards working, achieving and fulfilling their needs since it focuses on mental motivation.
Michaelis, et. al	2010, 41	Transformative leadership thrives the fuse members with the organization and the containment of that member done by the organization, through Focusing on the cultivation of commitment, carving changes and enforcing innovative.
Erikson-Zetterquist et. al	2011, 14	A dual effort between the manager and colleagues to overstep sef-interest, for a mutual cause, this can be done by exchanging the needs and desires of colleagues or followers.

Figure (1) The Concept Of transformative Leadership

Through the advance researcher believes that the transform motional Leadership, the aplenty of on effective Leader whom has high skill to deliver the message positive and motivate subordinates to work for by work and achieving goals.

1-The Importance of Transformative leadership

(Leithwood, 1992) sees that the importance of transformational leadership lies in:

- Elevating subordinates performance for the sake of self-achievement and development while working on improving groups (Trofino, 2000).

- Placing standards to measure performance and widening cultural profession.

- Helping worker to present innovative solutions for organizational problems and encourage them to participate in new activities to achieve goals.

- Form a solid team out of members by sharing responsibilities, permissions and plant a positive environment that encourages cooperation.

- Transformational leadership seeks the advancement of its followers through taking care of ideas and morals like freedom, justice, equality, peace and humanity (Bass, 1985).

2-Dimensions of transformational leadership

Transformational leadership consist of number of dimensions according to the visions of (Bass, 2000, 26; Colquitt et al, 2010).

a-Ideal effect

This dimension stresses on trust and taking stands when it comes to making difficult decisions while ensuring the importance of purpose and commitment.

-Moral consequences of decisions and admiration, loyalty, trust and compatibility on mutual goals, the effect can take place by the leader's statements to his subordinates, placing it as an essential part in the effect of transformational leadership, through the leader's speeches and the usage of influential words while projecting a behavior that would attract the admiration, understanding and the respect of his subordinates, planting the sense of pride, dedication, persistence in them towards chasing the goals of the organization, and showing a great deal of morality.

b- Inspirational Motivation

In this dimension the leader clarify an attractive futuristic vision, arousing challenge spirit in his subordinates to face the world standards while speaking enthusiastically and optimistically, encouraging on what must be done, since the leader creates a clear and optimistic vision about the future capable of being realized in a way that impose excitement and commitment needed to fulfill the specified goal, as well as stressing on negative sides of the current state and the possible positive sides in the future, the leader can motivate others by using clear expressions to project his future vision while reforming the members' ideas in the current work plan.

c- Mental Excitability

Here the leader tries to avoid old and traditional assumptions, encouraging others to get new methods and assumptions, to excite how things work around and encourage on expressing ideas in a way that arouses rivalry between his subordinates to present new and creative ideas through reforming old assumptions and ideas with new ones without the need to criticize the mistakes of others.

New ideas and innovative solution are required from subordinates involved in solving problems (Bass and Riggio, 2006).

d- Personal Considerations

The leaders deals with others members as individuals and he look s into their needs, support their abilities and aspiration, listening to them and always improve them, giving them advice, instructions and constant practice, this dimension focuses on the human and psychological level for the subordinates and the degree to which the leader cares about his members and his directed support meant for each of the members while focusing on their needs through offering help, fair treatment based on equality, as well as practice, guidance and accepting notes (Saenz, 2011).

3- The Characteristics of transformative leader (Saenz, 2011).

- Owns an insightful vision enabling him to face problems and place their solutions accurately

- Plant trust among others by practicing adaptation widely

- Arises his subordinates' mental efforts making a good use of them.

- Know to be active, alerted and willing to specify the risks of problems and how fast they can be solved.

- Takes good care of his subordinates as individuals and as groups.

- Places challenges and tasks in the workplace since they create organization goals effectively

- Innovative ideas are disposed and their resources will be grown (Robbins, 1998) pointed out that transformative leader have the following traits:

- Inspiration: The transformative leader clarifies the goals as simple as possible, giving high hopes and expectations.
- Intelligence, reasonability and carefully solving the problems faced by the organization.

Hetland and Sandal (2003) believe that a transformative leader should have these traits:
- The ability to focus and pay attention
- Taking responsibility for risks
- Having trust in himself and others
- Self respect
- The ability to communicate
- Paying attention to others

4- Leadership Theories

The subject of leadership attracted the attention of many researchers and scientists with the passage of time, leading to the appearance and development of many theories concerning leadership until this time, that tried to review the requirements of successful leadership involving:
- Traditional school theory
- Behavioral theory
- Attitudinal Theory
- Reciprocal leadership theory
- Servant leader theory
- Charismatic theory
- Transformative theory (Holland et al. 2000)

Transformative leadership converts and according with how specific leaders are able to inspire followers to do great tasks, this theory ensures that leaders need to understand and to adapt to followers needs and their motivations, transformative leaders are know by the role they play as change advocates (Holland et al. 2000)

Theories based on transformational leadership include:

(A) Palsin's theory on transformational leadership

This theory stands on the assumption of the importance of doing tasks through motivated members. Transformative leadership is how the leader affects his subordinates whom they respect and admire, transformative leader stands on the ground built on four components;
- Ideal impact
- Motivations
- Interests
- Mental excitability (Bass, 2000)

(B) Burns theory on transformational leadership

Burns (1978) defines transformative leadership as the process in which leaders and members rush to reciprocal tasks in a high level of motivity and enthusiasm. Transformative leader focuses on leading followers though using and dispensing ideal ideas for them, and for that to work the leader can make a prototype of fundamentals, and the usage of charismatic behavior to attract members to these fundamentals.

5- The Negatives of Transformational leadership

(Meakkel, 2015) see the theory of transformative leadership does not steer off negative points like lacking clarity, since it implies the harsh personality of the leader, also the leader being charismatic allow others to follow him voluntarily but it is insufficient to replace personal and profession related moralities owned by the leader since most moral aspects can not be measured, a lot of researcher link success with leader and not with failure.

 Applying it faces a lot of obstacles in advanced countries like:
- Aging beyond what is desired
- Obscene centrality
- The fear of losing authority and not showing desire to change
- Lack of motivation
- Lack of development and practice, and to absence of management trust

Anyway this theory remains a work state that needs refinement and development.

1- The concept of teamwork

Teamwork is considered one of the most essential, important subjects in the literatures and the modern management practices. For this it was given a great deal of interest and research by specialists and the concepts of teamwork was given a lot of definitions. The researcher projects a number of opinions about the concepts of teamwork as shown below in the current schedule.

Authors	Year	Knowledge concept
Horrington- Mackin	1994	Team work is a way for a purpose for achieving some kind of a goal, this goal aiming at enhancing quality, increase productivity and elevate morality or to have better relation with clients.
Harris and Harris	1996	Has a common goal or purpose where team members can develop effective, mutual relationship to achieve team goals.
Gcotsch and Davis	1997	a group of workers is made to improve the process of conversion according to the main goals of the organizations, the team is muti-specialized in which it's made of different departments and specialization.
Krajewski & Ritz Mar Larry	1999	a small group of supervisors and workers unite To determine and analyze the problems of Productivity and quality, their philosophy lies in Being more able to understand ways of solving Problems
Certo	2000	a group of people and manily from the higher posts in the organizations having the ability in making an impact in its activities and goals.
Scarnati	2001 p.5	a cooperative process allowing ordinary people to have better productive results.
Schermerhorn	2002 p.416	a small group people with essential abilities working together to achieve mutual goals at same time sharing mutual responsibility.
Daft	2003 p.614	a unit between to people or more working together For making a purpose.
Tetlak	2010 p.290	a group of people practicing certain authorities within the frame of their abilities , coming together as a group in a certain time and place presenting them selves to others as a part of one component apart of being coherent or not.

Figure (2) The concept of teamwork

Through the advance researcher believes that the work tem, it is total of the federation of people for the purpose of completing a particular job within the organization.

2- The concept of teamwork effectiveness

Authors	Year	Knowledge concept
Keen	1990	Teamwork emphasizes coordination, sharing, responsibilities and participative, decision making.
Horrington- Mackin	1994	An entrance to achive a certain goal, this goal differs form a team to another ,this goal might represent in increasing productivity and enhance quality, elevate morality and improve relation with clients
Papper and Medsker	1996	Four teams to function and innovate, team members most have the knowledge, skills, attitude that are necessary for working in

		a team companion (......).
Smith	1998 p.119	Made of executive levels in the organizations that can be described as a group of specialist working as a team to achieve a mutual goal in the highest possible quality for making the organization's goals
Macmillan & Tompoen	2000 p.254	a group of people owning different abilities among them sharing the same goals and one purpose and having the ability of knowing information, building upon it and improve it.
Chatman and Flyyn	2001 p.965	working in the scope where teammates do their task with the least effort and time.
Luca and Tarricone	2001	team members most be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualized goals, competitive goals
Whiteoak Et al.	2004 p.158	the team's ability in performing tasks in making full effective use of it resources to achieve goals.
Connon	2009	Team building begins with the effective selection and grouping of team members includes the encouragement of good working relationship and practices which enable the team to steer and develop the work and reach their goals
Cannon	2009	Abilities to direct and coordinate the activities of Other team members assess team performance, assign tasks, develop team knowledge, abilities and skills, motivate team members, plan and organize and establish a positive atmosphere.

Figure (3) The concept of teamwork effectiveness

Through the advance researcher believes that the effeteness of the team it is the total of the federation of people in order to raise the lever of performance within the organization and improve the competitive position of the organization.

3- Working within a team and team leadership (Nurmi, 1992)

- Working within a team a way of collaboration

Working within a team might have two goals; Coordination and innovation, they seem correspondent form the first sight, and in reality they might share the same road. Working in a team is scarcely the ability of joining two contradicted ways, the concepts of far thinking and past thinking is two main conditions for innovation.

Working within a team is a pillar in the flexibility of the company in the horizontal communication and all its components.

- Working within an innovative team

Practitioners and researches found in this department that working within a team is a wonderful innovation tool, especially when it enables to practice innovation in different team working departments.

The existence of teamwork increases the attention of team workers and invents new innovation tools. Mainly the innovated ideas as formula between two or more of old ideas, enabling people of different backgrounds in extracting new ideas that was impossible to reach without teamwork.

- Working in an organized way

Working in a team is organized since every team owns a leader and other different roles apart from fulfilling goals, a punishment system and a working schedule. Teams are organized into Functional teams and a team that focuses on activities. A team responsible for quality, productivity and so on.

4- Ways of achieving effective team work

There are various ways of achieving effective teamwork (Dermand, 2016)

-Establish team policies guidelines and goals this will provide employees with a well rounded visions of team goals.

Including achieved, measured setting, clear direct goals and guidelines allows for the proper evaluation of team performance of their individual roles and responsibilities;

- Prepare employees for success;

Evaluate employee strength and weaknesses and provide them with ability to address any concerns through training and programs;

- Give regular feedback, continues assessment and regular feedback for the team and individuals will help everyone stay on track;

- Assign clear roles aside from establishing team goals and performance standards

Effective teamwork depends on each employee reaching an understanding of their individual roles and responsibilities.

5-The importance of teamwork

Contey and Cleaner (1997) pointed out several views that reflect the importance of teamwork

-Coordination: is the main corner stone the employees want teamwork together supporting one another since they unite as a team and spire to have be successful.

-Giving trust and support for one another through exchanging wanted information and working in a more effective way

-The most effective usage of resources, talents and working hands.

-Making decagons and solutions at the same time

-Quality: a great deal of attention is given to achieve quality and accuracy since workers feel as a part of team activity.

6- The goals of building teamwork

Lussier and Achua (2003) pointed out to various goals of building a teamwork and that is: 1- creating trust and coordination between workers; 2-Improving individual abilities and conscious; 3- improving leaders abilities in improving relation between workers and superiors; 4- Improving the ability to solve feuds and arguments between group and individuals; 5-Proving open communication between the organizations sections supplying transparency and ease in solving cases and problems; 6- Giving more time to leaders to focus on the organization's effectiveness in planning and drawing goals; 7- The best use of resources and given abilities; 8- Providing the best environment to enhance products and services offered by the organization.

Mejia et al (2005) pointed out several goals as followed:

- Teamwork leads to: 1- Open communication, team members spire to open communication, trust, sharing ideas, and feeling; 2- Sharing appreciation with other members 3- Exchanging help with other team members which help in giving the feeling that their mutual helping earned appreciation; 4- Avoid acting in a selfish individual way, thus finding methods which contribute in fulfilling personal needs and other members within the team.

7-The importance of team

(Pettinger, 2000) sees the importance of team fountains from the fact that most activities practiced by business companies usually take place inside working teams, Thus its essential for the manager to always remember that by team's activities and behavior goals can be achieved the he is considered personally responsible for, while being a part of the organization's goal as a whole. The best example of the importance of teams and it's impact on elevating performance, that heated augmented going on now about the method of Japanese management named (Z) the main focus on creating goals by team members and what links with that form the management principles as a whole, for example the circle of quality and other team working techniques compared to western management generally and American management specifically, the main jest of this argument that continuous progress in Japanese economy in the last 30 years, that the USA can't keep up with specially the production rate and having control on the world exporting market is related mainly to Japanese management method focusing on making decision through working groups, and what comes with that form elevating human relations as a result from sharing opinions in making decisions in working teams, the importance of team work un being technical helping to understand and accept others in working environment (Trait of sharing) and knowing the behavioral dimensions of every member and the motivations, abilities to think and innovate, this helps us to understand the ways of treatment reflecting on

behaving efforts and the completion link between members, easing solving problems, contradictions or misunderstanding as well as enforcing support, trust, agreement, positive impact and achieving goals (Pettinger, 2000).

This source (Daft & Noe, 2001) points out the teamwork fountains from personal efforts and personal satisfaction, completion and diversity in abilities and skills and their linking together as well as increasing the organization's flexibility, converting into team style a corner stone facto in the organization, the organizations break limits and support their employees, encourage them to use their own ideas and their creative energies. Slocun and Woodman (2001) pointed out that one of the most essential points relating to the importance of team working in the organization lies in the productive programs, for continuous improvement, conservative maintenance, a lot of producers push in the direction of creating working teams. Working team are of value to products when there is a rivalry and a dynamic production system in need of flexibility, adaptation and various skills, Slocun and Woodman (2001) sees that team work plays an essential role in steering and managing quality (TQM) and the main part of letting the management to commit to the process (Goetsch and Davis, 1997) clarified that working team became a new way in dealing with requirements of products designing and to convert it form the consecutive processes resembled in the traditional manufacturing to the current processing resembling the modern way of production.

Contey and Cleaner (1997) pointed out that the importance of creating circumstances made for effective work within a team and to support it inside organizations is very clear today, allowing working teams more sharing and rivalry and the feeling of making big achievements, organizations that include working teams will attract and conserve the best members , which in it's turn create a organization with a supreme performance as well as being effective and flexible and most importantly brings profit, profit is main factor that attracts attention and allowing organization to successfully compete in the harsh, competitive world of businesses (Parker, 2003) sees that working in the style of team woks leads to achieving collaboration between team members and finding motivating environment for working since everyone hungers to work and support one another and to convert individual rivalry in exchange with other working team groups, this style allows the chance to exchange wanted information freely in a flexible and effective way between team members allowing information to flow from bottom to top (Employees to management) and vice versa.

Samuel (2000) sees that working as a team in the organization is of importance from the side of better usage of resources, talents and making a decision at one time, this create the attention to achieve quality, accuracy since workers feel as a part of team activity, wanting their team to appear in a good image as far as possible, (Burke et al, 2004) and his companions see that team workers help to get to the following perks:

-Particpating in monitoring performance
When the organization's management determine the general goals allowing them a great deal of flexibility and adapting to doing their tasks without further intervrniton in directing. Thus it evaluates and correct itself.

-Moving towards creating a team
Every team member feels happy of being involved to the team and organization and he makes sure to always keep working with them.

-Supporting behavior
Team members help each other and collaborate freely in a joined way apart from threatening, it stands on mutual trust between team members built on sharing and support while giving importance to creative ideas and innovative solutions and encouraging every team member on doing so.

-Adapting
Team charactarized by a strong link between members, this relation takes a casual turn since they become friends more than colleagues. The essentials of this relation are trust, respect and support, information are exchanged freely and clearly between team members.

-Leadership
Is a very organized team, roles and tasks are distributed accurately every members know his role

very well and his main goal. It doesn't stop on only knowing the goal but it extend to know ways of achieving this goal and how to reach what is expected from him.

Heathfield (2002) sees that the importance of team lies in creating a motivational environment, letting the workers feel proud of their teamwork, the mutual feeling of responsibly, encouraging on giving ideas , fast response to weather changes and to improve effectiveness between members.

8- The difference between working team and working group

There are a lot of opinions and ideas that takes on the difference between teams and groups , in this research working groups and it's different form working team
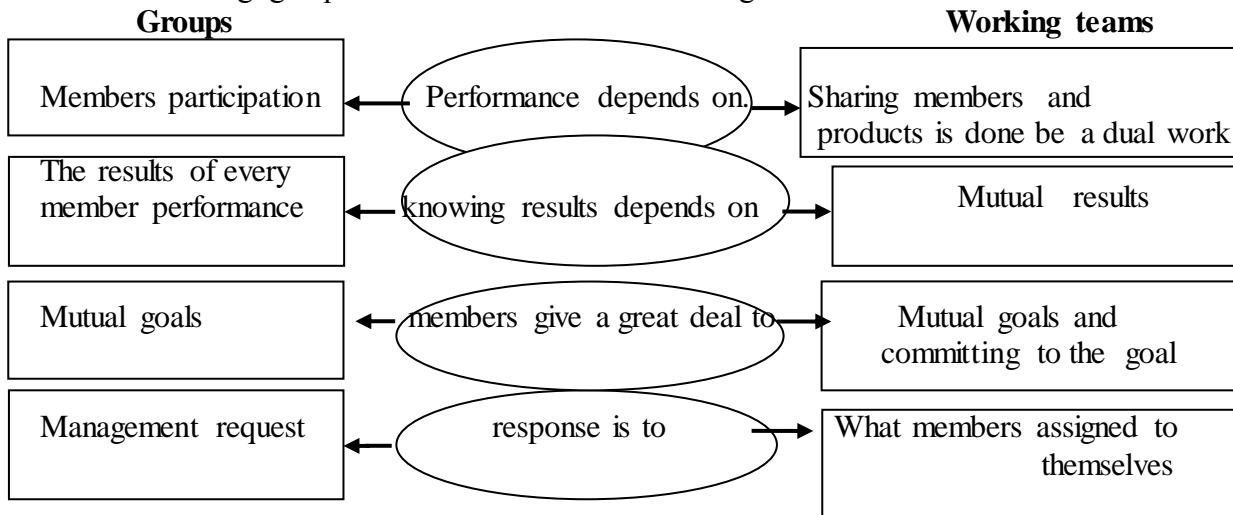
Groups		Working teams
Members participation	Performance depends on.	Sharing members and products is done be a dual work
The results of every member performance	knowing results depends on	Mutual results
Mutual goals	members give a great deal to	Mutual goals and committing to the goal
Management request	response is to	What members assigned to themselves

Figure (4) Comparing Groups And Working Teams
Source (Greenberg & Baron, 2000)

Greenberg and Baron (2000) working groups are usually made form a number of members where their words are directed by the supervisor, their level is concluded by every member individual performance, the following figure shows the difference between working teams and working groups.

Ordinary Working groups	Working teams
The leader is the one who controls the group	The leader is the worker who Ease the team work
Goals are set be the organizations	Goals are set by team members
The leader sets the meetings	meetings are full with free discussions and interactions
The leader does the supervising	Team sets the work framework
Focusing on individual performance	Focusing on team's performance
There is competitiveness between workers	Sharing unit
Communication is done through the leader to the Group	Communication is done through the
Decisions are made according to the leaders opinion	leader to the team and vice versa

Figure (5) Difference between working groups and working teams
Source (Brounstien, 2011)

(Brounstien, 2011) Pointed out that the difference between teams and groups lies in the following figure:

Work Groups	Teams
Individual accountability	Individual and mutual Accountability
Come together to share information And	Frequently come together for discussion,

perspective	deciom making, problem solving and planning
Focus on individual goals	Focus on team goals
Produce individuals work products	Produce collective work products
Define individual roles, responsibilities And tasks	Defines individual roles, response members work, often share and rotate them
Concerns with ones own outcome and challenge	concerns with outcomes of everyone and challenge what the team faces
Purpose, goals, approach to work by the Manager	Purpose, goals, approach to work members shaped by team leader with team

Figure (6) Difference between work groups and Teams
Source (Brounstien, 2011)

(Robbins and Judge, 2009) Pointed out the differences between Groups and teams in the following figure:

Groups	**Teams**
by manager or leader	Everyone is accountable for their work to The other group and the other work
The focus is to share information and pinions	The focus is to making decisions, solve problems and strategize
Emphasizes on individual goals	Emphasizes on team goals
Outcome is on each individual	Outcome is on the entire groups contribution
Identify every person roles and tasks	Identify every person role in regard to help Can allocate and assign his tasks to others The collective effort, each person
The focus is each person outcome and struggles	The focus is on the team outcome and struggles
The objective and goals of the group are placed Every person is accountable	The objectives and goals of the group are placed by team leader with team members

Figure (7) Difference Between Teams and groups
Source (Robbins and Judge, 2009**)**

Robbins and Judge (2009) Believes that there are four differences between a team and a group and they'reas following:

Team		**Group**
Team overall Performance	← Goal →	Sharing Information
Positive	← Synergy →	Neutral, sometimes negative
Individual, taking turns	← Accountability →	Individual
Supplemental	← Skills →	Random and different

Figure (8) Difference between teams and groups
Source (Robbins and Judge, 2009)
Organization behavior . person prentice hall U.S.A

9-The Foundations of building a team

Building a working team that functions efficiently is not an easy job, thus it is important to care of the working team an continue to nurture it accurately until it finishes the requested job, consequently there are several foundations to build an efficient team as pointed by (Greenberg and Baron 2000);

1- Team working teams does their job perfectly when skills and experiences carried by the team members are varied for their requested task;

2-The number of team members must be small, most successful team are small ones usually ranges between 12-15 members;

3- Picking the suitable elements to work In a team, some workers prefer to work with others while

some prefer to work individually, this problem can be get rid of by not forcing those who want to work individually to join a team;

4- Training, in order for a team to be successful it's members most own sufficient skills needed for their requested job, this might include training on the essential subjects in other specialties, its also important to train on how to improve interaction skills among members;

5- Clarifying team goals when the team job and goals are clear it is expected for this team to move in one direction and to achieve same goals;

6- Linking the workers with team performance, it is expected for the worker to be more committed to team's success belonging with the increase of financial authorization linkage with teams success in doing their duty;

7- using suitable Performance measurement, working teams work more efficiently when they have the freedom to improve the standards used to measure performance.

8- Increase trust among team members, so they can fulfill the organization's goal

9- Encourage members on sharing, the more sharing done by members in making decisions the more they grow committed to these decisions

10- The value of team spirit and socially supporting it: A team works successfully if the team members believe that they can succeed;

11- Encouraging communication and collaboration: it is essential to achieve good communication and collaboration between team members so they can coordinate their efforts to fulfill team goals.

Goetsch and Davis (1997) pointed out that the process of building a team is continuous consisting of four steps:

1- Enhacing the teams development requirements, like strengths, weaknesses and to clearly specify goals.

2- Planning the activities of building a team in accordance to the task, while considering priorities and specifying tasks based on the needs selected earlier.

3- The execution of team building activities already planned.

4- The correction of restless

(Lussier, 2005) sees that the activities of building a team currently represent a way of constructing organizations, and that teams work effectively through the following:

-Clarifying the team's goals and the roles of it's members

-Diagnose problems that stand in the way of reaching goals

-Improving the skills of problem solving, skills of decision making, skills of innovating goals

-Specifying the best method for teamwork

-Making the best use of team members' resources

-Developing interactive skills

10 – Types Of working teams

There are various types of working teams along with various points of view concerning these types, some researchers believe that teams in organizations can shape up in numerous ways as shown in the schedule below:

Team Type	Source
Personal projects teams – personal production teams Continuous project teams – continuous production teams	(Sashkin, 1994)
Working teams with specified tasks, or cross-job teams Including members of one team or more within The organization, this team is found for the purpose Of solving issues	(Harrington,1994)
Development team takes on the task of Discovering new horizons and teams, Concerning with developing, improving and Revival, it's success is dependant on the Existence of innovative and traditional Thinking, members desire to improve, spire	(Lawrence & Holleb, 1999)

Committee known as an official team type Designs for a specific task to be done On specified timeline, the committee follows One specific goal but it's members change once in a while, appearing only in difficult tasks knows as an official working team created for the purpose of reaching a goal, and it expected for this team to be dissolved when the goal is fulfilled	(Schermerhorn and Chapell, 2000)
A small group of working members who work Voluntarily at the rate of on hour peer week to Consult about the issues related to work , Like monitoring, decreasing cost, planning Production line and even designing the Product.	(Quick & Nelson, 2009)
They categorized working team according to some Foundations:-Nature of task (management task, supervising task -Jobs-interrelation (whether jobs are Interrelated or not)- Formality (Formal, informal)-Management nature (Directed management Or self management)	(Torrington et al, 2002)
Working team can be categorized according To size, structure, organization level (temporary team, permanent team), purposes and their internal contribution In the organization performance	(Ivancevich & Matteson, 2002)
For the best, thinking the is always room To be better, and the tendency to be competitive And enthusiastic	(Heng, 2006)
Working team, issue solving team, Development team	(Evans, 2008)
Cross-Job teams: These teams include embers Of different working units, this type of team has A critical and huge impact on new organization's Success since it is cross-profitable, which is the Most sensitive part in an organization	(Holland & Gomes, 2000)
Driven Team Dysfunctional Team Resilient team Complacent team	(West, 2012)

Figure (9) Types Of working teams

Self-directed teams

Self managed teams

Pointed out as teams with authorized access , these teams work together

On a daily basis sharing some perks of creative teams and

The ones responsible of issue solving since they creating their

Own targets and specify issues to be dealt with

What's special about these teams is that they take responsibility

On a wider range , since they use members and fire them, specify

It's budget and its working schedule.

11-Working teams' dimensions

Many researches gave attention to the dimensions impacting team effectiveness as follows:

Durra (2015) indicated three main factors;

1- Team leadership pattern

It's the type of behavior practiced by the team leader with his subordinates to effect them into making requested goals.

The leadership pattern here is similar to what the manager does especially (Cook, 2009) who pointed out that the role of the leader falls in supporting in various ways;

-Supplying all the members with feedback

- Expressing the team's mutual vision

-Offering support to all team members

- Listening to members and offer compassion and encouragement as well as giving advice and offering help and guidance when needed.

Griffin and Moorhead (2014) indicate that it is the style which allows the leader to support others and sympathize with them , giving them the sense that they are treated in a special way. See that the leader

is responsible for major activities like placing vision, organizing and achieving.

Papin (1995) believes that the leader shares authority with the group taking their opinions in consideration in most his decisions, Sharing helps elevating enthusiasm for members and increases their loyalty and commitment.

2- Team Consistency

One of the top priorities of any organization that bases on the work within a team is to help teams to be effective and productive as far as possible, enforcing good team work inside a team is not an easy task, requiring consistent work, adapted skills and innate skills, thus learning essential skills and understanding the important perks of consistency has the ability of creating a positive experience of teamwork (Pete Conin & Bryan, 1997)

Troth et.al (2012) sees that the factors of creating a consistent team work:

- Team goals most be clear and acceptable for all members

- concentrated effective interaction enabling members to adapt and deal with one another, creating the feeling of involvement and consistency

- Consistency, meaning the relation between members, their unity and their willingness to help others for the sake of achieving goals, it also means the range of adequacy and adaptation among team members.

Troth (2012) looks at consistency as the feeling of solidarity and involvement with the team.

3- Trusting the team

Due to the fact that effective team performance tops the priorities of organisations. In business organizations, it is important for the organization to develop the characteristics of effective team resembled in trusting the team (Goetsch & Davis, 2010).

Trust is one of the most essential factors that most be existent in teams, it a result … of work and communication between members, it is a process based on ability realization, integration, loyalty, commitment, and believing in good intentions between team members (Adobor, 2006).

Costa (2003) sees that team members satisfaction can be realized when there is trust among them ,there is a strong link between team satisfaction and completing the task.

Shelton (2002) pointed out that trust is the one important factor that impacts the effectiveness of the organization and creativity, since it improves productivity, flexibility and the response level towards requirements and, environmental changes and customer service. This also involves giving team members some space to do the work and to offer enough trust for decision making.

(Mejia, et al, 2005) Pointed out several procedures that can enforce trust between team members like; open communication, sharing feedback with others, avoid behaving in a self-beneficial way.

Conclusion

1- an effective leader plays various roles since he's the source of power to his subordinates, coordinates their works, solve their problems, encourage third development and growing and motivate them to do a good performance.

2- an effective transformational leadership, lead others towards researches and to be convince with profits that come from controlling self performance and hard work and dedication to the goal as well as a united feeling of that goal.

3- Effects of training g in transformation skills on organizational outcomes.

4- The impact of leaders effectiveness in managing their teams, in the extent on having the ability of transformational leadership and the impact of this ability through the enforcement of the ability of these leader to understand others and impact them.

5- Though there is disparity in subordinate's opinions on characteristics that show off the transformative leader, and how to understand it, there is Consensus on the importance of role played by the transformation leadership in success of organizations and their distinction for traditional organization.

6- Although there are various dimension under the concept of transformative leadership, it can be concluded that researchers and specialist in management leaders ship agree on that dimension of transformational leadership are:
  - Ideal Impact
  - Inspirational motivation
  - Mental excitability
  - Personal Consideration

7- Transformational leader ship represent an important scale in the success of organizations, their survival and continuity, thus organizations must enforce the existence of transformational leaders considering them a tool by focusing efforts on team's performance, this focus in it's role gives a direction to the employees, creating trust and mutual respect.

8- Leaders who own transformative behavior have the ability to gave power, inspiration to their subordinates allowing them to behave by giving them a future vision without relying on the style of punishment and reward.

9- Transformative leader have the ability to enforce self- effectiveness of the employees, encouraging them to initiate group efforts to achieve goals.

Future researches:

1) Future researches can explore the effects of transformational leadership and team effeteness and in attempt to expose which one of them has more impact on products and the process of innovation.

2) Making similar research on the effects of transformational leaders on team effectiveness in organizations other then high studies organizations or regions other than Iraq.

3) Applying the current study tool on the leaders of general studies in Iraq.

4) Students of high studies in Iraqi universities to make more researches and studies on transformation leadership in universities.

Suggestions or guidelines:

1- The concept of transformative leadership and it's role in team effectiveness is worthy of studies and researches but the challenge that faces the transformative leaders is how to put this concept in an applicable position, studies have shown that transformative leadership effectiveness is dependant on the availability of several factors like behavioral and organizational skills required for transformational leadership; Organizing time, organizing failures, organizing work pressure, organizing rivalry, organizing changes.

2- Although there are many methods of leading to be chosen by universities, it revolves around choosing the type that turns out to be the most effective, this choice of transformative leadership will have an effect of the educational route, it also effects the innovation of products and method of education

3- Taking care of the components of transformational leadership inside organizations since it is considered important In leading change in the organization and achieving team effectiveness.

4- Adopting team effectiveness in business organizations allows it to track what's new in domestic and global environment in order to draw the suitable change to support organization confidence.

5- The researcher implies the importance of doing more studies on this subject and to stress on the linkage between transformative leadership and other variables on team effectiveness like the variable of innovation , or the variables that can determine the coordinative state of the organization.

6- The importance in ditching the old traditional prototype of leadership that focuses on redirecting to a leadership that believes in sharing and consolation and that requires drastic change in working roles then the relationship between the manager and his subordinates, the role of the manager requires changing form controlling and directing to trust and giving permissions, as for the role of the subordinates it requires changing form merely following orders to participating in decision making.

7- Doing more studies and researches to analyze the relation between the transformative leadership behavior and the modern concepts of managing and organizing like organizational education and managing knowledge.

8 – doing more futuristic studies concerning team effectiveness and its relation to the organizational

variables that contributes in its creation, development and fixation in the minds of the workers.

9- Working on the evolvement of skills, abilities and knowledge of the workers through practice and education, since this has the role in enforcing and elevating the levels of loyalty and organization, as well as widening their perceptions to pursuit the transformative leader behavior.

Reference

ADOBOR, H. 2006. Optimal Trust? Uncertainity As A Determinant And Limit To Trust In Inter-Firm Alliances Leadership And Organization, *Development Journal*, 27(7), 537-553;

BASS, B.M. 2000. The future of leadership in learning organizations, *Journal of Leadership Studies*, 7 (7), 19

BASS, B.M. 1985. *Leadership And Performance Beyond Expectations*, New York: Free Press.

BASS B.M & RIGGIO, R.E. 2006. *Transformational Leadership* 2nd ed., Marwah: Nj Lawrence.

BENNIS, W. & BURT N., 1985. *Leaders: The Strategies for Taking Charge.* New York: Row Publishers

BROUNSTIEN, M. 2011. Bussiness economics motivity, business meaning telling the difference between work groups and teams. Medical team a guidance from the aviation and military communities. *Qual Sof Health Care,* 196.

BURKE, C., SALAS, E., WILSON-DONNELLY, K. AND PRIEST, H. 2004. How to turn a team of experts into an expert medical team: guidance from the aviation and military communities. *Qual Saf Health Care*. doi: 10.1136/qshc.2004.009829

BURNS, J.M. 1978. *Leadership.* New York: Harper Snow.

CERTO, S. 2000. *Modern Management: Diversity, Quality, Ethics & the Global Environment*, New Jersey: Prentice Hall.

CANNON, F. 2009. Ten stages to building a winning team. *Training Journal*, 35-39.

CHATMAN. A.S. & FLYYN, F.J. 2001. The influence of demographic heterogeneity on the emergence and conseqences of cooperative norms in work teams. *The Academy Of Management Journal*, 44 (5), 56-224

COLQUITT, J.A, LEPINE & WESSON, M.J. 2010. *Organizational behavior essentials for improving performance and commitment*. New York: Mc-Graw Hill.

CONGER, J.A. 2002. Leadership learning to share the vision organizational dynamics. *Winter*, 9(3), 22

CONTEY, B., CLEANER, B. 1997. How to enforce work within a team in organizations, training for quality, 5th ed, vol 1,– 29,26, Management Department, Management and economy college, California state university, USA.

COOK, S. 2009. *Building a high performance team, proven techniques fore effective team working, Soft Skills For IT Professionals*. United Kingdom: The IT Governance

COSTA, A.C. 2003. Work team trust and effectiveness. *Personnel Review*, 32 (5), 605 – 622, http://dx.doi.org/10.1108/00483480310488360

DAFT, R.L. & NOE, R.A, 2001. *Organizational Behaviour*. New York: Harcourt college publishers.

DERMAND, N. 2016. How do I achieve effective teamwork. New York.

DURRA, O. M. 2015. The role of emotional intelligence in improving team effectivenes, Field study on Jordanian bank. *Jordanian Magazine in business management*. 11(4)

ERIKSON – ZETTERQUIST, L., MULLERN, T. & STYTHRE, A. 2011. *Organizational theory a practice based approach*. New York: Oxford University Press

EVANS, C.R. 2008. Group cohesion and performance: A meta-analysis. *Journal of Small Group Research*, 22, 175-186.

FEENAN, K. 2004. Personal transformational leadership planning, *Khowaze Business Review* (10), 1-8

GOETSCH, D.L. & DAVIS, S.B. 2010. *Quality management for organizational excellence; introduction to total quality,* 6th ed. New Jersey: Pearson Education INC.

GOETSCH, DAVID L. & DAVIS STANLEY B.,1997. *Introduction to total quality*. New Jersey: Prentice Hall

GOETSCH, D. L. & DAVIS STANELY B. 1997. *Introduction To Total Quality Management Production Processing And Services* 2nd Ed. USA: Prentice – Hall Inc.

GREENBERG, J., & BARON, R. A. 2000. *Behavior in organizations: understanding and managing the human side of work*. Upper Saddle River, NJ: Prentice Hall.

GRIFFIN R., MOORHEAD G. 2014. *Organizational Behavior: Managing People and Organizations*. Canada: South –Western Centage Learning.

HARRIS, P.R, & HARRIS, K.G. 1996. Managing effectively through teams, tram performance management , *An International Journal*, 2(3), 32-36

HEATHFIELD, S.M. 2002. How to build a teamwork culture in doing the hard stuff [Online]. http://humanresources.about.com/od/involvementteams/a/team_culture.htm

HENG, S.A. 2006. The relationship between team characteristics with team performance in Malaysian teams, Thesis for Master University of Technology, Sydney.

HETLAND, H. & SANDAL, G. 2003. Transformational leadership In Norway; outcomes and personality correlates, *European Kornal of Work Organizational Psychology*, 12, 147

HOLLAND, S. GOSTON, K. & GOMES, J. 2000. Critical success factors for cross-functional teamwork in product development, *International Journal of Management Reviews*, 2(3), 231–259. DOI: 10.1111/1468-2370.00040.

IVANCEVICH, I.M. AND MATTESON M.T. 2002. Organizational Behavior and Management. Boston: Mc.Grow –Hill, Irwin.

KEEN, P.W. 1990. *Shaping the future: business design through information technology*. Cambridge. M.A: Harvard Business School

KRAJEWSKI, & RITZ MAR LARRY P. 1999. *Operation management strategy and analysis* 4th ed, New York, USA: Wesley Publishing.

LAWRENCE & HOLLEB 1999. *Managing working team*. The House Of International Ideas. Riyadh

LEITHWOOD, K. 1992. Transformational leadership, where does it -23 stand? *Education Digest*, 58(3), 17.

LUCA, J. & TARRICONE, P. 2001. Does emotional intelligence effect successful team work? *Proceedings Of The 18th Annual Conference Of The Australian Socitiy For Computers In Learning In Tertiary Education At The Ascilite*, 376. Melbourn: University of Melbourn.

LUSSIER. R.N.X. AND ACHUA, C.F. 2003. *Leadership Theories, Application Skills Development,* Edgan Minnesota: Thompson West.

LUSSIER. R.N, 2005. Human relations in organizational application & skill building. 6th ed., New York: Mc.Grow –Hill, Irwin.

MACKIN D. & HARRINGTON-MACKIN D. 1994. *The Team-Building Tool Kit*. New York: AMACOM – American Management Association.

MACMILLAN, H. & TOMPOEN, M. 2000. *Strategic management: process, content and implementation*. Oxford: Oxford University Press.

MEJIA, L.R.G, BALKIN, D.B. & CARDY, R.I. 2005. Management: people, performance, change, NewYork: Mcgraw, Hill companies, INC,

MEAKKEL, B. 2015. *Transformation Leadership*. The Best Option For Management.

WEST, M. 2012. *Effective teamwork*. *Practical Lessons organizational research* 3rd Ed. Oxford: BPS Blackwell.

MICHAEL, A.P. 2008, Emotional Intelligence and Critical Thinking, Relationships To Transformational Leadership, Unpublished Doctoral Dissertation University Of Phoenix, North America

MICHAELIS, B., STEGMAIER, R. & SONNTAG, K. 2010. Shedding light on followers' innovation implementation behavior: the role of transformational leadership, commitment to change, and climate for initiative, *Journal of Managerial Psychology*, 25 (4), 408–429.

MURPHY, L. 2005. Transformational Leadership: a cascading chain of social psychology, [Online], [Retrieved at 27 of March 2016], http://onlinelibrary.wiley.com/doi/10.1111/j.1365-2934.2005.00458.x/full,

NURMI, R., KONTKANEN, L., LETHIMARKI, J. & VITANEN, 1992. Knowledge Organizations, A Typological And Structural Note, *The Finnish Journal Of Business Economics*, 1, 13-20

PAPPER, E.M. & MEDSKER, G.J. 1996. Relations Between Work Team Characteristics And Effectiveness a Replication and Extension. *Personnel Psychology*, 49, 428- 689.

PARKER C., 2003. *Cross- functional teams* ,2nd edition. San Francisco Jossey: Bass publisher.

PETTINGER, R. 2000. Mastering Organizational Behavior. Great Britain: Wales.

QUICK, J.C. & NELSON, D.L. 2009. Principles of organizational behavior – realities and challenges, South-Western: Cengage Learning.

QUICK, T.L. 1992. *Succesful team building*. New-York: American Management Association.

ROBBINS, S.P. 1998. Organizational Behavior- concepts, controversies, and applications (8th ed), Upper Saddle River, NJ: Prentice Hall

ROBBINS S.P AND JUDGE, T.A 2009. Organizational behavior pearson. *Prentice Hall*, USA.

ROBBINS S.P AND COULTER, M.K. 2012. Management. *Prentice Hall,* USA.

PAPIN, R. 1995. *Art de diriser*. Paris: Dunod.

SAMUEL, Z. 2000. *Modern management prentice*. New Jersey: Hall International.

SAENZ, H. 2011. Transformation Leadership. In The Sage Hand Book Of Leadership, Edited.

SASHKIN, M. 1994. The New teamwork. *American Management Association*. New York

SCARNATI, J. T. 2001. On becoming a team player. Team Performance Management. *An International Journal*, 7(1/2): 5-10.

SCHEMMERHORN, J.R. & CHAPPEL, D.S. 2000. Introducing management, New York: John Wiley and sons Inc.,

SCHERMERHORN, J. R . 2002. Management. New York: John Wiley And Sons Inc..

SHELTON, SAMUEL, T. 2002. Employees supervision and employment in public sector, the role of employee trsut ,a dissertation submitted to the graduate faculty of north Carolina state university in partial fulfillments of the requirements of doctor of philosophy public administration.

SLOCUN, J. and WOODMAN , R.W. 2001. *Organization behavior*. New York: Mc.Grow, Hill Inc.

SMITH, J. 1998. Ongoing Learning Dialogue an Experiential Model in Progress in Power and on *Organization Journal*, 6(4) Pilo.

TETLAK, 2010. Treatment of team performance under art. 7 of the OECD model convention, *World Tax Journal*, 662-290.

TICHY, N.M. AND DEVANNA, M.A. 1990. The trasnforamtional leadership. NewYork: JohanWiley.

TORRINGTON, D., HALL, L. AND STEPHEN, T. 2002. Resources Management. London: Prentice Hall

TROFINO, A.J. 2000, Transformational Leadership Moving Total Quality Management To World Class Organization, *International Nussing Review,* 47, 232 – 242

TROTH, A. C., JORDAN, P. J., & LAWRENCE, S. A. 2012. Emotional intelligence, communication competence, and student perceptions of team social cohesion. *Journal of Psychoeducational Assessment,* 30(4), 414-424. http://dx.doi.org/10.1177/0734282912449447

WHITEOAK, W. ZHALIP, L. & HORT, L.K. 2004. Assessing group efficiency, comparing three methods of measurement. *Small Group Research.* 15, 188-193.

XIRASAGAR, S. 2008. Transformational, transactional and laissez-faire leadership among physician executives, *Journal of Health Organization and Management*, 22 (6), 599 – 613, [Online], [Retrieved at 26 of March 2016], http://dx.doi.org/10.1108/14777260810916579