Creating `Optimal Teams` through `Transformational Leadership´!
(Coming together` is a beginning. `Keeping together` is progress. `Working together` is success. - Henry Ford)

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Abstract

Modern day´s corporate world is all about searching innovative ways to enhance effectiveness of Industrial management operations in addition to enforce overall efficiency capability in company's potential towards intelligent resource planning and utilization for sustainability and competitiveness. The primary aim of the study is to highlight the intelligent mechanisms to create corporate human resource combinations for optimal team formation. This case study is among the series of a longitudinal research study with the collaboration of Finnish Air Force and the University of Vaasa. In the current case study, we have built our quantitative as well as qualitative inferences on the basis of a multidimensional and multifactor research Model i.e., Sand cone, dully supported by AHP method to derive the significant corresponding ratings. In our current study the approach was to find out the basic building blocks to reach the notion of ´Best Fit` i.e., (Smart Leaders or Optimal Teams while combating the opposing environmental forces) to assure maximum ´sustainable corporate effectiveness`. The current study revealed that a smart combination of ´transformational leadership`, `talented and optimal teams` and the Proactiveness towards the `environmental factors´ can assure a `Best fit` resulting in Sustainable Corporate competitiveness and productivity.

Keywords
Transformational leadership, optimal teams, environmental factors, sand cone model

1. Introduction
In almost all social settings, social process cannot function and social purposes cannot be achieved unless a group can take a formal or at least an informal shape i.e., having the defined aims for the group members to reach with the assigned tasks under the guidance of a formal or informal leader figure to guide them through. With the modernization of time and techniques, business and strategic management experts have put their hard work to engineer the intelligent ways to invent and innovative smart techniques for finding most efficient combination of doing the `Right` things, what we term here, The Best Fit. The whole idea behind `Best Fit` is not to save the time but to save the energies, resources and huge costs also that can be consumed in mere hit and trail process to form the most effective resource combinations to attain the extreme levels of industrial productivity and efficiency. To explain it more, we mean finding the right people, for the right job at the right time and place to attain the maximum corporate advantage. Today's Industrial processes are all about intelligent planning of given resources with lessor costs to reach the corporate success by taking the lead over the competitors, due to the highly volatile market forces driven by competition and the quest for survival in the face of unpredictable economic environment.

In our case study, our quest and effort was to trace out the best ingredients for the selection of most proficient and smart business leadership for corporate and industrial productivity and maximization of the level of sustainable growth. The current research is an effort to unearth the effects of the utilization of "Transformational leadership style" in the effective manufacturing decision making through our concept of BEST FIT, so to evaluate the results in the form of corporate efficiency and performance level. By the term Best Fit, we tried to introduce our 3 Dimensional Concept of Teaming Process which not only focused on the selection and identification of the suitable corporate leadership through `Leadership Context´ but also through light on the identification of the other critical factors like `Team Context` and `Environmental Context` for the sustainable Industrial Productivity and efficiency as well as the Innovative Corporate Management. The basis of our empirical judgment was once again the research finding collected through the regress process of the training sessions and courses (i.e., TK1 to Sojo 6) to unearth the effects of "Transformational leadership" on the participants of the case study in the backdrop of the context of the Team building and Situational impact. Here our purpose to find the best combination of the LEADERSHIP through its forceful impact on the TEAM(s) in the presence of the ENVIRONMENTAL/ SITUATIONAL forces to attain the greater heights of industrial sustainability, efficiency and productivity.

The research methodology, we applied in our case study, was highly scientific to produce the reliability and credibility to the quantitative as well as qualitative results and findings. We used `AHP` and `Sense and Respond Questionnaires` to obtain the credible and comparative findings to evaluate our hypothetical scenarios. The questionnaire, we used in the case study was to collect feedback on the bases of the key elements, potentially linked to reflect the respondent´s standing on our tri-dimensional theoretical pattern (i.e., leaderships' impact, team members' positioning and the effects of the situational forces) in the BEST FIT model to endure the Greatest Fit among the offered choices for ultimate corporate productive and effective.
 Basic ingredients of the research study are as follows:
The quest for the BEST FIT is the modern day's ultimate corporate choice for the Sustainable Corporate success, Productivity and Effectively:

- A considerably large portion of the sample population responded well and even displayed "Transformational Leadership" of management through their behavioral style. (Transformational leadership" has proved to have the strongest pull and attention for the research subjects/ respondents. The results through the average of the median scores by the `Prospector Group` in the initial round of training session (i.e., namely TK2) and the latest one (Sojo6) reflected 75.25 % and 66.68% respectively showing the consistency and popularity.
- Through the stepwise training courses, as the part of longitudinal study, 03 styles of Leadership (Controlling, Passive and transformational Leadership Style) were introduced to the sample population and the results revealed that the `Transformational Leadership Style has maximum ability to generate the Optimal teams`.
- Most importantly, a Smart Combination of ´Transformational leadership`, `Healthy and Optimal Teams` and the Proactiveness towards the `Situational Factors´ can assure a `Best fit` resulting and ensuring the Sustainable Corporate Competitiveness and effectiveness.
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1.1 Routing through three dimensional Model for human resource Best Fit`:
We arrived at presenting the Process Model of three dimensional `Best Fit` with the key elements of ´Leadership Impact` having the basis of Transformational Leadership Style, `Team's members' Positioning` through their inclination towards the various leadership style choices – Transformational, Controlling as well as Passive) and the cross exposure and effects of the environmental factors.
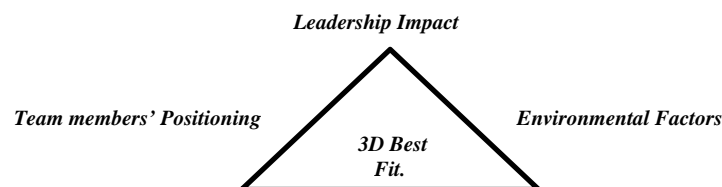

Figure 1: Triangle of 3D - Best Fit, showing three factors as basis, for the achievement of `optimal teams`

Most of the researchers, while propagating their theoretical notions with regards to the `Healthy Teams` or `Optimal Teams`, usually talked about a single aspect or dimension (i.e., the impact and construct of Leadership styles, Teams structural aspect or the effects of situational forces etc.) and based their investigations on various aspects of the

single dimension of the team entity at a time. However, we believe that the human side of the `Functional Teams` due to the complex behavioral aspect, makes it highly complex and beyond explanation, sometimes. Henceforth, we tried our utmost, in our research experimentation to create a linkage between the three dimensions shown in the Fig.1. The proposed model has authentic basis as the study sample was highly representative (i.e, consisting of the considerable mix of civilian as well as the individuals having military background and being tested through a series of training courses).

 1.2 Research Setting
The current research is part of an ongoing longitudinal collaborative research venture between the Finnish Defense Force and the University of Vaasa Finland. The research sample was picked from the "Reserve force officers" which was representing the category of "Reserve officers, on duty and non-commissioned officers. The purpose here was to evaluate the effects of the "Transformational leadership style in comparison with other prominent leadership styles. The research process included questionnaire with an additional support of open and informal interviews or conversational sessions during and after the training courses. The group has the diversification as it not only included the forces staff but some representation from the civilian background as well to attain the maximum variety in the feedback related to the core topic i.e., Impact of transformational leadership and its effectiveness as being the driving force for the maximization of organizational effectiveness, sustainability and competitiveness. Henceforth the research results cannot be restricted, for having impact on military scenarios but for corporate settings as well.

2. Literature Review
According to Bass' (1985) the model of `Transformational Leadership`, has been regarded as the most suitable by the theorist and researchers for the organizations that truly wants to encourage their employees to perform beyond expectations and the ultimate binding force. Burns (1978) introduced the concept of `Transformational leadership` and highlighted the difference between `Transactional Leadership` and `Transformational Leadership` initially. According to Bass (1985) transformational leaders motivate followers to achieve performance beyond expectations through the transformational process of thought (i.e., Beliefs and values etc.) and behavior (i.e., Attitudes and attributes etc.). In addition, Bass and Avolio (1993) were of the opinion that, the global effort for survival of the fittest requires a potent style of leadership that exceeds the more basic transactional styles, which only offer contingent reinforcement and management-by-exception, so to accommodate the requirements well suited for the styles which get the basis from the ingredients like intellectual stimulation, inspiration, and charisma etc. Henceforth, Bass (1985), was the one who clearly highlighted the numerous aspects of transformational leadership, namely inspirational motivation, charisma, intellectual stimulation, and individualized consideration. Raelin (2003) defined the concept of `Team` as the creation or development of `leaderful` communities where leadership actually gets the basis to groom or flourish.

According to the research study findings by Pearce and Sims (2002) "Shared or collective leadership was considered as the most significant basis of the team effectiveness. The case study findings revealed the clear basis for their empirical claim that a highly cognized strategy for dispensing leadership components among the team members is likely to enrich team effectiveness manifolds. Pearce and Sims (2002) studied five different types of leader behaviors, both for shared and vertical leadership models: aversive (punishment), directive (issuing instructions, commands, and goals), transactional (providing rewards and managing by exception), transformational (providing vision, inspiring, expressing idealism), and empowering (encouraging independent action, teamwork, self-development, self-reward).A strong motivational pull should be developed among the team members, through leadership for the attainment of collective team objectives and goals. Motivation is the combination of a person's desire and energy directed at achieving a goal. It is the cause of action. Influencing people's motivation means getting then to want to do what you know must be done (Military Leadership, 1993).

According to Jamie Broughton, an American emerging leadership specialist, the `Best Fit Bottom line´ for Team leader Client Profile` includes –Age Range (Ideal age bracket - 30 to 45yrs), Attitude (i.e., Go getter), Attributes – (i.e., Bright and Energetic), Ambitious – (i.e., Interesting and Challenging), Aims- (i.e., Active personal life), Achievements- (i.e., Might be shorter professional results but promising track record of success), Appearance by Organization – (High Potential Value).
Jamie further introduced the recipe for success by introducing 04 primary factors and 2 key
04 indicators in the selection process of the `Best Fit Candidate as Leader. Primary factors of Best Fit Index include:
   a)   Competence to generate value (Now and in future),
   b)   Identified Performance gap,

c) Participant's attitude and outlook,
d) Readiness to engage.
02 indicators of Best Fit Index include:
1) Current business results,
2) Current Observable behaviors.

According to Jamie, `the effort here is to justify if the whole corporate activity achieved the `ROI` on the investment (i.e., Got the right Leader or not?). According to Ancona and Isaac (2006), the 4-Player Model is a structural effort to ensure positive relationships in the Organizations. The well balanced and productive team balance can be achieved if the following conditions are met:

a- All acts ought to be enabled and balanced, b- The `Oppose` and `By-stand 'acts should be as supportive and reinforced as possible otherwise the imbalance can cause dysfunction. c-There should be maximum level of flexibility available among all acts as well as their sequences to achieve maximum level of adjustment and harmony. d- The benefits of the `Team Balance`, enables the learning maturity and expected direction by the group members in the following ways:

1) Inclusiveness: This reflects the idea that no single point of view may not be allowed to dominate the situation and the whole group may be provided with the opportunity to reflect and express their selves freely,
2) Repair: The team is trained in a way that they may have the ability to resolve and recover from the imbalance,
3) Adaptability: A deep sense among the team members should be inculcated so that they achieve the ability to change themselves in accordance with the situations and the group requirements. So there should be no rigidity,
4) Differentiation: The team members are allowed such an environment that each individual being have the equal opportunity to make his/ her unique contribution.

Environmental forces that have the power and potential to leave an impact on the leader, group/ the team member or the overall functioning or the balanced state of the group can be categorized in to (03) three levels:

- Personal Environment (Leader or the Team member):

It can further be classified into:

• The Surroundings of up-bringing of the Leader or the Team Members during various stages of life, as these have a role in the formation of their character and behavior. The elements or the main building blocks include; Home, Educational Institution, play areas and the public places, occupational set-up etc.
• Experiences: From the early childhood till the Adulthood and then the later stages.
• Knowledge basis: Parents, Peers and later personal as well as the extended family

- Internal Corporate Environment:

This includes Organizational cultural settings as well as the Occupational competitive situations.

- External Environment:

This includes the ingredients like; Competitors thing and strategies, Suppliers resourcefulness and capacity, Customer's needs requirements, buying capacity, and tastes etc.

The core ingredient that enables a `Leader` to lead his or her group is undoubtedly the `Learning Process` to grasp the encountering situations to help the followers to cope with it by functioning comfortable and effectively.

`Learning Process` begins with the birth of every human being and continues during his/ her entire life so there is no room left to further define the significance of it. However, the need only remains with the understanding as well as the selection of the most effective way of learning as there are numerous `Learning theories, frame works and Models developed by able theorist of different times.

3. Hypothesis Formulations

The research question in the case study is that how to search the best group members who can have the best productive capabilities through training and learning based research courses? Therefore, following sequence will take place. On the basis of the literature review and in the quest of analyzing in detail, the impact of transformational leadership style on the performance level of the followers or the employees and the consequent result in the form of performance level of the overall Organization.

We tested the following hypotheses.

- Is `Transformational leadership style` a most suitable among the rest of the leadership styles (Passive or Controlling) to develop a `Smart´ or `Optimal Team`?
- Is "Transformational Leadership style" a prominent and popular choice to counter the effects of `negative reinforcers´ introduced through the `Environmental factors´ so to reach for Organizational productivity?
- Is "Transformational leadership a source for achieving the `03 Dimensional Best Fit` to ensure organizational teams´ sustainable learning ability?

To analyze our research aims and objects and to test our hypotheses we used following methodological tools.

4. Methodology

AHP is used as the decision making method for the evaluation and analysis of results while researching for the Combination of `Best Fit´ on the basis of the three components, i.e., suitability of `Transformational Leadership style` , `The Smart or Optimal Team´ and manageable impact of the Environmental Factors` through the current research, to investigate the direction of our hypothesis. The logic behind using the AHP method is that it uses pair wise questions as comparison among all the factors to support decision making process. Following formulas were used to evaluate the impact of Leadership.

4.1 Leadership indexes outcomes directions are as follows:
1) $\quad$ 1-max {(1/3 – E/100), (1/3 - S/100), (1/3 - EE/100)}
2) $\quad$ **Prospector:** $1-(1-(EE^{1/3}) * (1-E) * (1-S) * Std^{(1/3)}$
3) $\quad$ **Analyser:** $1-(1-(S^{1/3}) * 1-(Std^{1/3})$
4) $\quad$ **Defender:** $1-(1-(E^{(1/3)}/4,34)) * (1-(EE/81,8)) * (1-(S/81,8)) * (Std^{(1/3)}/3,48))$

The symbols used here are:- 'E' reflects the Effectiveness that how to meet or even exceed the objectives on results and performance, 'EE' stands for Extra effort, 'S' the level of satisfaction towards the leadership and in the end, 'Std' is the term for std. deviation in all in cases i.e. Satisfaction, effectiveness as well as to Extra Effort.
The formula used for the calculation of Transformational Leadership Index is as follows:
LI= DL (1/max {PL, CL)}. (1- (1/4 – max {IC, IM, IS, BT})

Here, the formula is to calculate leadership index, DL stands for deep leadership, PL and CL reflects passive and controlling leadership respectively. IC is to reflect individualized considerations; IM is for inspirational motivation, IS for intellectual stimulation, while BT building the trust.

The questions designed to become the basis for AHP logic by providing pair of opposing or contrasting choices to choose from to display and justify a clear cut linkage with the decision making by the logical conversion of qualitative objectives into quantitative values for the analysis of research results (Saaty 1982). By the selection of choices among the asked questions, the research participants actually reflect their priorities which will be further analyzed and evaluated to come up with the strategic decision making process. Eventually, the integration of picked choices by the respondents the overall priorities for the hierarchy will be revealed. The research strategy which was used here was to make the comparative measurements of the leadership profiles and the favored attributes of the group participants in two phases, by allowing a time gap between the testing sessions (i.e., Just Now and then later) to get the comparative basis.

The properties used in the current research process are as follows:
(1) Accurate measurement of exposure level of three different Leadership/ management styles (a-Passive, Controlling or Transformational),
(2) Measurement of expectation's direction with regards to the impact of Transformational leadership
(3) The level of change in group's overall performance through their participant's actions or response level .Here, ICR was used as correctional tool to ensure the validity of answers and feedback while chalking out the final results. Due to the imbalance or exaggerated ICR, the respondents can even be asked to recheck or reattempt their answers accordingly as part of research validation process. We followed the Sand Cone model for the current research keeping in view its suitability and adaptability with regards to organizational strategic operations management (Takala J. Leskinen J., Sivusuo H., Hirvela j., and Kekale T. 2006). Sand cone model is an effective research tool while unearthing areas related to organizational manufacturing performance levels. Here it's pertinent to mention that there are success factors to focus on (i.e., Quality, delivery performance, flexibility and cost effectiveness) for any organization or corporate group to succeed and take the competitive edge over the competitors. Hence, it should

be well regarded that there is no guarantee of quantitative (financial) success for any corporate concern unless there is qualitative skill capability enhancement to initiate from.

4.2 SENSE AND RESPOND QUESTIONNAIRE
We used **SENSE AND RESPOND QUESTIONNAIRE** to evaluate the research expectations

What is the "Level of Expectation" with regards to various management/ Leadership styles, respondent's picked choices and the elements of Environmental factors introduced (i.e., Based on exposure through training courses/ sessions): Atribute in a scale of 1-10.

4.2.1 Measurement of experiences with regards to the impact of `Transformational leadership` , on Team members in the form of respondents, and the elements reflecting the `Environmental Factors, in comparison with other management style elements (Passive & Controlling Management styles).
What is the "Level of Experiences" in comparison with other management style choices: experiences for an attribute in a scale of 1-10.

4.2.2 Direction of Development with regards to the level of change in groups overall performance level (through their participant's actions or response level). **What is the "Level of Direction of development"** in comparison with the situation spanning over 1 to 4 years before (i.e., during the courses and training sessions) as well as with the Competitors (Passive and controlling management styles).

5. Research Results and Analysis
To analyze the effects of the Management styles on the subjects, to achieve the `Best Fit` or the `Optimal Teams`, specialized questionnaires were formed that had the capacity to collect the relevant data revealing the most suited management style's appeal. The research questionnaire, used in the current case study, is designed in a way that it can empower the research model the required capacity to highlight the elements of the three (03) management styles (i.e., Passive Management, Controlling Management and the Transformational Leadership) in addition to focusing on the core ingredients of the `Best Fit` i.e., Leadership, Team members´ Positioning and the Environmental Forces in the current days highly competitive Industrial management scenarios. The questions used in our research questionnaires to investigate the `3D Best Fit Components` are shown in the following table:

Questions used to identify "Controlling Management" with respect to the ingredients of "3D Best Fit" are as follows:

Table 1: Reflects the sample questions used in the research to identify "Controlling Management" with respect to the ingredients of "3D Best Fit

Sr.No	Questions with the reflection of `Controlling Mgt. Style`:	Reflection of Best Fit 3 Dimensional Components:
1	Task performance is monitored strictly.	Leadership Perspective.
2	Governance is in line with expectations.	Situational/Environmental Perspective.
3	Achieve the set targets.	Situational/Environmental Perspective.
4	Exploit knowledge.	Leadership Perspective.
5	Stress to achieve the targets.	Situational/Environmental Perspective.
6	Work can be done mostly by one's self.	Teams positioning.
7	Offer Incentives to encourage.	Leadership Perspective.
8	Motivate and Reward.	Teams positioning.

Questions used to identify "Passive Management" with respect to the ingredients of the "3D Best Fit" are as follows:

Table 2: Reflects the sample questions used in the research to identify "Passive Management" with respect to the ingredients of "3D Best Fit

Sr.No :	Questions with the reflection of `Controlling Mgt. Style` :	Reflection of Best Fit 3 Dimensional Components:
1	Make use of info. Systems	Situational/Environmental Perspective.
2	Use a variety of approaches.	Situational/Environmental Perspective.
3	To encourage and challenge the development	Leadership Perspective.
4	Use a variety of ways of Organizing	Leadership Perspective.
5	Successful Management.	Leadership Perspective.
6	Motivate and Reward.	Team positioning.
7	To encourage and encourage.	Team positioning.
8	Take advantage of the gen. interest in other people	Team positioning.

Questions used to identify "Transformational Leadership" with respect to the ingredients of "3D Best Fit" are as follows:

Table 3: Reflects the sample questions used in the research to identify "Transformational Leadership" with respect to the ingredients of "3D Best Fit

Sr.No:	Questions with the reflection of `Controlling Mgt. Style`:	Reflection of Best Fit 3 Dimensional Components:
1	Acts as Exemplary.	Leadership Perspective.
2	Emphasize creativity and learning.	Team Positioning.
3	Take advantage of Mutual trust.	Situational/ Environmental Perspective.
4	Some of unique interactions.	Leadership Perspective.
5	People make voluntary efforts.	Team Positioning.
6	Decisions can be delayed.	Situational/ Environmental perspective
7	Objectives often exceed expectations.	Situational/ Environmental perspective
8	No entrepreneurial ranks.	Team Positioning.

The above listed questions show the required balance by including core operational areas which are highly relevant in the ´Optimal Team Building` and it's effective functioning in industrial management operations due to the highly competitive global market situation, to have a most intelligent resource utilization organizational model as well as to have a constant over the sky rocketing industrial management and operational costs. A comprehensive table revealing our combined research results in the form of median scores as well as percentages, in accordance with our research hypothesis is as follows:

Table 4: Reflection of comparative scores at the scale of different leadership styles with references to the proposed 3D Best Fit Model for team member selection.

Respondent No.s:	Passive Management:	Controlling Management:	Transformational Leadership:	Impact on Earning:	Respondents' Merit on `3D Best Fit Scale` for Productiveness:	Respondents' Merit on `3D Best Fit Scale` for Learning Capacity thru TL:
1	11.33	10.21	78.46	56.75	26th	1st
2	27.05	12.32	60.63	84	7th	11th
3	28.92	16.64	54.45	67	23rd	15th
4	20.35	6.32	73.33	85.5	6th	2nd
5	19.36	15.30	65.34	79	12th	7th
6	14.13	17.95	67.98	66	24th	5th
7	19.81	14.37	60.82	75.5	17th	11th
8	35.79	10.76	53.46	68	22nd	16th
9	17.63	18.21	64.16	70.5	21st	8th
10	29.36	13.21	57.43	78	14th	13th
11	27.75	9.65	62.06	78	14th	10th
12	16.8	17.62	65.89	57.5	25th	6th
13	26.59	32.98	54.73	80.5	11th	14th
14	32.80	16.00	51.18	68	22nd	17th
15	29.42	17.33	53.25	72.5	20th	16th
16	28.70	7.77	63.53	92	1st	8th
17	26.74	11.26	62.02	77	15th	10th
18	12.44	24.01	63.46	81	10th	9th
19	24.40	18.21	57.39	87.5	5th	13th
20	25.74	19.59	54.68	78.5	13th	14th
21	20.40	8.60	71.01	55	28th	3rd
23	29.35	7.16	63.49	54.5	29th	9th
24	25.21	6.99	67.80	88	4th	5th
25	14.28	17.63	68.09	82	9th	5th
26	19.43	18.82	61.75	82.5	8th	10th
27	15.13	30.13	54.75	74	18th	14th
28	30.66	10.33	59.02	89	3rd	12th
29	21.61	8.7	69.70	91	2nd	4th
30	9.37	14.24	76.40	73.5	19th	2nd
31	25.08	9.43	64.77	56.5	26th	7th
32	51.60	10.86	37.54	76	16th	5th

On the basis of the above results we achieved the following graphic representation, which is further enhancing the clarity of our theoretical Model:
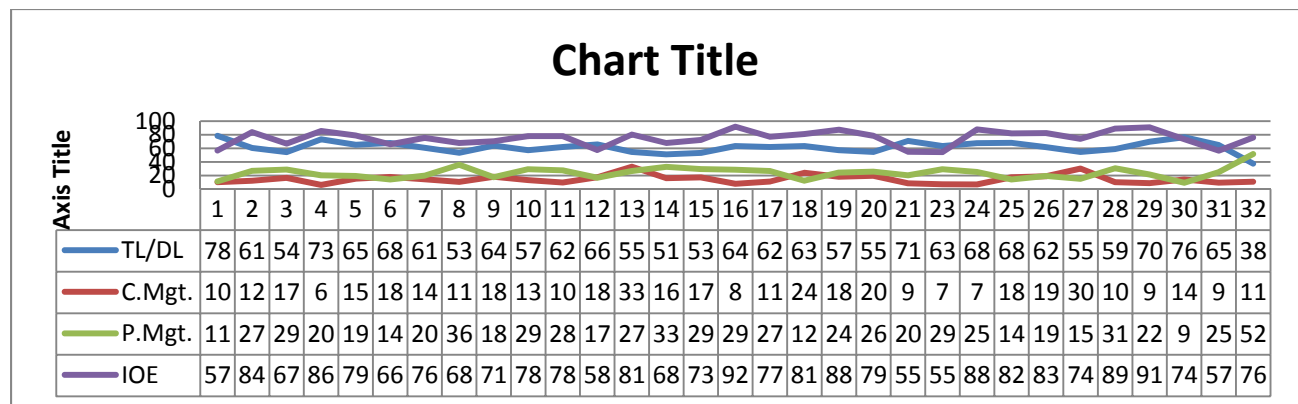
Chart Title

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	23	24	25	26	27	28	29	30	31	32
TL/DL	78	61	54	73	65	68	61	53	64	57	62	66	55	51	53	64	62	63	57	55	71	63	68	68	62	55	59	70	76	65	38
C.Mgt.	10	12	17	6	15	18	14	11	18	13	10	18	33	16	17	8	11	24	18	20	9	7	7	18	19	30	10	9	14	9	11
P.Mgt.	11	27	29	20	19	14	20	36	18	29	28	17	27	33	29	29	27	12	24	26	20	29	25	14	19	15	31	22	9	25	52
IOE	57	84	67	86	79	66	76	68	71	78	78	58	81	68	73	92	77	81	88	79	55	55	88	82	83	74	89	91	74	57	76

Figure 3. Graphic representation of Leadership and `3D Best Fit` results on the basis of course participants responses

Research results in the above table dully supported by the graphic representation are clearly depicting a team environment with a predominating `Transformational Leadership` prudent environment with low support to the other Management styles (i.e., Passive Management and Controlling Management Styles). From Second to the Fourth Columns of the tables are showing each respondents´ Leadership behavior`. Fifth and Sixth column is providing clear picture of respondents' capacity towards financial trend management and Learning abilities respectively.  In the end, the seventh column provides the respondents' placement in the group, in accordance with our developed `3D Best Fit` criteria, where we have evaluated the respondents' operational capabilities and overall effectiveness on the basis of the three ingredients of the theoretical Model (i.e., Leadership Perspective, Team Members Positioning as well as the Environmental/ Situational factors). Above table.4 provides clear basis for the selection of the required form of human resource or the team participants in accordance with the nature of the task, in the relevant situation (i.e., need for `Productive` members, the best `Learners` or the `Mixed` lot. For example if the corporate situation requires the need of `Productive` members, then the `Colum number 6` of our result table provides the basis, and if the best `Learners` are the need of the hour then the `Column number 7` of our result table will be the guideline otherwise the `Mixed` lot can be gathered from both the columns in accordance with the `Merit` numbers of the group participants. To elaborate further we may explain that our case study results reveal that, Respondent No's 1, 4 and 21 stands at 1st , 2nd and 3rd positions with combined average of median scores of 78.46, 73.33 and 71.01 respective in a 2-phased Sojo6 session of courses for showing utmost responsiveness towards ´learning capacity', while respondent No.s 16, 29 and 28 took the 1st three positions with combined average of median scores of 92, 91 and 89 respectively for showing maximum `Productiveness´ through `Transformational Leadership). The graphic representation of the case study used the terms `TL/ DL` for `Transformational Leadership/ Deep Leadership, `P. Mgt.` for `Passive Management`, `C. Mgt.` for `Controlling Management` and `IOE` for `Impact on Earning`. In addition, the figures reveal positive `Impact on Earning (IOE) ` as well as for the ´Course participant`s positive Learning or Capacity building`, henceforth, justifying a strong correlation between `Transformational Leadership` with the groups `Profitability` as well as the Team learning direction for overall organizational efficiency and effectiveness through skill development. BEST FIT INDEX BY J. Broughton implemented on our case study:
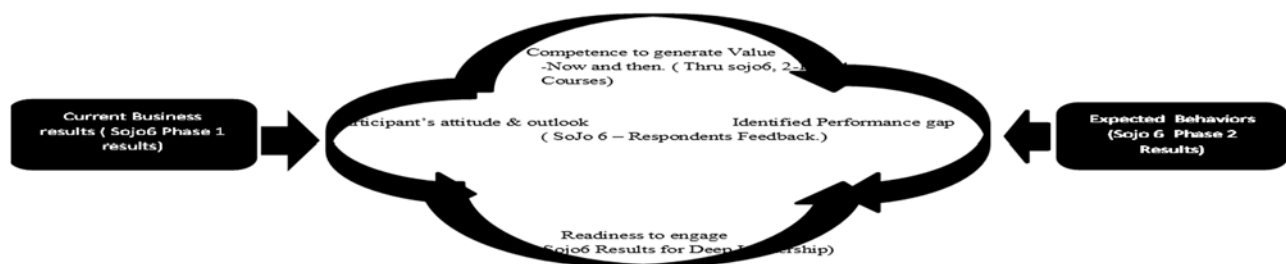

Figure 5: Jamie Broughton ś 04 Primary factors and 02 indicators for the `Best Fitś implementation of our case study. Source Kazmi and Takala, 2011

6. Discussion and Conclusion

Our case study is providing the most intelligent resource selection Model `3D Best Fit` to the industrial management experts to ensure utmost organizational operational effectiveness and productive resource utilization by selecting and developing the Optimal or Smart Teams` that can not only reveal effective industrial operational results once but can have the capability to enhance their skill levels by continuous learning and capacity building to ensure sustainable industrial operational productiveness and effectiveness.

6.1 Managerial Implications

The research paper aims to introduce the `3D Best Fit Model´ by providing the basis of a prudent system to evaluate the Team member's capacity on three dimensions (i.e., Leadership Perspective, Team members positioning as well as the Environmental factors) and therefore this model can be used as a `Management Team Building Tool' for the business management experts to select and develop the most effective and capable human resources in the form of `Smart and Optimal Teams` to achieve the ultimate organizational goals with lower levels of resource wastage while ensuring enhanced levels of group coordination, effectiveness and productivity.

6.2 Implication of the Case Company

In addition to above, the sample mix (Participants of the research course belonged to the varied professional backgrounds i.e., Personnel's from the defense forces as well as belonging to the Business and Industry etc.) makes the case study results more authentic and broad based. In addition to the `Sand cone Model` and `Sense and Respond Model` we added the support of `ADDIE` Model to evaluate the `Learning Process`, Kouzes and Posnerś (1987) theory for `Great Leadership´, Ancona and Issac the Model and finally Jamie Broughton ś 4 Primary factors and 2 indicators for `Healthy Teams` to support our theoretical Model for `3D Best Fit`.

7. Future Research Avenues

Our research effort can open following avenues for further research and testing:

1) How to establish an in-house management capacity to go for `3D Best Fit` strategy in for team selection in the emergency tasks with limited time to go for capacity testing through TL sessions?
2) Can this `3D Best Fit Model` is a solution for the industrial Management situations where the tasks and objects of an operational activity can be changed at any time due to the industrial demands etc.?

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