

INTERNATIONAL STUDENT EDITION

**NOT
FOR SALE
IN THE
UNITED
STATES &
CANADA**

GROUP DYNAMICS FOR TEAMS

SIXTH EDITION

**DANIEL LEVI
DAVID A. ASKAY**



สำนักหอสมุด มหาวิทยาลัยเชียงใหม่

๒๙๖๖

๑๙๔๘

๒ 166 28989
๑ 12555614
1 22610546

Group Dynamics for Teams

6th Edition



Daniel Levi

California Polytechnic State University, San Luis Obispo

David A. Askay

California Polytechnic State University, San Luis Obispo

SAGE

Los Angeles | London | New Delhi
Singapore | Washington DC | Melbourne

Brief Contents

New to This Edition	xix
Acknowledgments	xxiii
About the Authors	xxiv
Introduction	1
PART I CHARACTERISTICS OF TEAMS	7
Chapter 1 Understanding Teams	9
Chapter 2 Defining Team Success	25
PART II PROCESSES OF TEAMWORK	45
Chapter 3 Team Beginnings	47
Chapter 4 Understanding the Basic Team Processes	67
Chapter 5 Cooperation and Competition	86
Chapter 6 Communication	106
PART III ISSUES TEAMS FACE	131
Chapter 7 Managing Conflict	133
Chapter 8 Social Influence and Power	151
Chapter 9 Decision Making	172
Chapter 10 Leadership and Followership	193
Chapter 11 Problem Solving	214
Chapter 12 Creativity, Innovation, and Design Thinking	234
Chapter 13 Diversity and Inclusion	258

PART IV ORGANIZATIONAL CONTEXT OF TEAMS	279
Chapter 14 Team, Organizational, and International Culture	281
Chapter 15 Virtuality and Teamwork	303
Chapter 16 Evaluating and Rewarding Team Performance	321
Chapter 17 Team Development Interventions	341
Appendix: Guide to Student Team Projects	359
References	375
Index	437

Detailed Contents

New to This Edition	xix
Acknowledgments	xxiii
About the Authors	xxiv
Introduction	1

PART I CHARACTERISTICS OF TEAMS 7

Chapter 1 Understanding Teams 9

Learning Objectives	9
1.1 Why Groups and Teams Matter	9
1.2 Defining Groups	10
1.3 Defining Teams	11
1.4 Why Organizations Use Teams	12
Organizational Characteristics	13
Job Characteristics	14
1.5 Purposes and Types of Teams	15
How Organizations Use Teams	15
Classifying Teams	16
1.6 History of Teams and Group Dynamics	17
Foundations of Teamwork	17
Foundations of Group Dynamics	19
Summary	21
Team Leadership Challenge 1	22
Survey: Attitudes Toward Teamwork	22
Activity: Working in Teams	24

Chapter 2 Defining Team Success 25

Learning Objectives	25
2.1 Nature of Team Success	26
Completing the Task	26
Developing Social Relations	27
Benefiting the Individual	28
2.2 Conditions for Team Success	29
Team Composition	29
Characteristics of the Task	31

Teamwork Processes	32
Organizational Context	35
2.3 Characteristics of Successful Teams	35
Team Structures	36
Collective Intelligence	36
Teaming Mindset	36
2.4 Positive-Psychology View of Team Success	37
2.5 Using Teams in the Workplace	39
Benefits of Teamwork	40
Problems of Teamwork	40
When the Use of Teams Becomes a Fad	41
Summary	41
Team Leadership Challenge 2	43
Activity: Understanding Team Success	43

PART II PROCESSES OF TEAMWORK 45

Chapter 3 Team Beginnings 47

Learning Objectives	47
3.1 Stages of Group Development	48
Group Development Perspective	48
Project Development Perspective	49
Cyclical Perspective	50
Implications of Team Development Stages	51
3.2 Group Socialization	51
Team Turnover	53
3.3 Team Goals	53
Value and Characteristics of Goals	54
Goals Gone Wild	55
Hidden Agendas	56
3.4 Team Norms	56
How Norms Are Formed	57
Impact of Team Norms	58
3.5 Application: Jump-Starting Project Teams	60
Building Social Relations	60
Clarifying Roles and Responsibilities	61
Team Charter	61
Developing Virtual Teams	62
Summary	62
Team Leadership Challenge 3	63

Activity: Observing Team Development	64
Activity: Developing a Team Charter	65

Chapter 4 Understanding the Basic Team Processes 67

Learning Objectives	67
4.1 Motivation	68
Social Loafing	68
Increasing Team Motivation	69
4.2 Group Cohesion	71
How Cohesion Affects the Team's Performance	72
Building Group Cohesion	73
4.3 Team Roles	73
Role Stress	74
Types of Team Meeting Roles	75
4.4 Task and Social Behaviors	76
Value of Social Behaviors	77
4.5 Team Adaptation and Learning	78
Team Mental Models	78
Transactive Memory Systems	79
Reflexivity and Team Debriefing	80
Using Feedback	81
Group Process Observations	81
4.6 Basic Team Processes in Virtual Teams	82
Summary	82
Team Leadership Challenge 4	83
Activity: Tracking Teamwork Behaviors	84

Chapter 5 Cooperation and Competition 86

Learning Objectives	86
5.1 Teamwork as a Mixed-Motive Situation	86
5.2 Why Are People in Teams Competitive?	88
Culture	88
Personality	89
Organizational Rewards	89
5.3 Problems With Competition	90
Competition Erodes Trust	91
Competition Reduces Learning	91
Intergroup Competition	91
When Is Competition Appropriate?	93

5.4 Benefits of and Problems With Cooperation	93
Benefits of Cooperation	94
Problems With Cooperation	95
Competitive Versus Cooperative Rewards	96
5.5 Application: Encouraging Cooperation	97
Common Goals	98
Rebuilding Trust and Communication	99
Encouraging Altruistic Norms	100
Negotiating Cooperation	100
Summary	101
Team Leadership Challenge 5	102
Survey: Cooperative, Competitive, or Individualistic Orientation	103
Activity: Understanding Competitive Versus Cooperative Goals	104
Chapter 6 Communication	106
Learning Objectives	106
6.1 The Communication Process	106
Verbal Communication	108
Nonverbal Communication	109
Communication Within Teams	109
6.2 Flow of a Team's Communication	110
Dysfunctional Information Processing Within the Team	110
Gender and Communication	112
Repairing Trust	113
Psychological Safety	114
Communication Climates	115
6.3 Emotional Intelligence	117
6.4 Facilitating Team Meetings	120
6.5 Communication Skills for Team Meetings	122
Summary	125
Team Leadership Challenge 6	126
Survey: Team Emotional Intelligence	126
Activity: Observing Communication Patterns in a Team	129
PART III ISSUES TEAMS FACE	131
Chapter 7 Managing Conflict	133
Learning Objectives	133

7.1 Conflict Is Normal	133
7.2 Sources of Conflict	134
7.3 Types of Conflict	135
Task Conflict	136
Process Conflict	136
Relational Conflict	137
7.4 Conflict Management	137
Two Dimensions of Conflict	137
Comparing Different Conflict Management Styles	138
Aligning Conflict Type With Conflict Management Styles	139
Fostering Collaboration Through Open-Minded Discussions	141
Negotiated Agreements	142
Conflict in Virtual Teams	143
7.5 Preventing and Preparing for Team Conflict	144
Preventing Conflict	144
Preparing for Conflicts	145
Summary	147
Team Leadership Challenge 7	147
Survey: Conflict Management Styles	148
Activity: Observing Conflict Management Styles	149
Chapter 8 Social Influence and Power	151
Learning Objectives	151
8.1 Understanding Social Influence and Power	152
Conformity	153
Conversion	154
Obedience	154
8.2 Types Of Power	155
Bases of Power	156
Influence Tactics	157
Influence Tactics in Virtual Teams	158
8.3 Power Dynamics	159
Status and the Corrupting Effect of Power	159
Unequal Power in a Team	160
Managing Unequal Power in a Team	161
8.4 Empowerment	162
Degrees of Empowerment Programs	163
Barriers to Empowerment Programs	164
8.5 Application: Acting Assertively	165
Power Styles	166
Use of Power Styles	167
Encouraging Assertiveness	168

Summary	169
Team Leadership Challenge 8	170
Activity: Using Power Styles—Passive, Aggressive, and Assertive	170
Chapter 9 Decision Making	172
Learning Objectives	172
9.1 Decision Making in Teams	172
9.2 Deciding How to Decide: Evaluating Decision-Making Approaches	173
9.3 Individual Decision Making	174
Leader Decides	175
Designated Expert	175
Consultative Decision Making	175
Problems With Individual Decision Making	176
9.4 Group Decision Making	176
Aggregation Without Interaction	177
Aggregation With Limited Group Interaction	178
Fully Interacting Teams	179
Problems With Group Decision Making	182
9.5 Crowd and Algorithmic Decision Making	186
Wisdom of the Crowd	186
Prediction Markets	187
Artificial Intelligence and Machine Learning	187
Summary	189
Team Leadership Challenge 9	190
Activity: Making Consensus Decisions	190
Activity: Group Versus Individual Decision Making	192
Chapter 10 Leadership and Followership	193
Learning Objectives	193
10.1 Defining Leadership	193
10.2 Leadership Emergence	194
Leader Traits, Abilities, and Behaviors	195
Follower Perceptions	195
10.3 Models of Effective Leadership	196
Trait Approach	197
Behavioral Approach	198
Contingency Approach	198
Relational Approach	199
Charismatic Approach	200

10.4 Team Leadership	203
Functional Approach	203
Shared Leadership	206
10.5 Followership	207
Summary	208
Team Leadership Challenge 10	209
Activity: Observing the Leader's Behavior	212

Chapter 11 Problem Solving 214

Learning Objectives	214
11.1 Understanding Problems	215
11.2 Descriptive Approach: How Teams Typically Solve Problems	216
11.3 Rational Problem Solving: How Teams Should Solve Problems	217
Problem Recognition	219
Problem Definition	220
Problem Analysis	221
Establishing Solution Criteria	224
Generating Alternatives and Selecting a Solution	224
Implementation	225
Evaluation	226
11.4 Application: Constructing a Shared Mental Model Through Process Mapping	228
Summary	229
Team Leadership Challenge 11	230
Activity: Using Problem-Solving Techniques	230

Chapter 12 Creativity, Innovation, and Design Thinking 234

Learning Objectives	234
12.1 Creativity and Innovation	234
12.2 Four Phases of the Idea Journey	235
Idea Generation	235
Idea Elaboration	236
Idea Championing	236
Idea Implementation	236
12.3 What Is Design Thinking?	237
Embrace Innovation: Design Thinking in Action	238
12.4 The Design Thinking Process	239
Empathize	240

Define	242
Ideate	244
Prototype	247
Test	249
12.5 Promoting Team Creativity and Innovation	250
Team Diversity	251
Information Integration	251
Conflict	251
Team Climate for Innovation	252
Organizational Context	252
12.6 Virtual Creativity	254
Summary	255
Team Leadership Challenge 12	255
Activity: Comparing Different Creativity Techniques	256
Chapter 13 Diversity and Inclusion	258
Learning Objectives	258
13.1 The Importance of Diversity	258
13.2 Difference and Diversity	259
Types of Difference	259
Types of Diversity	260
Diversity Over Time	262
13.3 How Diversity Operates	262
Personality Traits	263
Social Processes	263
Cognitive Processes	264
13.4 Effects of Diversity on Team Performance	268
Categorization–Elaboration Model	269
13.5 Application: Supporting Diversity and Inclusion	270
Managing Goals and Identities	270
Diversity Training	271
Fostering Inclusion	272
Leadership	274
Summary	274
Team Leadership Challenge 13	275
Survey: Work Group Inclusion	275
Activity: Understanding Gender and Status Differences in a Team	277

PART IV ORGANIZATIONAL CONTEXT OF TEAMS

279

Chapter 14 Team, Organizational, and International Culture

281

Learning Objectives	281
14.1 What Is Culture?	282
14.2 Team Culture	283
14.3 Defining Organizational Culture	284
14.4 Organizational Culture and Teamwork	286
14.5 Dimensions of International Culture	287
Individualism Versus Collectivism	288
Power Distance	289
Uncertainty Avoidance	289
Comparing the United States and Japan	290
14.6 International Differences in Teamwork	291
14.7 Multinational Teams	292
Characteristics of Multinational Teams	293
Creating Effective Multinational Teams	294
14.8 Cultural Intelligence	296
Summary	297
Team Leadership Challenge 14	298
Survey: Individualism–Collectivism	299
Activity: Evaluating a Team's Culture and Cultural Context	301
Activity: Comparing Teams in the United States and Japan	302

Chapter 15 Virtuality and Teamwork

303

Learning Objectives	303
15.1 Virtuality and Virtual Teams	303
15.2 Communication Technologies	305
Characteristics of Communication Technologies	305
Types of Communication Technologies	307
15.3 Geographic Dispersion	311
Spatial Dispersion	311
Temporal Dispersion	311
Configurational Dispersion	312

15.4 Managing Virtuality on Teams	313
Determine Team Size and Locations	313
Develop Virtual Teams	314
Develop Knowledge of Communication Technologies	314
Use Skillful Virtual Communication	315
Consider the Intercultural Context	316
Develop and Sustain Trust	317
Adapt Leadership to Virtuality	317
Summary	317
Team Leadership Challenge 15	318
Activity: Developing Norms for Virtual Teams	319
Activity: Experiencing Teamwork in a Simulated Virtual Team	320

Chapter 16 Evaluating and Rewarding Team Performance 321

Learning Objectives	321
16.1 Performance Management	322
16.2 Evaluating Performance	322
Measure Individual and Team Performance	323
Measure Processes and Outcomes	323
Develop Measures With Internal and External Input	324
Gather Ongoing Performance Information From Multiple Sources	325
Use Performance Reviews to Foster Learning and Development	327
16.3 Rewarding Performance	328
Rewarding Individual Team Member Performance	329
Rewarding Team Performance	330
Rewarding Organizational Performance	331
Combining Reward Programs	331
Relationship of Rewards to Types of Teams	332
Linking Rewards to Types of Team	334
Summary	335
Team Leadership Challenge 16	336
Survey: Individual Versus Team Rewards	336
Activity: Evaluating and Rewarding a Project Team	338
Activity: Team Halo Effect	340

Chapter 17 Team Development Interventions 341

Learning Objectives	341
---------------------	-----

17.1 What Are Team Development Interventions?	341
17.2 Team Building	343
Does Your Team Need Team Building?	343
17.3 Types of Team-Building Programs	345
Goal Setting	346
Role Clarification	346
Interpersonal Relations	346
Cohesion Building	347
Problem Solving	347
17.4 Team Training	348
Establishing the Need for Team Training	348
Fostering an Effective Team-Training Climate	349
Designing an Effective Team-Training Program	349
Evaluating the Training Program	350
Sustaining Trained Teamwork Behaviors	350
17.5 Types of Training	350
Team Resource Management Training	351
Cross-Training and Interpositional Training	352
Action Learning	353
Summary	354
Team Leadership Challenge 17	355
Activity: Team Building	356
Activity: Appreciative Inquiry of Teamwork	357
Appendix: Guide to Student Team Projects	359
A.1 Starting the Team	359
Team Warm-Ups	359
Developing a Team Contract	360
Leadership and Meeting Roles	362
Managing Team Technology	363
A.2 Planning and Developing the Project	364
Challenging the Assignment	364
Generating Project Ideas	364
Brainwriting Method	364
Project Planning	364
Roles and Assignments	365
Reevaluating the Project and Approach	366
A.3 Monitoring the Project and Maintaining Teamwork	367
Team Meetings: Sharing Information, Making Decisions, and Tracking Assignments	367
Group Process Evaluations	367

Managing Problem Behaviors	368
Milestone: Midpoint Evaluation	370
A.4 Performing Team Writing	370
Overall Strategy	371
Division of Work	371
A.5 Wrapping Up and Completing the Project	373
Milestone: Precompletion Planning	373
Team Evaluations	373
Celebrating Success and Learning From the Experience	373
References	375
Index	437