### Sixth Edition

# Making the Team: A Guide for Managers

Leigh L. Thompson

Kellogg School of Management Northwestern University



## **CONTENTS**

Preface xvii

## Part 1 Building the Team 1

### Chapter 1 TYPES OF TEAMS 3

Teams vs. Groups 4

Why Should Organizations Have Teams? 5

Information Technology 5

Competition 6

Globalization and Culture 7

Multigenerational Teams 7

Task Focus 8

Tactical Teams 8

Problem-Solving Teams 9

Creative Teams 9

Types of Team Autonomy 12

Manager-Led Teams 12

Self-Managing Teams 13

Self-Directing Teams 15

Self-Governing Teams 15

Observations About Teams and Teamwork 16

Teams Should Be the Exception, Not the Rule 16

Managers Fault the Wrong Causes for Team Failure 17

Teams Require Attention 17

Experimenting with Failures Leads to Better Teams 17

Conflict is Not Always Detrimental 18

Strong Leadership is Not Always Necessary for Strong Teams 18

Good Teams Can Still Fail Under the Wrong Circumstances 18

Retreats Will Not Fix All the Conflicts Between Team Members 19

What Leaders Tell Us About Their Teams 20

Most CommonType of Team 20

Team Size 20

Team Autonomy versus Manager Control 20

Team Longevity 20

The Most Frustrating Aspect of Teamwork 20

Developing Your Team-Building Skills 22

Accurate Diagnosis of Team Problems 22

Evidence-Based Management 23

Expert Learning 24

A Warning 24

Chapter Capstone 25

### Chapter 2 DESIGNING THE TEAM 26

Team Design 27
Define the Goal 27
Ends vs. Means 27
Performance vs. Learning Goals
Promotion vs. Prevention Goals

Goal fit

Pre-Planning vs. On-line Planning 30
Timelines and Time Pressure 30

Capacity Problems vs. Capability Problems 32

28

29

Selecting Team Members 32

29

Member-Initiated Team Selection 33

Optimal Team Size 33

Skills, Talents, and Abilities 35

Roles and Responsibilities 35

Diversity 38

Processes: How to Work Together 43

Task vs. Outcome Interdependence 43

Transition and Action Processes 45

Structure 45

Norms 46

Team Coaching 48
Chapter Capstone 50

## Chapter 3 LEADING TEAMS 51

Leadership Versus Management 52
The Leadership Paradox 52
Leaders and the Nature–Nurture Debate 54
Trait Theories of Leadership 54
Incremental Theories of Leadership 57
Leadership Styles 58
Task Versus Person Leadership 59

Transactional Versus Transformational Leadership

Autocratic Versus Democratic Leadership 62 Leader Mood 65 Expectations of Leaders Implicit LeadershipTheories 66 Prototypicality 66 Status & Uncertainty Leader-Member Exchange Attributes that Influence Differential Treatment 68 Advantages of Differential Treatment Disadvantages of Differential Treatment Power 70 Sources of Power 71 Power Distance 72 Using Power 73 Effects of Using Power Participative Management 74 Task Delegation Parallel Suggestion Involvement Job Involvement 79 Organizational Involvement

## Chapter 4 TEAM COHESION AND TRUST 82

Emotional Nonconformity

Chapter Capstone 81

Team Identity 83 Group Entitativity 83 Group Identity Identity Fusion 84 Common Identity and Common Bond Groups 84 Relational and Collective Identity Self-verification vs. Group-verification 85 Team-Member Exchange Group-serving Attributions Group Potency and Collective Efficacy Team Efficacy and Performance Group Mood and Emotion Group Affect and Performance 90 **Emotional Contagion** Behavioral Entrainment

**Emotional Intelligence** 92 Leadership and Group Emotion 92 Group Cohesion 94 Cohesion and Team Behavior 94 Cohesion and Performance **Building Cohesion in Groups** Fear of Social Exclusion Group Trust 96 Trust vs. Respect 96 Trust & Monitoring **Trust Congruence** 98 Propensity to Trust 98 Types of Trust 98 Repairing Broken Trust 100 Psychological Safety 100 Group Socialization & Turnover 101 **Group Socialization** 102 Phases of Group Socialization 102 Old-timers' Beactions to Newcomers 105 **Deviant Opinions** 106 Newcomer Innovation 106 Turnover and Reorganizations 107 Chapter Capstone 108

### Part 2 Team Performance 109

### **Chapter 5 PERFORMANCE AND PRODUCTIVITY** 111

118

An Integrated Model of Team Performance Team Context 112 Organizational Context 113 Team Design 113 Team Culture 113

Essential Conditions for Successful Team Performance 114 Expertise 115

Engagement Execution 126

Performance Criteria 128

Productivity 128

ix

Cohesion 129
Learning 130
Integration 130
Team Performance Equation 131

Chapter Capstone 132

## Chapter 6 TEAM COMMUNICATION AND COLLECTIVE INTELLIGENCE 133

Collaboration 134

Uneven Communication 134

Knowledge Specialization 135

Knowledge Sharing and Knowledge Hiding 135

Transforming Knowledge into Solutions 136

Experienced Community of Practice 136

Adaptive Capacity 137

Monitoring and Talking to the Room 137

Team Mental Models 137

Reflective vs. Reflexive Mental Models 138

Representational Gaps 138

Accuracy 139

Correspondence 140

Transactive Memory Systems 141

Centralized vs. Decentralized TMS 142

Differentiated vs. Integrated TMS 142

Tacit Coordination 143

Routine vs. Nonroutine Tasks 143

Resilience to Team Member Loss 144

Reaction to Free-Riding 144

Developing aTMS 144

Common Information Effect 148

Hidden Profile 151

Ineffective Strategies 153

Effective Interventions 154

Team Learning 158

Environment 158

Newcomers and Rotators 158

Vicarious vs. In Vivo Experience 159

Threat, Change, and Failure 159

After-Action Review (AAR) 159
Routinization vs. InnovationTrade-Offs 159
Chapter Capstone 162

### Chapter 7 TEAM DECISION MAKING 163

Team Decision Making 164

Individual Decision-Making Biases 164

Framing Bias 165

Overconfidence 165

Confirmation Bias 167

Decision Fatigue 168

Individual Versus Group Decision Making 168

Demonstrable versus Non-Demonstrable Tasks 168

Groups Out-Perform Individuals 168

Group to Individual Transfer 169

Minorities versus Majorities 170

Group Decision Rules 170

Refusal to Make Decisions 172

Groupthink 172

Learning from History 174

Reducing Groupthink 174

Escalation of Commitment 178

Project Determinants 18

Psychological Determinants 180

Social Determinants 181

Structural Determinants 181

Minimizing Escalation of Commitment to a Losing Course of Action 182

Abilene Paradox 183

How to Avoid the Abilene Paradox 184

Group Polarization 185

The Need to be Right 187

The Need to be Liked 187

Conformity Pressure 188

Unethical Decision Making 190

Rational Expectations Model 190

False Consensus 191

Vicarious Licensing 191

Desensitization 191

Chapter Capstone 195

### **Chapter 8 MANAGING TEAM CONFLICT** 196

Relationship, Task & Process Conflict 197

Relationship Conflict

Task Conflict

Process Conflict 199

Impact on Performance

200 Personality & Conflict

Team Identification 202

Power & Conflict 202

Organizational Climate and Conflict 203

Global Culture and Conflict

Types of Conflict 204

Proportional and Perceptual Conflict 204

Conflict States vs. Conflict Processes 205

Conflict Contagion

Distributive vs. Procedural Conflict 205

Equity, Equality and Need

Minority and Majority Conflict

Work-Family Conflict 209

Organizational Culture Conflict

Conflict Management 209

**Conflict Modes** 

Contingency Theory of Task Conflict and Performance in

Teams 211

Investment Model of Conflict

214 Wageman and Donnenfeld's Conflict Intervention Model

Interests, Rights, and Power Model of Disputing

Chapter Capstone 217

### **Chapter 9 CREATIVITY AND INNOVATION IN TEAMS** 219

Nature vs. Nurture 220

Creativity Versus Innovation 221

221 Convergent versus Divergent Thinking

Radical versus Incremental Innovation 223

224 Creative Realism

Fluency, Flexibility, and Originality

Exploration versus Exploitation

Brainstorming Versus Brainwriting

Brainstorming 228

Brainstorming versus Nominal Group 229 Brainwriting 230

Speedstorming 231

Electronic Brainstorming 232

Threats to Team Creativity 233

Social Loafing 233

Conformity 234

Production Blocking 234

Performance Matching 235

What Goes on During a Typical Group Brainstorming Session? 236

Best Practices for Enhancing Team Creativity 236

Motivational Methods 236

Cognitive Methods 238

Facilitator-Led Methods 241

Leader and Organizational Methods 244

Chapter Capstone 247

### Part 3 Teams in Organizations 249

### Chapter 10 SUBGROUPS AND MULTI-TEAMS 251

Intergroup Relations 252

In-Groups and Out-Groups 252

Social Comparison 252

Team Rivalry 253

In-group Bias 254

Transgression Credit 254

Subgroups 254

Size 255

Identity, Resource, and Knowledge Subgroups 255

Number of Groups 256

Impact on Performance 256

Faultlines 257

Status 259

Deference 261

Intragroup Deviance 261

Team Boundaries 261

Underbounded versus Overbounded Teams 261

Founding Teams 262

Informing, Parading, and Probing Teams 262

X-Teams 263

Teams in Matrix Organizations 264

Cross-functional Teams 264

Multi-team Systems 264

Integration Between Teams 265

Integration Across Multiple Teams and Components of a Business

Unit 266

Teamwork in Reorganizations & Mergers 267

Reorganizations 267

Mergers 267

Improving Interteam Relationships 269

Perspective Taking 269

Superordinate Identity 269

Contact 270

Apology 272

Assistance and Help 273

Affirmation 273

Chapter Capstone 274

## Chapter 11 TEAM NETWORKING AND SOCIAL CAPITAL 275

Taskwork and Teamwork 276

Taskwork vs. Teamwork 276

Taskwork and Teamwork Network Structures 276

Factors that Affect Networks 277

External Leadership 277

General vs. Differential 278

External Roles of Team Members 278

Organizational Networks 280

Sharing Knowledge 280

Insider vs. Outsider Knowledge Valuation 280

Human Capital and Social Capital 282

Boundary Spanning 284

Boundary Loosening Versus Boundary Tightening 285

Cliques Versus Entrepreneur Networks 285

Team Social Capital 287

Friendship, Trust, and Advice Ties 288

Leadership Ties 290

Increasing your Social Capital 292

Analyze your Social Network 293

Identify Structural Holes 293

Expand the Size of the Network 294

χiν

**Diversify Networks** 295 **Build Hierarchical Networks** 296 Recognize Gender Scripts in Networks 297 Reputation Management 297 Chapter Capstone

#### Chapter 12 VIRTUAL TEAMWORK 299

Place-Time Model of Social Interaction 300

Face-to-Face Communication 301

SameTime, Different Place 303

305 DifferentTime, Same Place

Different Place, Different Time 306

Information Technology and Social Behavior 309

Reduced Status Differences: The Weak Get Strong Effect 309

Equalization of Participation

Increased Time to Make Decisions 310

Information Suppression

311 RiskTaking

Disinhibition and the Negativity Effect 312

Task Performance and Decision Quality

Trust and Rapport 313

Virtual, Hybrid, and Traditional Teams 313

Prevalence 313

314 Advantages

Identification 315

Leadership 315

Attention and Problem-Solving 316

Conflict 316

Geographic Faultlines 316

Enhancing Virtual Teamwork

Team Formation 317

Technology

Shared Mental Models 318

**Boundary Objects** 319

320 Initial Face-to-Face Experience

Objective Self-Awareness 321

Integrity 321 Cave and Commons Flexibility 321
Coaching the Virtual Team 322
Chapter Capstone 322

## Chapter 13 MULTICULTURAL TEAMS 323

Challenges of Cross-Cultural Teamwork 324

Multinational Teams 324

Stereotypes versus Prototypes 324

Cultural Values 325

Defining Culture 325

iceberg Model 325

Hofstede's Model 325

Dignity, Face and Honor Cultures 331

Tight versus Loose Cultures 333

Cultural Intelligence 333

CQ Model 333

Cultural Metacognition 335

FusionTeamwork 336

Multicultural Engagement 336

Work Ways 337

Multicultural Teamwork 337

Creative Innovation 337

Relationship Orientation 338

Networks 338

Egalitarian Values 338

Status Perceptions 339

Emotional Display 339

Multicultural Collaboration 340

Ethnocentrism 340

Cultural Relativism 340

Managing Multicultural Teams 341

Change and Adaptation 341

Transactive Memory Systems 342

Language Barriers 342

Cultural Change 342

Integration 343

Assimilation 343

### xvi Contents

Separation 343

Marginalization 344

Chapter Capstone 344

Appendix 1 Rewarding Teamwork 345

Appendix 2 Managing Meetings 361

Appendix 3 Creating Effective Study Groups 371

References 374

Name and Author Index 434

Subject Index 449