

- Control results by performance reviews and regular feedback.
- Train and orient new members to adopt desired behaviors.
- Recruit and select new members who exhibit the desired behaviors.
- Hold regular meetings to discuss progress and ways of improving.
- Use team decision-making methods to reach agreement.

One norm of special interest is the extent to which team members display virtuousness and share a commitment to moral behavior. Scholar Kim Cameron, for example, discusses **team virtuousness** in respect to these five norms or standards of moral behavior.³⁹ *Optimism*—Team members are expected to strive for success even when experiencing setbacks. *Forgiveness*—Team members are expected to forgive one another's mistakes and avoid assigning blame. *Trust*—Team members are expected to be courteous with one another and interact in respectful, trusting ways. *Compassion*—Team members are expected to help and support one another, and to show kindness in difficult times. *Integrity*—Team members are expected to be honest in what they do and say while working together.

Team virtuousness indicates the extent to which members adopt norms that encourage shared commitments to moral behavior.

TEAM PERFORMANCE IS INFLUENCED BY COHESIVENESS.

Whether the team members will accept and conform to norms is largely determined by **cohesiveness**, the degree to which members are attracted to and motivated to remain part of a team.⁴⁰ Members of a highly cohesive team value their membership. They try to conform to norms and behave in ways that meet the expectations of other members, and they get satisfaction from doing so. In this way, at least, a highly cohesive team is good for its members. But does the same hold true for team performance?

Figure 13.4 shows that teams perform best when the performance norm is positive and cohesiveness is high. In this best-case scenario, cohesion results in conformity to the positive norm which, in turn, ultimately benefits team performance. When the performance norm is negative in a cohesive team, however, high conformity to the norm creates a worst-case scenario. In this situation, members join together in restricting their efforts and performance contributions.

What are the implications of this relationship between norms and cohesiveness? Basically it boils down to this: Each of us should be aware of what can be done to build both positive norms and high cohesiveness in our teams. In respect to cohesiveness, this means such things as keeping team size as small as possible, working to gain agreements on team goals, increasing interaction among members, rewarding team outcomes rather than individual performance, introducing competition with other teams, and putting together team members who are very similar to one another.

Cohesiveness is the degree to which members are attracted to and motivated to remain part of a team.

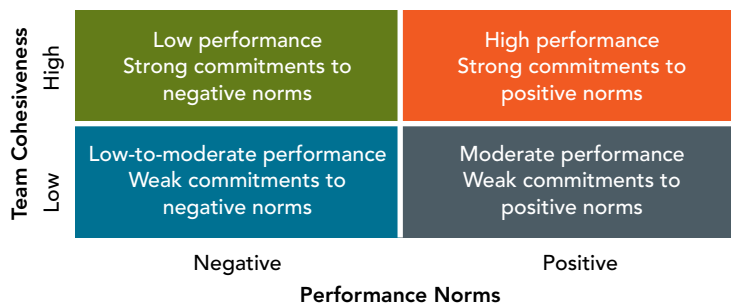


FIGURE 13.4 How Do Norms and Cohesiveness Influence Team Performance?

Group norms are expected behaviors for team members; cohesiveness is the strength of attraction members feel toward the team. When cohesiveness is high, conformity to norms is high. Positive performance norms in a highly cohesive group create a desirable situation, with high-performance outcomes likely. However, negative performance norms in a highly cohesive group can be troublesome; conformity by members to the negative norms creates low-performance outcomes.