

STUDYGUIDE

Takeaway 13.2

What Are the Building Blocks of Successful Teamwork?

Terms to Define

Centralized communication network	Disruptive behaviors	Norm	Team diversity
Cohesiveness	Distributed leadership	Performance norm	Team effectiveness equation
Decentralized communication network	Effective team	Restricted communication network	Team IQ
	Heterogeneous teams	Task activity	Team process
	Homogeneous teams		Team virtuousness
	Maintenance activity		

Rapid Review

- An effective team achieves high levels of task performance, member satisfaction, and team viability.
- Important team input factors include the membership characteristics, nature of the task, organizational setting, and group size.
- A team matures through various stages of development, including forming, storming, norming, performing, and adjourning.
- Norms are the standards or rules of conduct that influence the behavior of team members; cohesion is the attractiveness of the team to its members.
- In highly cohesive teams, members tend to conform to norms; the best situation is a team with positive performance norms and high cohesiveness.
- Distributed leadership occurs when team members step in to provide helpful task and maintenance activities and discourage disruptive activities.
- Effective teams make use of alternative communication networks and interaction patterns to best complete tasks.

Questions for Discussion

1. What happens if a team can't get past the storming stage?
2. What can a manager do to build positive performance norms on a work team?
3. Why would a manager ever want to reduce the cohesion of a work group?

Be Sure You Can

- **list** the outputs of an effective team
- **identify** inputs that influence team effectiveness
- **discuss** how diversity influences team effectiveness
- **list** five stages of group development
- **explain** how norms and cohesion influence team performance
- **list** ways to build positive norms and change team cohesiveness
- **illustrate** task, maintenance, and disruptive activities in teams
- **describe** how groups use decentralized and centralized communication networks

Career Situation: What Would You Do?

For quite some time you've been watching the performance of your work team slowly deteriorate. Although everyone seems to like one another, the "numbers" in terms of measured daily accomplishments have now fallen to an unacceptable level. It's time to act. What will you look at to identify likely problem issues? What steps might you take to get this team back on track and improve its overall effectiveness?