

# STUDYGUIDE

## Takeaway 13.3

### How Can Managers Create and Lead High-Performance Teams?

#### Terms to Define

|               |                     |                    |                      |
|---------------|---------------------|--------------------|----------------------|
| Accommodation | Compromise          | Decision making    | Substantive conflict |
| Avoidance     | Conflict            | Emotional conflict | Team building        |
| Collaboration | Conflict resolution | Groupthink         |                      |
| Competition   | Consensus           |                    |                      |

#### Rapid Review

- Team building is a collaborative approach to improving group process and performance.
- Teams can make decisions by lack of response, authority rule, minority rule, majority rule, consensus, and unanimity.
- Groupthink is the tendency of members of highly cohesive teams to lose their critical evaluative capabilities and make poor decisions.
- Conflict occurs as disagreements between people over substantive or emotional issues.
- Tendencies toward cooperativeness and assertiveness create the interpersonal conflict management styles of avoidance, accommodation, compromise, competition, and collaboration.

#### Questions for Discussion

1. How does consensus differ from unanimity in group decision making?
2. Is groupthink found only in highly cohesive teams, or could it exist in precohesive ones?
3. When is it better to avoid conflict rather than directly engage in it?

#### Be Sure You Can

- **describe** how team building might help one of your groups
- **list** and discuss the different ways groups make decisions
- **define** the term “groupthink” and identify its symptoms
- **list** at least four ways teams can avoid groupthink
- **differentiate** substantive and emotional conflict
- **explain** the conflict management styles of avoidance, accommodation, competition, compromise, and collaboration

#### Career Situation: What Would You Do?

The members of the executive compensation committee that you are chairing show a high level of cohesiveness. It's obvious that they enjoy being part of the committee and are proud to be on the organization's board of directors. But the committee is about to approve extraordinarily high pay bonuses for the CEO and five other senior executives. This is occurring at a time when executive pay is getting lots of criticism from the press, unions, and the public at large. What can you do to make sure groupthink doesn't cause this committee to make a bad decision?