For my home team: Bob, Sam, Ray, and Anna
BRIEF CONTENTS

PART 1 Building the Team 1
Chapter 1 Types of Teams  3
Chapter 2 Designing the Team  26
Chapter 3 Leading Teams  51
Chapter 4 Team Cohesion and Trust  82

PART 2 Team Performance  109
Chapter 5 Performance and Productivity  111
Chapter 6 Team Communication and Collective Intelligence  133
Chapter 7 Team Decision Making  163
Chapter 8 Managing Team Conflict  196
Chapter 9 Creativity and Innovation in Teams  219

PART 3 Teams in Organizations  249
Chapter 10 Subgroups and Multi-Teams  251
Chapter 11 Team Networking and Social Capital  275
Chapter 12 Virtual Teamwork  299
Chapter 13 Multicultural Teams  323

Appendix 1 Rewarding Teamwork  345
Appendix 2 Managing Meetings  361
Appendix 3 Creating Effective Study Groups  371

References  374
Name Index  434
Subject Index  449
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 Common Type of Team 20
  Team Size 20
  Team Autonomy versus Manager Control 20
  Team Longevity 20
  The Most Frustrating Aspect of Teamwork 20
### Chapter 2 DESIGNING THE TEAM

#### Team Design

**Define the Goal**
- Ends vs. Means
- Performance vs. Learning Goals
- Promotion vs. Prevention Goals
- Goal fit
- Pre-Planning vs. On-line Planning
- Timelines and Time Pressure
- Capacity Problems vs. Capability Problems

**Selecting Team Members**
- Member-Initiated Team Selection
- Optimal Team Size
- Skills, Talents, and Abilities
- Roles and Responsibilities
- Diversity

**Processes: How to Work Together**
- Task vs. Outcome Interdependence
- Transition and Action Processes

**Structure**
- Norms
- Team Coaching

### Chapter 3 LEADING TEAMS

**Leadership Versus Management**

**The Leadership Paradox**

**Leaders and the Nature–Nurture Debate**
- Trait Theories of Leadership
- Incremental Theories of Leadership

**Leadership Styles**
- Task Versus Person Leadership
- Transactional Versus Transformational Leadership
Contents

Autocratic Versus Democratic Leadership 62
Leader Mood 65
Expectations of Leaders 66
Implicit Leadership Theories 66
Prototypicality 66
Status & Uncertainty 66
Leader–Member Exchange 68
Attributes that Influence Differential Treatment 68
Advantages of Differential Treatment 69
Disadvantages of Differential Treatment 70
Power 70
Sources of Power 71
Power Distance 72
Using Power 73
Effects of Using Power 73
Participative Management 74
Task Delegation 77
Parallel Suggestion Involvement 77
Job Involvement 79
Organizational Involvement 79
Chapter Capstone 81

Chapter 4 TEAM COHESION AND TRUST 82
Team Identity 83
Group Entitativity 83
Group Identity 83
Identity Fusion 84
Common Identity and Common Bond Groups 84
Relational and Collective Identity 84
Self-verification vs. Group-verification 85
Team-Member Exchange 85
Group-serving Attributions 87
Group Potency and Collective Efficacy 87
Team Efficacy and Performance 87
Group Mood and Emotion 88
Group Affect and Performance 90
Emotional Contagion 90
Behavioral Entrainment 91
Emotional Nonconformity 92
Part 2  Team Performance  109

Chapter 5  PERFORMANCE AND PRODUCTIVITY  111
An Integrated Model of Team Performance  112
Team Context  112
Organizational Context  113
Team Design  113
Team Culture  113
Essential Conditions for Successful Team Performance  114
Expertise  115
Engagement  118
Execution  126
Performance Criteria  128
Productivity  128
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 a TMS 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
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  180
  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  197
  Task Conflict  199
  Process Conflict  199
  Impact on Performance  200
  Personality & Conflict  202
  Team Identification  202
  Power & Conflict  202
  Organizational Climate and Conflict  203
  Global Culture and Conflict  203

Types of Conflict  204
  Proportional and Perceptual Conflict  204
  Conflict States vs. Conflict Processes  205
  Conflict Contagion  205
  Distributive vs. Procedural Conflict  205
  Equity, Equality and Need  205
  Minority and Majority Conflict  207
  Work–Family Conflict  209
  Organizational Culture Conflict  209

Conflict Management  209
  Conflict Modes  209
  Contingency Theory of Task Conflict and Performance in Teams  211
  Investment Model of Conflict  212
  Wageman and Donnenfeld’s Conflict Intervention Model  214
  Interests, Rights, and Power Model of Disputing  216
  Chapter Capstone  217

Chapter 9  CREATIVITY AND INNOVATION IN TEAMS  219

Nature vs. Nurture  220

Creativity Versus Innovation  221
  Convergent versus Divergent Thinking  221
  Radical versus Incremental Innovation  223
  Creative Realism  224
  Fluency, Flexibility, and Originality  226
  Exploration versus Exploitation  227

Brainstorming Versus Brainwriting  228
  Brainstorming  228
  Brainstorming versus Nominal Group  229
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
Chapter 12 VIRTUAL TEAMWORK  299

Place–Time Model of Social Interaction  300
Face-to-Face Communication  301
Same Time, Different Place  303
Different Time, Same Place  305
Different Place, Different Time  306

Information Technology and Social Behavior  309
Reduced Status Differences: The Weak Get Strong Effect  309
Equalization of Participation  310
Increased Time to Make Decisions  310
Information Suppression  311
Risk Taking  311
Disinhibition and the Negativity Effect  312
Task Performance and Decision Quality  312
Trust and Rapport  313

Virtual, Hybrid, and Traditional Teams  313
Prevalence  313
Advantages  314
Identification  315
Leadership  315
Attention and Problem-Solving  316
Conflict  316
Geographic Faultlines  316

Enhancing Virtual Teamwork  317
Team Formation  317
Technology  317
Shared Mental Models  318
Boundary Objects  319
Initial Face-to-Face Experience  320
Objective Self-Awareness  321
Integrity  321
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
  Fusion Teamwork  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
PREFACE

Making the Team has two audiences: leaders and team members. For leaders, the book provides direction about how teams can be designed to function optimally; for team members, the book focuses on the skills necessary to be productive.

Since the publication of the first five editions, many advances have occurred in team and group research. Every chapter has new information, new research, updated examples, and more. Specifically, I have made the following major changes to the sixth edition of Making the Team:

1. Revised chapter structure: The order of the chapters is slightly changed to reflect the revised three-part structure of the book: Building the Team, Team Performance, and Teams in Organizations. The book still contains 13 chapters (suitable for semester or quarter-length courses). Rewarding Teamwork is now an appendix. And Virtual Teams and Multicultural Teams are each separate chapters.

2. Internal structure of chapters: Most of the chapters have new subheads that reflect new theories, research, and topics.

3. New, updated research: True to the book’s defining characteristic—providing managers with the most up-to-date research in a digestible fashion—I have included the latest research about teamwork and group behavior, thus keeping the book true to its strong research focus and theory-driven approach.

4. Surveys of managers and executives: The updated research also reports on the survey of executives that we have conducted at Kellogg for the past 17 years. The survey in the first edition reported the responses of 149 managers and executives; the sixth edition has a database of more than 1,200 team managers.

5. New research studies: More than 220 new research studies have been cited.

6. More case studies: I have included more examples and illustrations of effective (as well as ineffective) teamwork. More than 160 new case studies and examples of actual company teams have been added. And, each chapter has a new, updated opening example.

7. Illustrations and examples: Many of the concepts and techniques in the chapters are supplemented with illustrations and examples from real teams, both contemporary and historical. I do not use these examples to prove a theory; rather, I use them to illustrate how many of the concepts in the book are borne out in real-world situations.

New exercises, cases, and supplemental material: The supplemental material and teaching support materials have been greatly improved so as to complement the text. This allows students to have a more integrated experience inside and outside of the classroom. The book strongly advocates experientially based teaching, and the instructor now has even more options for making the concepts come alive in the classroom. All of the supplements are available on Pearson’s Instructor’s Resource Center; instructors should contact a Pearson sales representative to be assigned a user name and password. I have also developed a MOOC (massive online open course) that anybody, anywhere in the world can enroll in for no charge: High Performance Collaboration: Leadership, Teamwork, and Negotiation (on coursera). In addition, I have developed Teamwork
Preface


The revision was sparked not only by advances—as well as calamities—in the corporate world, but even more, by the great scientific research about teamwork that my colleagues have relentlessly contributed to the field of management science in the years since the first edition was published.

One of the reasons why I love this field is that there are so many wonderful people with whom to collaborate. The following people have had a major impact on my thinking and have brought joy and meaning to the word collaboration: Cameron Anderson, Linda Babcock, Max Bazerman, Terry Boles, Jeanne Brett, Susan Brodt, John Carroll, Hoon-Seok Choi, Taya Cohen, Jennifer Crocker, Susan Crotty, Jeanne Egmon, Hal Ersner-Hershfield, Gary Allen Fine, Craig Fox, Adam Galinsky, Wendi Gardner, Dedre Gentner, Robert Gibbons, Kevin Gibson, James Gillespie, Rich Gonzalez, Deborah Gruenfeld, Brian Gunia, Erika Hall, Reid Hastie, Andy Hoffman, Elizabeth Seeley Howard, Molly Kern, Peter Kim, Shiri Kaplan, Rod Kramer, Laura Kray, Terri Kurtzburg, Sujin Lee, Geoffrey Leonardelli, John Levine, Allan Lind, George Loewenstein, Jeff Loewenstein, Bob Lount, Denise Lewin Loyd, Brian Lucas, Beta Mannix, Kathleen McGinn, Vicki Medvec, Tanya Menon, Dave Messick, Terry Mitchell, Don Moore, Michael Morris, Keith Murnighan, Janice Nadler, Maggie Neale, Erika Petersen, Kathy Phillips, Jason Pierce, Robin Pinkley, Jo-Ellen Pozner, Mark Rittenberg, Ashleigh Rosette, Ken Savitsky, David Schonthal, Vanessa Seiden, Catherine Shea, Marwan Sinaceur, Ned Smith, Harris Sondak, Tom Tyler, Leaf Van Boven, Kimberly Wade-Benzoni, Cindy Wang, Junwen Wang, Laurie Weingart, Judith White, and Elizabeth Ruth Wilson.

The revision of this book would not have been possible without the dedication, organization, and creativity of Ellen Hampton, Larissa Tripp, and Joel Erickson, who created the layout, organized the information, edited the hundreds of drafts, mastered the figures, organized the permissions for the exhibits in each chapter, and researched many of the case studies for this book.

In the book, I talk quite a bit about the “power of the situation” and how strongly the environment shapes behavior. The Kellogg School of Management is one of the most supportive, dynamic environments that I have ever had the pleasure to be a part of. My colleagues across the Kellogg School are uniquely warm, constructive, and generous. Directing the KTAG (Kellogg Team and Group) Center has been a pleasure beyond compare. I am very grateful for the generous grants I have received through the years from the National Science Foundation’s Decision, Risk and Management Program, the Kellogg Team and Group Center, and its sister, the Dispute Resolution Research Center.

This book is very much a team effort of the people I have mentioned here; their talents are diverse, broad, and extraordinarily impressive. I am deeply indebted to my colleagues and students, and I am grateful that they have touched my life. I would like to thank Paul Capobianco for the photograph of the University of Wisconsin Men’s Heavy Weight Varsity rowing team: Cox: Brandt Roen, 8: Sam Weeks, 7: Sebastian Amberger, 6: James Lueken, 5: Christoph Bub, 4: Jonah van der Weide, 3: George Perrett, 2: Nick Montalvo, Bow: Jacob Hurlbutt.