

Subject Index

- ability, 43–4, 49–52
- achievement-orientated leadership style, 83
- action and performing teams, 28
- action plans, 108
- affection, 44–5
- age, 56
- aggressive approach, 194
- agreeableness, 43
- ambassadorial activities, 205
- appraisal support 181
- Aston Organization Development (AOD), 115–17, 204
- Aston Team Performance Inventory (ATPI), 97
- Assertiveness, 194
- asynchronous technologies, 229
- attraction-selection-attrition model (ASA), 52
- authority, 65, 77
 - obedience to, 139
- autonomy, 30–31, 77–8, 182, 243–3, 265
- away days, 93–4
- baseball, 23–4
- basketball, 23–4
- Bay of Pigs invasion, 136–7, 142
- blame cultures, 140
- brain-netting, 164
- brainstorming, 23–5, 161–5
 - negative, 146, 164
 - techniques, 162–7
- brainwriting pool, 163–4
- Categorization-Elaboration Model (CEM), 248
- Challenger space shuttle disaster, 142
- change, 1, 5, 18–20, 91, 146–8, 151–2, 155–8, 169, 214–16
 - see also* innovation; team innovation
- charisma, 83, 84
- coaching, 64, 72–3, 197
 - agreeing goals, 76
 - giving feedback, 75–6
 - listening, 72–4
 - recognizing and revealing feelings, 74–5
- cohesiveness, 89, 135–6, 137
- Combat Games Ltd., 87
- commitment to excellence
 - see* task focus
- communication skills, 127
- company worker/implementer, 47

- complacent team, 8–10
- completer finishers, 48
- conflict, 188
 - see also* team conflict
- conformity, 138–9
- conscientiousness, 43
- constructive controversy, 142–5
- control, 44–5
- coordinator, 46
- Countrywide Financial, 242
- creativity, 20, 23–5, 69, 155
 - techniques, 162–7
- Crew Resource Management Training (CRM), 97–8
- cross-functional teams, 18, 213
- Cuba, 136–7, 145
- culture, 26–7
 - diversity, 56–7
- customer needs, 113–14
- decision making, 22–3, 125–9
- defensive routines, 139–40
- devil's advocacy, 145
- differentiators, 115–16
- diversity, 18, 43, 52–9, 229–30, 246–8
 - demographic diversity, 55–7
 - functional diversity, 53–5
 - implications, 58–9
 - personal diversity, 55
 - relations-oriented diversity, 53
 - task-related diversity, 52
- domains, 115
- domination, 127
- double-loop learning, 70
- driven team, 8–10
- dysfunctional team, 8–10
- economic logic, 116
- education, 208
- effectiveness
 - see* team effectiveness
- effort, 21–2, 25–6
- egocentrism, 127
- egocentrism fallacy, 70
- emotional intelligence, 80
- emotional support, 177–9
- emotions, 174–6, 177
- empathy, 80
- enacted support, 177
- exploration, 161
- extraversion, 43
- facilitative leadership, 83
- fault lines, 230
- favouritism, 71
- feedback, 75–6
 - see also* performance feedback
- flaming, 233
- formal reviews, 92–4
- free-riding, 22
- fundamental attribution error, 190
- fundamental interpersonal relations
 - orientations (FIRO), 45
- gainsharing, 16
- gender, 56
- goals, 33, 76, 108–11
 - goal orientation, 164
- group polarization, 128
- groupthink, 128, 136–8
- hidden profile, 127
- hierarchy effects, 127
- home and work life balance, 184
- human resource management (HRM),
 - 19, 20, 203, 209–10
- humility, 84
- humour, 185–6
- Ideation, 161
- Implementation, 162
- Inclusion, 44
- information sharing, 124–5, 126
- information, from organizations, 208
- informational support, 179–80
- innovation, 7, 9, 15–16, 18, 69, 156–60,
 - 168, 213
- instrumental support, 180
- interaction, 120–122
- interdependence, 244–6
- interpersonal conflict, 189, 193–5
- interpersonal KSAs, 50
- inter-team relations/cooperation, 3, 7,
 - 69, 110, 210

- introversion, 44
- intuition, 44
- invulnerability fallacy, 70

- job enrichment, 182–4
- judging, 44

- Kennedy, Bobby, 137, 145
- Kennedy, President, 136–7, 145
- Key Performance Indicators (KPIs), 248, 249
- knowledge, skills and attitudes (KSAs), 49–52, 235–6
 - questionnaire, 51–2

- leadership styles, 83
- leading, 63–6
 - see also* team leaders
- learning, 18
- listening
 - active, 72
 - drawing out, 73
 - open, 73
 - reflective, 73–4
- Loxley Engineering Ltd., 149

- managing, 64, 67–71
- mediation, 195
- meetings, 122–3, 166–7
 - top team, 257–9
- mining, 16–7
- minority group influence, 148–50, 214–15
- mission statements, 108–10
- monitor evaluator, 48
- multi-team systems (MTS), 202
- Myers-Briggs Type Indicator, 44–5

- National Health Service (NHS), 14–15, 250
- negative brainstorming, 146, 164
- neuroticism, 43

- obedience to authority, 139
- objectives
 - see* organizational objectives; team objectives
- omnipotence fallacy, 70
- omniscience fallacy, 70
- openness to experience, 43
- organizational objectives, 18, 113, 207, 213
- organizations, 201
 - HRM department, 19, 20, 203, 209–10
 - innovation, 155–6
 - relationship with teams, 205–7
 - requirements from teams, 213–16
 - support for teams, 78, 159, 248–50
 - team-based working, 17–20, 27–8, 202

- Participation, 119–25, 135–6, 157
- passive approach, 194
- passive-aggressive approach, 194
- perceiving, 44
- performance feedback
 - individuals, 75–6
 - team, 33, 51, 75–6, 205–6, 208–9
- personality factors, 43–6, 127
- piggy-backing, 163
- plants, 47
- problem solving, 22–3, 160–162
- process gains, 25–7
- process losses, 22
- production blocking effect, 24, 128
- production teams, 28
- project and development teams, 28
- pseudo teams, 14–15
- psychology of inevitability, 193–4

- Quality, 17–18, 113

- Reflexivity, 5, 10, 260, 267
 - see also* social reflexivity; task reflexivity
- relations-orientated diversity, 53
- resilient team, 8–10
- resource investigator, 47
- resources, 208
- responsibility, 128
 - corporate social, 255–7
- reward systems, 211–13
- Robber's Cave studies, 216–17

- role clarification and negotiation, 32,
100–101
- Rusk, Dean, 137
- safety in teams, 131–3, 157
- selection, 161–2
- satisficing, 129
- scouting activities, 206
- self-awareness, 80
- self-discipline, 43
- self-management, 80
 - self-management KSAs, 50
- self-managing teams, 84–5
- sensing, 44
- servicer receiver needs, 113
- service teams, 28
- shaper, 47
- similarity-attraction theory, 52
- size, 27, 65
- skill mix, 53
- skill variety, 182
- skills, 49–52, 182
- social awareness, 80
- social climate, 184–6
- social conformity, 127
- social laboring, 25–7
- social loafing, 21, 25–7, 31–4, 128
- social process interventions, 89,
98–9
- social reflexivity, 6–12
- social skills, 49
- social support, 176–81, 186
- specialist, 48
- Springwood primary healthcare team,
109–11
- stakeholder analysis, 146–7, 147–8,
161–2, 166
- statisticized groups, 23
- status effects, 127
- stepladder technique, 129–31, 141
- strategy, 115–17
 - differentiators, 116
 - domains, 115
 - economic logic, 116
 - sequences and stages, 116–17
 - vehicles, 115–16
- strategy and policy teams, 28
- support
 - appraisal, 176–7, 181
 - emotional, 176–9
 - informational, 176, 179
 - for innovation, 156, 157, 159
 - instrumental, 176, 180
 - from organizations, 207–9
 - supportive leadership style, 83
- synchronous technologies, 229
- synergy, 15, 22
- table of elements, 165–6
- targets, 207
- task conflict, 189
- task coordinator activities, 205–6
- task design, 243–5
- task effectiveness, 6–7
- task feedback, 182
- task focus, 142–5
 - and team innovation, 155, 159
- task identity, 182
- task performance, 174
- task reflexivity, 6–12, 69, 101–2
- task significance, 182
- task-related diversity, 52–3
- task-related problems, 95–7
- tasks, 6, 29–31
 - design, 78
 - and team effectiveness, 30, 31
 - and team leaders, 65
- team bridging, 216–17
- team building, 87
- Team Climate Inventory, 97
- team climate relationships, 114
- team conflict
 - organizational causes, 191–3
 - resolving, 189–91
 - top teams, 262–3
 - types, 189
- team decision making
 - see* decision making
- team defence mechanisms, 139–40
- team development, 89
 - stages, 89–91
- team effectiveness, 6–8
 - building, 31–4
 - measuring, 34–5

- team functioning, task and social elements, 6–8
- team innovation, 7, 69, 156–60, 168, 210
 - influences, 167–8
 - questionnaire, 158
- team leaders, 58–9, 60
 - coaching, 62, 72–6
 - decision making, 128
 - developing skills, 79–81
 - effective, 66
 - emotional intelligence, 80
 - fallacies, 70
 - favouritism, 71
 - and groupthink, 137–8
 - leading, 63–6
 - managing, 67–71
 - mediation, 195–7
 - problems between teams, 217–18
 - selection, 203
 - self-management teams, 84–5
 - styles, 83
 - tasks, 61–3
 - trip wires, 77–9
 - trust, safety and support, 132
 - see also* transactional leaders; transformational leaders
- team members
 - difficult, 195–7
 - emotions, 174–5
 - growth and development, 182–4
 - reward systems, 211
 - selection, 42–3, 203
 - well-being, 6–7, 69, 114, 176–7, 210
- team objectives, 7–8, 14, 67, 78, 92, 107–13, 207, 213, 245, 252–3
- team outcomes, 68–9
- team participation, 119–25, 135–6, 157
- top team, 254–5
- team roles, clarification and negotiation, 32, 100–101
- team potency, 4, 122, 151
- team process conflict, 189
- team reflexivity, 5, 10, 260, 267
 - questionnaire, 9–10
- Team Roles Inventory, 46–8
- team safety, 131–3, 157
- team size, 27, 65
- team start-up, 92
- team training
 - addressing known task-related problems, 96–7
 - cross training, 88
 - formal reviews, 92–4
 - identifying problems, 97
 - self-correction, 88
 - social process interventions, 98–9
 - team coordination and adaptation, 88
 - team start-up, 92
- team viability, 6, 7, 9–10, 69, 176–7
- team vision, 107, 113–15, 135–6, 156, 214
 - ability to develop, 112–3
 - attainability, 112
 - clarity, 111
 - defining, 107–11
 - elements, 113–15
 - motivating value, 111
 - sharedness, 112
 - and team innovation, 156–8
- team worker, 48
- team working, 13–5
 - benefits, 14–16
 - drawbacks, 21–2
 - organizational benefits, 17–19
- team-based working (TBW), 202–5
- technical assistance, 209
- teleworking, 226
- time-out, 71
- Top Management Teams (TMTs), 241
 - processes, 251–4
- transactional leaders, 81, 82
- transformational leaders, 81–2
- values, 111–12
- vehicles, 115–16
- verbal support, 176
- Verifone, Inc., 222–4
- viability, 6, 7, 69
- virtual team processes, 231–5

- cohesion, 232
- conflict, 232–3
- trust, 231–2
- virtual team working, 226
- virtual teams, 221
 - advantages and disadvantages, 227–8
 - effectiveness, 228
 - lifecycle, 235–8
 - processes, 231–5
- vision
 - see* team vision
- wisdom, 70
- work and home life balance, 184
- work safety, 16
- work team, 27–8

