

Management 207

“Teams”

A thorough literature review

Raffaello Curtatone
MBA student at Hofstra University
rcurtal@pride.hofstra.edu

Dr. Hal Lazarus

Keywords: Cross-Cultural Teams, Diversity, Team Management, Literature Review

Index

Introduction.....	3
What do we know about teams?	3
Independent and Interdependent Teams	3
Self-managed Teams.....	4
Project Teams.....	4
Sports Teams.....	4
Virtual Teams.....	5
Not All Groups are Teams	5
What is the chronology of the development of knowledge about teams?	5
Are there any gaps in knowledge of teams? Which openings for research have been identified by other researchers? How can these gaps be bridged?.....	5
Is there a consensus on relevant issues? Or is there significant debate on issues? What are the various positions?.....	6
What is the most fruitful direction for the research as the result of the literature review? What directions are indicated by the work of other researchers?.....	6
Journal Articles	6
Conference Proceedings.....	9
Books	9
Dissertations; Theses and Research Reports.....	10
Case study	10
Conceptual paper.....	17
General review	20
Literature review	22
Research paper	23
Technical paper.....	32
Viewpoint.....	33
Company Reports and Manuals	34
Information from the World Wide Web	34
Personal Communications.....	34
Conclusions.....	34
Recommended readings on literature reviews and research methods:	35

Introduction

After having been introduced as the last resource of motivation, and enthusiasm among company's employees, teams got a lot of attentions from researchers and literates. There are teams in the work environment, in the sports, and at school. They are in US, Canada, Europe, Australasia, and mixed. Cross-cultural differences have been put under lenses in order to determine what are the difficulties, how the performances are being reduced from communication, cultural, and dimensional matters. Technology helped creating "virtual teams", a blog can be a virtual team where people communicate faster, assisted from the internet, and don't need to be in the same place. Globalization increased significantly the need to study cultural differences among people from all over the world. A question I have having reviewed the literature about teams is: is there any relationship between team performances and sharing fundamental values?

The companies are always concerned about having employees understanding policies, company's view, and the mission statement. I know that the priority number one getting a job is the money, but if now the companies want to have the heart together with the body of the person working for them in exchange of money, they will need to have fundamental values, to believe in them as you would for the religion and select their employees accordingly. Putting together people at that time will be easier, countries distant thousands miles from one another will never be so close. I speak like this because I had personal experiences about this issue and I can tell. Sometimes I worked with people of my country and I had the hardest time of my life. Some other I worked with members of other societies and they looked so close to my thinking I could have confused them for my brothers.

What do we know about teams?

The word 'team' derives from the use of oxen or bullocks shackled together to create a focused, shared force for transporting heavy materials. A team comprises a group of people or animals linked in a common purpose. Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks.

A group in itself does not necessarily constitute a team. Teams normally have members with complementary skills and generate synergy through a coordinated effort which allows each member to maximize his or her strengths and minimize his or her weaknesses.

Independent and Interdependent Teams

Of particular importance is the concept of different types of teams. A bright line is usually drawn between "independent" and "interdependent" teams. To continue the sports team example, a rugby team is clearly an interdependent team:

- no significant task can be accomplished without the help of any of the members;
- within that team members typically specialize in different tasks (running the ball, goal kicking & scrum feeding), and
- the success of every individual is inextricably bound to the success of the whole team. No Rugby player, no matter how talented, has ever won a game by playing alone.
- On the other hand, a tennis team is a classic example of an independent team:
- matches are played and won by individuals or partners,
- every person performs basically the same actions, and whether one player wins or loses has no direct effect on the performance of the next player. If all team members each perform the same basic tasks, such as students working problems in a math class, or outside sales employees making phone calls, then it is likely that this team is an independent team. They may be able to help each other — perhaps by offering advice or practice time, by providing moral support, or by helping in the background during a busy time — but each individual's success is primarily due to each individual's own efforts. Tennis players do not win their

own matches merely because the rest of their teammates did, and math students do not pass tests merely because their neighbors' know how to solve the equations.

Coaching an "interdependent" team like a football team necessarily requires a different approach from coaching an "independent" team because the costs and benefits to individual team members — and therefore the intrinsic incentives for positive team behaviors — are very different. An interdependent team benefits from getting to know the other team members socially, from developing trust in each other, and from conquering artificial challenges (such as offered in outdoors ropes courses).

Independent teams typically view these activities as unimportant, emotion-driven time wasters. They benefit from more intellectual, job-related training. The best way to start improving the functioning of an independent team is often a single question, "What does everyone need to do a better job?"

Self-managed Teams

Normally, a manager acts as the team leader and is responsible for defining the goals, methods, and functioning of the team. However, interdependencies and conflicts between different parts of an organization may not be best addressed by hierarchical models of control.

The main idea of the self-managed team is that the leader does not operate with positional authority. In a traditional management role, the manager is responsible for providing instruction, conducting communication, developing plans, giving orders, and disciplining and rewarding employees, and making decisions by virtue of his or her position. In this organizational model, the manager delegates specific responsibility and decision-making authority to the team itself, in the hope that the group will make better decisions than any individual. Neither a manager nor the team leader makes independent decisions in the delegated responsibility area. Decisions are typically made by consensus in successful self-managed teams, by voting in very large or formal teams, and by hectoring and bullying in unsuccessful teams. The team as a whole is accountable for the outcome of its decisions and actions.

Self-managed teams operate in many organizations to manage complex projects involving research, design, process improvement, and even systemic issue resolution, particularly for cross-department projects involving people of similar seniority levels. While the internal leadership style in a self-managed team is distinct from traditional leadership and operates to neutralize the issues often associated with traditional leadership models, a self-managed team still needs support from senior management to operate well.

Self-managed teams may be interdependent or independent. Of course, merely calling a group of people a self-managed team does not make them either a team or self-managed.

As a self-managed team develops successfully, more and more areas of responsibility can be delegated, and the team members can come to rely on each other in a meaningful way.

Project Teams

A team used only for a defined period of time and for a separate, concretely definable purpose, often becomes known as a project team. Managers commonly label groups of people as a "team" based on having a common function. Members of these teams might belong to different groups, but receive assignment to activities for the same project, thereby allowing outsiders to view them as a single unit. In this way, setting up a team allegedly facilitates the creation, tracking and assignment of a group of people based on the project in hand. The use of the "team" label in this instance often has no relationship to whether the employees are working as a team.

Sports Teams

A sports team is a group of people which play a sport together. Members include all players (even those who are waiting their turn to play) as well as support members such as a team manager.

Virtual Teams

A virtual team consists of members joined together electronically, with nominal in-person contact. Virtual teaming is made possible with technology tools, especially the Internet. This allows teams to be formed of players otherwise unavailable. Research can be performed using input from the best minds around the world. Work projects can be completed by spreading the workload among long-distance players. Many businesses build their competitive edge on the capabilities and efficiencies of virtual teams.

Not All Groups are Teams

Some people also use the word "team" when they mean "employees". A "sales team" is a common example of this loose or perhaps euphemistic usage, though interdependencies exist in organizations, and a sales team can be let down by poor performance on other parts of the organization upon which sales depend, like delivery, after-sales service, etc.. However "sales staff" is a more precise description of the typical arrangement.

What is the chronology of the development of knowledge about teams?

Theorists in business in the late 20th century popularized the concept of constructing teams. Differing opinions exist on the efficacy of this new management fad. Some see "team" as a four-letter word: overused and under-useful. Others see it as a panacea that finally realizes the human relations movement's desire to integrate what that movement perceives as best for workers and as best for managers. Still others believe in the effectiveness of teams, but also see them as dangerous because of the potential for exploiting workers — in that team effectiveness can rely on peer pressure and peer surveillance.

Although extremely popular in recent decades, cross-cultural management is a relatively new topic in the management literature. It was almost completely neglected up to the 1970's. In the early eighties, less than five percent of organizational behavior articles published in world's leading management journals was discussing cross-cultural issues (Adler, 1983). However, as more companies around the globe were deciding to go international and as the composition of the labor force in Western countries was getting more diverse, it became obvious that one size does not fit all. A growing body of evidence suggested that the Western way of human resource management in general, and team management in particular, was not the best one when working with individuals from other parts of the world. This led to an explosion of interest in cross-cultural issues in management literature.

Are there any gaps in knowledge of teams? Which openings for research have been identified by other researchers? How can these gaps be bridged?

Team size and composition affect the team processes and outcomes. The optimal size (and composition) of teams is debated and will vary depending on the task at hand. At least one study of problem-solving in groups showed an optimal size of groups at four members. Other works estimate the optimal size between 5-12 members. Less than 5 members results in decreased perspectives and diminished creativity. Membership in excess of 12 results in increased conflict and greater potential of sub-groups forming.

David Cooperrider suggests that the larger the group, the better. This is because a larger group is able to address concerns of the whole system. So while it may not be effective at solving a given task, Cooperrider asks us to consider the relevance of that task: "effective at what?"

Regarding composition, all teams will have an element of homogeneity and heterogeneity. The more homogeneous the group, the more cohesive it will be. The more heterogeneous the group, the greater is the difference in perspective and increased potential for creativity, but also the greater potential for conflict. Cultural differences have been studied in relation to culture-specific

perceptions of justice and their effects on team dynamics (Leung & Morris, 2000, Mueller & Clarke, 1998), leadership styles (Ardichvili, 2001, Ensari & Murphy, 2003), group decision making behavior (Chung & Adams, 1997), motivation (Fisher & Yuan, 1998), negotiation styles (Butter & Leung, 1998), cognitive processes (Abramson, Keating, & Lane, 1996), cross-cultural perceptions of ethics (Armstrong, 1996, Beekun, et al., 2003, Christie, et al., 2003), trust (Kiffin-Petersen & Cordery, 2003), satisfaction and commitment (Schippers, M. C., Den Hartog, D. N., Koopman, P. L., & Wienk, J. A., 2003) and sexual harassment (Luthar & Luthar, 2002). Later, models of cultural differences offered by Schwartz, Trompenaars and Maznevski were used for similar types of analysis (Gopalan & Thomson, 2003, Singelis, et al., 1999, Steenkamp, 2001, Watkins, et al., 1998) Team members normally have different roles, like team leader and agents. Large teams can subdivide into sub-teams according to need.

Many teams go through a life-cycle of stages, identified by Bruce Tuckman as: forming, storming, norming, performing and adjourning.

Is there a consensus on relevant issues? Or is there significant debate on issues? What are the various positions?

Responses indicate that members of smaller teams participated more actively on their team, were more committed to their team, were more aware of the goals of the team, had greater awareness of other team members, and were in teams with higher levels of rapport. Larger teams are more conscientious than smaller teams in preparing meeting agendas.

Some consensus is there on misunderstanding among team members of cross-cultural teams. Communication strategies that would prevent issues are discussed.

What is the most fruitful direction for the research as the result of the literature review? What directions are indicated by the work of other researchers?

Over the last three decades, the focus of the research has been shifted from a simple description of cross-cultural team behavior towards explanation of the team dynamics, as well as development of guidelines for optimizing the work of cross-cultural teams. Most of the researchers have used Hofstede's (1980) model as a theoretical framework for their analysis. Hofstede's national average cultural indexes have also been frequently used for further analyses¹. Most of the studies in the field of cross-cultural team management were conducted using expert and executive global teams, while diverse teams consisting of grassroots employees have been given little attention.

Journal Articles

[Author(s), (year). Article title, Name of journal, Volume Number, Issue Number, page range.]

Bennis, W. and H. Shepard, (1956). "A Theory of Group Development", *Human Relations*, 9, pp. 415-37.

Shea, G. P. and R. A. Guzzo, (1987). "Group Effectiveness: What Really Matters", *Sloan Management Review*, 3, pp. 25-31

Chao, G. T., Walz, P. M., & Gardner, P. D. (1992). "Formal and informal mentorships: A comparison on mentoring functions and contrast with nonmentored counterparts", *Personnel Psychology*, 45(3), 619-636.

¹ One of the most popular frameworks for analysis of cross-cultural issues in human resource management was that offered by Geert Hofstede (1980a). The model was based on five bipolar dimensions along which cultural differences could be analyzed: high/low power distance, individualism/collectivism, masculinity/femininity, high/low uncertainty avoidance, and long/short time orientation.

- Dockery, K. L. & Sahl, R. J. (1998). "Team mentoring boosts employee development", *Workforce*, 77(8), 31-36.
- Fisher, J. R. Jr. (1998). "Mentoring your way to greatness", *Executive Excellence*, 15(5), 19.
- Flynn, G. (1995). "Group mentoring solves personality conflicts", *Personnel Journal*, 74(8), 22.
- Hadden, R. (1997). "Mentoring and coaching", *Executive Excellence*, 14(4), 17.
- Hardy, L. C. (1998). "Mentoring: A long-term approach to diversity", *HR Focus*, 75(7), 11.
- Jackson, C. (1993). "Mentoring: Choices for individuals and organizations", *International Journal of Career Management*, 5(1), 10-16.
- Kaye, B. & Jacobson, B. (1996). "Reframing mentoring. *Training & Development*", 50(8), 44-47.
- Rogers, B. (1992). "Mentoring takes a new twist", *HR Magazine*, 37(8), 48-51.
- Shea, G. F. (1997). "Mentoring", Menlo Park, CA: Crisp Publications.
- Tyler, K. (1998). "Mentoring programs link employees and experienced execs", *HR Magazine*, 43(5), 98-103.
- Warner, M. J. (1994). "Mentor myths", *Executive Excellence*, 11(12), 20.
- Barker, J., Tjosvold, D., & Andrews, I. R. (1988). "Conflict approaches of effective and ineffective project managers: A field study in a matrix organization", *Journal of Management Studies*, 25(2), pp. 167-177.
- Coser, L. A. (1956). "The functions of social conflict", Glencoe, IL: The Free Press.
- Drinka, T. J. K. (1994). "Interdisciplinary geriatric teams: Approaches to conflict as indicators of potential to model teamwork", *Educational Gerontology*, 20(1), pp. 87- 103.
- Kezsbom, D. S. (1992). "Re-opening Pandora's box: Sources of project conflict in the '90s", *Industrial Engineering*, 24(5), pp. 54-59.
- McDaniel, G., Littlejohn, S., & Domenici, K. (1998). "A team conflict mediation process that really works!", In M. Bullock, C. Friday, K. Belcher, B. Bisset, S. Hurley, C. Foote, & D. Thai (Eds.), *The International Conference on Work Teams Proceedings: 1998* (pp. 67-74). Denton: University of North Texas, Center for the Study of Work Teams.
- Rayeski, E., & Bryant, J. D. (1994). "Team resolution process: A guideline for teams to manage conflict, performance, and discipline", In M. Beyerlein & M. Bullock (Eds.), *The International Conference on Work Teams Proceedings: Anniversary Collection. The Best of 1990 - 1994* (pp. 215-221). Denton: University of North Texas, Center for the Study of Work Teams.
- Sessa, V. I. (1996). "Using perspective taking to manage conflict and affect in teams", *Journal of Applied Psychology*, 32(1), pp. 101-115.

- Thamhain, H., & Wilemon, D. L. (1975). "Conflict management in project life cycles", *Sloan Management Review*, 16(3).
- Weiss, D. H. (1997). "Four steps for managing team storms", *Getting Results For the Hands-On Manager*, 42(7), pp. 7.
- Wisinski, J. (1995). "What to do about conflicts?", *Supervisory Management*, 40(3), pp. 11.
- Amason, A. C. (1996). "Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams", *Academy of Management Journal*, 39(1), 123-148.
- Amason, A. C., Thompson, K. R., Hochwarter, W. A., & Harrison, A. W. (1995). "Conflict: An important dimension in successful management teams", *Organizational Dynamics*, 24(2), 20-35.
- Bens, I. (1997). "Facilitating conflict", In M. Goldman (Ed.), "Facilitating with ease!" (pp. 83-108). Sarasota, FL: Participative Dynamics.
- Bens, I. (1999). "Keeping your teams out of trouble. *Journal of Quality and Participation*", 22(4), 45-47.
- Barrett, J. (1986). "Why major accounting selling works", *Industrial Marketing Management*, 115, 63-73.
- Capozzoli, T. K. (1995). "Conflict resolution: A key ingredient in successful teams", *Supervision*, 56(12), 3-5.
- Desivilya, H. S. (1998). "Using conflict in organizations", *International Journal of Conflict Management*, 9(4), 369-376.
- Eisenhardt, K. M., Kahwajy, J. L., & Bourgeois, L. J. (1997). "Conflict and strategic choice: How top management teams disagree", *California Management Review*, 39(2), 42-62.
- Fisher, K., Rayner, S., & Belgard, W. (1995). "Tips for teams: A ready reference for solving common team problems", NY, NY: McGraw-Hill, Inc.
- Jennsen, O., Van De Vliert, E., & Veenstra, C. (1999). "How task and person conflict shape the role of positive interdependence in management teams", *Journal of Management*, 25(2), 117-141.
- Kezsbom, D. S. (1992). "Bringing order to chaos: Pinpointing sources of conflict in the nineties", *Cost Engineering*, 34(11), 9-16.
- Rayeski, E., & Bryant, J. D. (1994). "Team resolution process: A guideline for teams to manage conflict, performance, and discipline", In M. Beyerlein & M. Bullock (Eds.), *The International Conference on Work Teams Proceedings: Anniversary Collection. The Best of 1990 - 1994* (pp. 215-221). Denton: University of North Texas, Center for the Study of Work Teams.
- Sessa, V. I. (1996). "Using perspective taking to manage conflict and affect in teams", *Journal of Applied Behavioral Science*, 32(1), 101-115.

Tjosvold, D. (1982). "Effects of the approach to controversy on supervisors' incorporation of subordinates' information in decision making", *Journal of Applied Psychology*, 67, 189-193.

Tjosvold, D. (1985). "Implications of controversy research for management", *Journal of Management*, 11, 21-37.

Tjosvold, D. (1986). "Working Together to Get Things Done: Managing for Organizational Productivity", Lexington, MA: Lexington Books.

Tjosvold, D. (1989). "Interdependence approach to conflict in organizations", In M. A. Rahim (Ed.). *Managing Conflict: An Interdisciplinary Approach*. (pp. 41-50). NY: Praeger.

Tjosvold, D. (1991). "The Conflict Positive Organization: Stimulate Diversity and Create Unity", Reading, MA: Addison Wesley.

Tjosvold, D. (1991). "Team Organization: An Enduring Competitive Advantage", Chichester: Wiley.

Tjosvold, D., Dann, V., & Wong, C. (1992). "Managing conflict between departments to serve customers", *Human Relations*, 45(10), 1035-1054.

Tjosvold, D. & Deemer, D. K. (1980). "Effects of controversy within a cooperative context on organizational decision making", *Journal of Applied Psychology*, 65, 590-595.

Tjosvold, D., Morshima, M., & Belsheim, J. A. (1999). "Complaint handling on the shop floor: Cooperative relationships and open-minded strategies", *International Journal of Conflict Management*, 10(1), 45-68.

Conference Proceedings

[Author(s), (year). Article title, Name of conference, Location of conference, page range.]

Judith Kennedy and Annamaria Pinter, (2006). "Developing the professional autonomy of post-experience teachers through extended teamwork". Paper at 41st RELC International Seminar ('Teacher Education in Language Teaching'), SEAMEO Regional Language Centre, Singapore

Judith Kennedy and Annamaria Pinter, (2006). "Developing teacher autonomy through teamwork", Colloquium on 'Collaborative international research into learner autonomy' at the International Symposium on English in Higher Education in the 21st Century, University of Warwick

Sheena Gardner, and Jasper Holmes, (2006). "Sub-headings and assignment types across the disciplines in student written assignments", paper presented at the 18th Euro-international Systemic Functional Linguistics Conference and Workshop, Università degli Studi di Trieste, Gorizia, Italy

Books

[Author(s), (year). Title of article in book, In: Name of book, Edition number, Chapter number, Name(s) of editors, Name of publisher, place of publication.]

Hackman, J. r. ,(1983). "*The Design of Work Teams*", in J. W. Lorsch (ed.) *Handbook of Organizational Behavior*, Englewood Cliffs, N. J.: Prentice-Hall

Leavitt, Harold J., (1975). "*Suppose We Took Groups Seriously*", from *Man and Work in Society*, (Cass and Zimmer, Ed.), Western Electric Co., AT&T

Bowditch, J. L., Buono, A. F. (1997). "*A primer on organizational behavior*" (4th ed.). New York, NY: John Wiley & Sons

Goleman, D. (1995). "*Emotional Intelligence*", New York, Bantam Books

Cattell, R.B. (1987). "*Intelligence: Its structure, growth, and action*", Amsterdam, North Holland

Charles Manz & Henry Sims, Jr (1993) "*Business Without Bosses: How Self-Managing Teams are Building High-Performing Companies*", Publisher: John Wiley & Sons, Inc., New York

Jay R. Galbraith. (1994) "*Competing With Flexible Lateral Organizations*", 2nd edition by Publisher: Addison-Wesley Publishing Company, Reading, Massachusetts

Susan Mohrman, Susan Cohen, & Allan Mohrman, Jr. (1995) "*Designing Team-Based Organizations: New Forms for Knowledge Work*", Center for Effective Organizations at USC. Publisher: Jossey-Bass, San Francisco

Dissertations; Theses and Research Reports

[Author(s), (year). Title in italics. Type of publication, Research Group, Name of institution, Country.]

Case study

Title: The impact of cultural diversity on work team performance: a South-African perspective

Author(s): Deseré Koko

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2003 Volume: 9 Issue: 3/4 Page: 78 - 83

DOI: 10.1108/13527590310482262

Publisher: MCB UP Ltd

Abstract: In a culturally diverse environment, such as that found in South Africa it is imperative that one understands the dynamic elements that make us all different. As these differences influence the way individuals behave, it will influence their interaction in the workplace. The aim of this article is to reflect on the diversity issues as captured in a study conducted on operational level work teams in the security industry. One should expect to find substantial diversity problems where individuals, who traditionally do not have a history of mixing, are now working together to achieve organizational goals.

Title: Works councils and teamwork in a German car plant

Author(s): Thomas Murakami

Journal: Employee Relations

ISSN: 0142-5455

Year: 1999 Volume: 21 Issue: 1 Page: 26 - 45

DOI: 10.1108/01425459910252975

Publisher: MCB UP Ltd

Abstract: The paper contributes to the discussion on works councils and teamwork in the German auto industry. General Motors' Opel plant in Germany has been chosen to study works councils' participation in the process of introducing teamwork, and the effects of teamwork on workers' representation on the shopfloor. The paper discusses the "dual structure" of works councils and

union representatives, and will examine their role during the introduction of teamwork and relationship to their elected team spokespersons. The two key findings are: first, both levels of workers' representation have contributed to the successful introduction of workplace changes and second, team spokespersons can be seen as a third level of workers' representation.

Title: Teamworking and managerial control within a Japanese manufacturing subsidiary in the UK

Author(s): Diana Rosemary Sharpe

Journal: Personnel Review

ISSN: 0048-3486

Year: 2002 Volume: 31 Issue: 3 Page: 267 - 282

DOI: 10.1108/00483480210422705

Publisher: MCB UP Ltd

Abstract: This paper presents an in-depth analysis of processes of "team" working within a shopfloor manufacturing setting. Drawing on ethnographic case studies, the paper examines how human resource management (HRM) practices shaped and influenced the outcomes of "team" work, and addresses the influence of context in examining how and why team-based systems took on their own particular characteristics and processes with both intended and unintended consequences on the shopfloors studied. The paper argues that an interplay of contextual factors (important factors include company history and worker orientation), HRM strategies and features of the socio-technical system (including technology, work organisation and control, and social dimensions of the managerial control system in the teams) influenced team processes and outcomes. This analysis builds on Mueller's work on contextual factors by recognizing the influence of traditional modes of managerial control, management style and company culture.

Title: Survivor Studio @ Philadelphia University: Promoting sustainability in the design studio through collaborative game playing

Author(s): Rob Fleming

Journal: International Journal of Sustainability in Higher Education

ISSN: 1467-6370

Year: 2002 Volume: 3 Issue: 2 Page: 146 - 154

DOI: 10.1108/14676370210422366

Publisher: MCB UP Ltd

Abstract: The paper describes how, in the first few weeks of each semester, the architecture students and faculty at Philadelphia University participate in a Survivor Competition. Inspired by the campy show where contestants battle the elements and each other for a million dollars, Survivor Studio pits teams of design students and faculty against each other to accumulate points in a variety of physical, intellectual and design challenges. Geared towards heightening the students' respect for natural systems, understanding of indigenous cultures and the poetic potential for sustainable technologies, the challenges attempt to develop relationships with the students' non-design studio curriculum. This included a game show on the history of architecture, the reading and interpretation of a novel called *Ishmael: An Adventure of the Mind and Spirit*, and a research documentation project focused on sustainable architecture and technologies developed by indigenous cultures. Physical challenges included scavenger hunts around campus that highlighted strategy, teamwork and knowledge/sensitivity to local environments. The main challenge for the students was to design a small community that could sustain the team without food or power or any supplies for one year. It elaborates on the ideas, pedagogical concepts, teaching strategies and eventual results of the Survivor Studio as a vehicle for exploring new and innovative ways to activate students' imagination, energy and innate knowledge about sustainable design.

Title: The parallel growth of team practices and the Center for the Study of Work Teams

Author(s): Michael M. Beyerlein

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2001 Volume: 7 Issue: 5/6 Page: 93 - 99

DOI: 10.1108/13527590110403649

Publisher: MCB UP Ltd

Abstract: In the past dozen years, significant changes have occurred in the practice and research around work teams. Some of those changes have been captured, spread, or created by the Center for the Study of Work Teams at the University of North Texas. As practices have evolved, the Center has grown to provide education and other resources, including new frames of reference, for the members of organizations working to optimize their collaborative practices.

Title: Exploring team formation processes in virtual partnerships

Author(s): Violina Ratcheva, Shailendra Vyakarnam

Journal: Integrated Manufacturing Systems

ISSN: 0957-6061

Year: 2001 Volume: 12 Issue: 7 Page: 512 - 523

DOI: 10.1108/EUM0000000006231

Publisher: MCB UP Ltd

Abstract: Different types of new ventures require different types of new venture teams in order to operate successfully. Virtual teams formed across organizational boundaries and organized around an opportunity are a relatively new area of research. A review of previous research shows that, although virtual teams have been well defined as a concept, only a few studies have contributed to the understanding of the processes of assembling and maintaining effective inter-organizational teams enabled by new modes of communication. By combining cross-disciplinary theoretical approaches, the reported study presents a conceptual overview of team formation in virtual settings. The findings of the study confirm that interorganizational teams follow special development patterns, which can be described as cyclical self-energizing processes.

Title: Green teams and the management of environmental change in a UK county council

Author(s): Colin Beard, Stephen Rees

Journal: Environmental Management and Health

ISSN: 0956-6163

Year: 2000 Volume: 11 Issue: 1 Page: 27 - 38

DOI: 10.1108/09566160010314161

Publisher: MCB UP Ltd

Abstract: Explores the evolution of a participative, interdepartmental staff "green team" approach to the solving of environmental problems and a move towards a culture change within one of the largest UK local authorities. Reveals how Kent County Council (KCC), over a period of several years, used the largely voluntary effort of a group of dedicated individuals to help with a corporate move towards sustainability. Explores the management of these people in the process of cultural change and acknowledges that grass-roots participative environmental change can be slow to break through organizational inertia and can be susceptible to collapse. Shows how efforts can be undermined both by a lack of a clear corporate direction and by events beyond their own control. Also focuses on the role of external trainers, as change agents, and their contribution to the environmental management program, in supporting the emergence, motivation and maturation of these green teams. Finally, in an attempt to measure the success of green teams, some of the major team outputs are mentioned, and concludes with comments on the future of the teams. The use of green teams is an approach now adopted by a number of organizations but "the connection between environmental teams and the management of change is often overlooked".

Title: Managing diversity in transnational project teams: A tentative model and case study

Author(s): Paul Iles, Paromjit Kaur Hayers

Journal: Journal of Managerial Psychology

ISSN: 0268-3946

Year: 1997 Volume: 12 Issue: 2 Page: 95 - 117

DOI: 10.1108/02683949710164190

Publisher: MCB UP Ltd

Abstract: Discusses the value, workings and effectiveness of international project teams. Proposes a model to enable the creation of an effective team and process. Points out the need to manage diversity, intercultural differences and different nationalities. Uses a case study from Raleigh International to illustrate.

Title: Accelerated learning in new product development teams

Author(s): Gary S. Lynn, Ali E. Akgün, Halit Keskin

Journal: European Journal of Innovation Management

ISSN: 1460-1060

Year: 2003 Volume: 6 Issue: 4 Page: 201 - 212

DOI: 10.1108/14601060310500922

Publisher: MCB UP Ltd

Abstract: Learning in new-product development teams is cited as being vital in today's competitive, uncertain, and turbulent environments. However, studies on accelerated learning in product-development teams are, surprisingly, lacking. This study proposes a model for accelerated team learning in new-product development based on constructs borrowed from accelerated learning models (or "suggested pedagogy") in the individual learning scholarship. It is argued that fast-learning teams launch new products more quickly, and with increased probability of success. Moreover, specific mechanisms to help teams learn more quickly are within the control of teams. These include vision clarity, learning from customers and competitors, information coding, top management support, past product review, aggressive deadlines and daily meetings.

Title: The role of mental models in innovative teams

Author(s): Graydon Davison, Deborah Blackman

Journal: European Journal of Innovation Management

ISSN: 1460-1060

Year: 2005 Volume: 8 Issue: 4 Page: 409 - 423

DOI: 10.1108/14601060510627795

Publisher: Emerald Group Publishing Limited

Findings: The first case demonstrates that mental models in a multidisciplinary team can provide opportunity for a shared generation of knowledge for process innovation while open to external influence. The second case demonstrates that, where there are strongly shared mental models that prevent the team from constructing an accurate picture of their present by closing out external influences and pre-selecting desired knowledge, opportunities for innovation are shut down.

Title: The sustainability of teamwork under changing circumstances: The case of Volvo-Ghent

Author(s): Geert Van Hootegem, Rik Huys, Anne Delarue

Journal: International Journal of Operations & Production Management

ISSN: 0144-3577

Year: 2004 Volume: 24 Issue: 8 Page: 773 - 786

DOI: 10.1108/01443570410548211

Publisher: Emerald Group Publishing Limited

Abstract: Volvo's car assembly plant in Ghent, Belgium, is currently experiencing turbulent times. The plant is implementing the biggest expansion in its history, with plans to almost double its production capacity in 2004. Moreover, Ford is increasingly consolidating its position as the new

owner of Volvo. Both developments are challenging the distinctive model of teamwork that Volvo-Ghent has established over the last decade. This paper assesses the challenges presented by these two developments and the possible outcomes in terms of teamwork at Volvo-Ghent. This assessment relies on a combination of theories of team structure and team processes.

Title: From individual learning to project team learning and innovation: a structured approach

Author(s): Martin Barker, Kevin Neailey

Journal: Journal of Workplace Learning

ISSN: 1366-5626

Year: 1999 Volume: 11 Issue: 2 Page: 60 - 67

DOI: 10.1108/13665629910260752

Publisher: MCB UP Ltd

Abstract: An element frequently missing from organisations is that of team learning. While recognised as critical, attempts to capture and apply team learning often result in only partial success. This paper (based on work carried out within a major UK automotive manufacturer) explains a methodology for capturing team learning that brings together the contribution of individuals into a team context while maintaining a focus throughout the process on the need for innovative change.

Title: Implementing self-managed process improvement teams in a continuous improvement environment

Author(s): Rick M. Watson

Journal: The TQM Magazine

ISSN: 0954-478X

Year: 1998 Volume: 10 Issue: 4 Page: 246 - 257

DOI: 10.1108/09544789810222612

Publisher: MCB UP Ltd

Abstract: Discusses the techniques used by Tracor Aerospace, award winning supplier to the US military. Features examples of control charts and graphs used at Tracor. Looks at factors such as Tracor's route to continuous improvement. Considers elements such as leadership, strategic planning, and customer and market focus. Gives detailed information about the company's statistical process control program.

Title: Team-based sewn products manufacturing: a case study

Author(s): Betty G. Dillard

Journal: International Journal of Clothing Science and Technology

ISSN: 0955-6222

Year: 2000 Volume: 12 Issue: 4 Page: 279 - 292

DOI: 10.1108/09556220010373061

Publisher: MCB UP Ltd

Abstract: Examines a team system using a case study approach in a sewn products plant that transitioned to the team system almost ten years ago. The theoretical framework utilized in the analysis of data was participative management, wherein it has been found that there is a relationship between employee knowledge and performance. Specific themes that arose were successes in the transition to the new team system, including benefits to the plant, and ongoing challenges of the new team system. Data were based on 16 in-depth personal interviews, observations, written documents, and informal conversations with plant employees. The key elements of success in the transition were commitment by upper level managers, education for all employees, and the establishment of open communication among employees and with management. The team system resulted in a number of benefits and challenges to the plant as a whole.

Title: Team-based reward plans
Author(s): Duncan Ian Brown
Journal: Team Performance Management
ISSN: 1352-7592
Year: 1995 Volume: 1 Issue: 1 Page: 23 - 31
DOI: 10.1108/13527599510064940
Publisher: MCB UP Ltd

Abstract: Team-based reward plans are growing rapidly on both sides of the Atlantic. Uses the case of a gainsharing plan in one of Nuclear Electric's power stations to demonstrate the importance of three factors in ensuring success. Effective team-based plans need to: (1) relate to clearly defined business and HR goals; (2) be introduced as part of a more general, high involvement management approach; (3) reinforce the nature and types of teamworking required in the organization. Designed and operated in this way, team-based reward plans represent a significant opportunity for companies to maximize the utilization of their human resources.

Title: Team leaders' development: findings from a case study
Author(s): Nikos Bozionelos, Stuart Lusher
Journal: Career Development International
ISSN: 1362-0436
Year: 2002 Volume: 7 Issue: 1 Page: 47 - 51
DOI: 10.1108/13620430210414874
Publisher: MCB UP Ltd

Abstract: Reports on the experience of production team leaders and their line managers on the quality of training and development of the former. The setting was the UK plant of a US-based global organization competing in the telecommunications technology sector. Team leaders' and line managers' views were complemented with data from personnel records. The findings suggested that team leaders' development was perceived to be inadequate in both the technical and leadership domains. Team leaders perceived deficiencies in their technical training and competence; and line managers viewed that team leaders lacked managerial and leadership skills. The analysis of personnel records corroborated those views as it suggested that existing training and development structures were not being properly implemented or designed. This situation can impact unit performance. Suggestions regarding rectification of such situations are made.

Title: Team and organizational learning in a cross-functional community of practice: the importance of privileging voices
Author(s): Ed B. Peile, Wendy Briner
Journal: Career Development International
ISSN: 1362-0436
Year: 2001 Volume: 6 Issue: 7 Page: 396 - 402
DOI: 10.1108/13620430110405703
Publisher: MCB UP Ltd

Abstract: New ways of working predicate new ways of learning. Reports on a workshop which examined facilitated case history discussions as a means whereby a team could share and extend their learning around the common focus of interest – the patient. Discussion in the workshop focused on "how-to" aspects of small group facilitation. A question stimulated subsequent enquiry about "privileging voices". Examines how the facilitation enabled interactive, inter-professional education through an informal form of discourse analysis on the transcripts of the case discussions. The concept of "privileging voices" is demonstrable in the way the authors worked to facilitate the case history discussions.

Title: A reverse side of the team medal

Author(s): Patrick Vermeulen, Jos Benders
Journal: Team Performance Management
ISSN: 1352-7592
Year: 2003 Volume: 9 Issue: 5/6 Page: 107 - 114
DOI: 10.1108/13527590310493855
Publisher: MCB UP Ltd

Abstract: Publications in the managerial press tend to stress the positive sides of teamworking. Teamworking is heralded at the neglect of possible downsides such as the propensity to withhold effort. This is, however, studied in at least two strands of academic work: social psychology and economic organization theories. From these literatures the paper draws attention to the potential downsides of teamworking. However, various options for overcoming these problems have been identified in the same literatures. Thus, the body of our paper explicitly concentrates on possible solutions for managers to remedy the potential negative effects of teamworking.

Title: Self-managing teams in high technology manufacture: overcoming technological barriers
Author(s): James McCalman
Journal: Microelectronics International
ISSN: 1356-5362
Year: 1999 Volume: 16 Issue: 1 Page: 27 - 34
DOI: 10.1108/13565369910250069
Publisher: MCB UP Ltd

Abstract: This paper examines the introduction of self-managing teams into a high technology workplace. The paper looks at the managerial and organizational implications of developing teams in what was considered a high technology environment where the physical restrictions of manufacture were assumed to dictate working practices. The case study evidence suggests that even in an atmosphere of clean rooms and clear communication difficulties, SMTs can prosper and suggests that it is only the physical boundaries which impede the development of more flexible forms of work organization.

Title: Keep in touch, say Australian police: Virtual challenge for human-resources team
Author(s): Brian Beal
Journal: Human Resource Management International Digest
ISSN: 0967-0734
Year: 2006 Volume: 14 Issue: 4 Page: 26 - 28
DOI: 10.1108/09670730610666364
Publisher: Emerald Group Publishing Limited

Findings: Shows that, because of the vast area, the distances involved and remoteness of some of the sites, it was decided to use the existing human resources in a virtual-team environment. Describes the establishment and operation, benefits and limitations of using a virtual project team, in addition to explaining how a benefit-management plan was developed to provide a structured way to demonstrate achievements.

Practical implications: Concludes that virtual teams are cost-effective, but managing them requires skills over and above the management of co-located project teams.

Title: From flying solo to playing as a team: Evolution of academic library services teams at the University of South Australia
Author(s): Irene Dorskatsch
Journal: Library Management
ISSN: 0143-5124
Year: 2007 Volume: 28 Issue: 8/9 Page: 460 - 473
DOI: 10.1108/01435120710837756

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – The purpose of this paper is to explain why and how the University of South Australia Library changed its academic outreach model. It discusses the transition from the role of specialist liaison librarian to a team approach to provide support for teaching, learning and research

Title: Managerialism and professionalism in general practice: teamwork and the art of "pulling together"

Author(s): Mike Dent, Elizabeth Burtney

Journal: Health Manpower Management

ISSN: 0955-2065

Year: 1996 Volume: 22 Issue: 5 Page: 13 - 23

DOI: 10.1108/09552069610129663

Publisher: MCB UP Ltd

Abstract: Considers the impact of recent government policy on the organization of primary care in England and Wales. Discusses the notion and practice of "teamworking" currently in vogue, and analyses implications for doctors, nurses and managers working in/attached to general practices. Draws on the findings of a study of primary care team building which took place in a UK health authority (here referred to as "Weston"), and focuses on the experiences of four general practices as they have attempted to develop as multidisciplinary partnerships. Gives consideration to the "new managerialism" evident in the NHS and its attempt to redefine professionalism and professional autonomy.

Conceptual paper

Title: How far is too far? Lessons for business from ultra-high-performing military teams

Author(s): James D. Eggensperger

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2004 Volume: 10 Issue: 3/4 Page: 53 - 59

DOI: 10.1108/13527590410545045

Publisher: Emerald Group Publishing Limited

Abstract: Management in organizations has a common focus on achieving goals in the most productive, efficient way. Many managers use teams as powerful tools in focusing on and achieving goals. It has been claimed that everyone in an organization belongs to one or more teams. In parallel to the development of business teams, the US military has developed high-performance teams to achieve discreet goals in ultra-stressful, dangerous circumstances. Teams in business and the military are focused on goals that require in-depth training, high personal investment by team members, deep commitment to the team, complementary skills, and high performance under pressure. Can business leaders learn from military teams who have lives depending on their performance? The research and analysis points to the conclusion that some lessons from military teams can be valuable for managers in business organizations, but also suggests that high performance may not be as desirable as it seems.

Title: Enabling knowledge creation in far-flung teams: best practices for IT support and knowledge sharing

Author(s): Arvind Malhotra, Ann Majchrzak

Journal: Journal of Knowledge Management

ISSN: 1367-3270

Year: 2004 Volume: 8 Issue: 4 Page: 75 - 88

DOI: 10.1108/13673270410548496

Publisher: Emerald Group Publishing Limited

Abstract: This paper provides an insight into how companies faced with hypercompetitive environments are leveraging their globally dispersed knowledge resources through far-flung teams. Far-flung teams are virtual teams that are multi-unit/multi-organizational, multi-functional, globally dispersed and conduct their interdependent activities mainly through electronic media with minimal or no face-to-face interactions. A multi-phase multi-method study of 55 successful far-flung teams. The first phase followed a highly successful far-flung team over a period of ten months. The second phase involved survey participation from members of several far-flung teams in multiple companies across multiple industries. Distinct communication and knowledge sharing norms emerge in successfully far-flung teams. Four different types of IT support are required for task coordination, external connectivity, distributed cognition and interactivity.

Title: The lack of skills: an obstacle in teamwork

Author(s): Liisa Huusko

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2006 Volume: 12 Issue: 1/2 Page: 5 - 16

DOI: 10.1108/13527590610652756

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – Team concepts do not necessarily include both of the following important facts: implementing team work leads to shifts in traditional supervisory relations; and these shifts bring about a need to ensure that teams have the requisite skills. The lack of either of them may cause empowerment to get unspecified interpretations and breadth. This paper aims to stress the need of specified empowerment both as a part of skill structure and as a part of the concept of a suitable team.

Title: Towards a model of international research teams

Author(s): Stephen W. Nason, Madan M. Pillutla

Journal: Journal of Managerial Psychology

ISSN: 0268-3946

Year: 1998 Volume: 13 Issue: 3/4 Page: 156 - 166

DOI: 10.1108/02683949810214887

Publisher: MCB UP Ltd

Abstract: Many, if not most, academic researchers interested in international business have worked on teams made up of individuals from many different countries. Ironically, there has been little research attempting to explain the unique dynamic of such teams and their advantages and disadvantages. The goal of this paper is to develop a model of international academic research teams with an aim towards understanding how they can be managed more effectively. We highlight some of the important variables that affect team functioning and discuss their relationships with both antecedents and outcomes. Specific propositions are developed and their implications are discussed.

Title: Managing complex team interventions

Author(s): Robert Barner

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2006 Volume: 12 Issue: 1/2 Page: 44 - 54

DOI: 10.1108/13527590610652792

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – To provide readers with a better understanding of the organizational conditions that lead to complexity in team structure, operation, and dynamics, and introduce guidelines for facilitating complex team interventions.

Title: Identifying antecedents of virtual team collaboration

Author(s): Linda M. Peters, Charles C. Manz

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2007 Volume: 13 Issue: 3/4 Page: 117 - 129

DOI: 10.1108/13527590710759865

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – Virtual teams are comprised of members who are located in more than one physical location. This team trait has fostered extensive use of a variety of forms of computer-mediated communication that enable geographically dispersed members to coordinate their individual efforts and inputs. Perhaps even more important, however, is the reality that virtual teams need to effectively collaborate to harness their full performance capabilities in order to compete in the highly competitive environments of contemporary organizations. This paper seeks to address the topic of virtual team collaboration from a “back door” perspective by identifying conditions that need to be present in order for it to effectively occur.

Title: Interplay among innovativeness, cognitive intelligence, emotional intelligence and social capital of work teams

Author(s): Ajay Goyal, K.B. Akhilesh

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2007 Volume: 13 Issue: 7/8 Page: 206 - 226

DOI: 10.1108/13527590710842538

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – The paper seeks to highlight the key value changes in the current economy, which is shifting towards intangible assets such as innovativeness, cognitive intelligence, emotional intelligence, social capital, and also a shift from individual to team working.

Title: Reflective Notes: a tool for individual and team learning

Author(s): Linda Honold

Journal: Development and Learning in Organizations

ISSN: 1477-7282

Year: 2006 Volume: 20 Issue: 1 Page: 20 - 22

DOI: 10.1108/14777280610637100

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – The purpose of this paper is to identify and delineate a practical tool that assists teams in organizations and the individuals in those teams in reflecting and learning from their own conversations.

Title: Enhancing virtual teams: social relations v. communication technology

Author(s): Ton van der Smagt

Journal: Industrial Management & Data Systems

ISSN: 0263-5577

Year: 2000 Volume: 100 Issue: 4 Page: 148 - 156

DOI: 10.1108/02635570010291766

Publisher: MCB UP Ltd

Abstract: Are virtual teams an adequate alternative for co-located (face-to-face) teams in case of complex, equivocal relations? Business scientists are predominantly pessimistic. They argue that “rich” media – those that transmit higher levels of nonverbal cues – are necessary in these circumstances. In this paper a less pessimistic answer is formulated. Starting from the distinction

between the report and command aspect of communication, it is argued that a better understanding of both aspects enables the researcher/adviser to change organizations (e.g. by replacing two-way "monologue" by dialogue and creating trust between parties) in such a way that new and divergent demands on communication emerge. This possibly allows us to drop the demanding face-to-face demands threatening the success of network organizations in general and virtual teams in particular.

Title: Team-building webs

Author(s): D. Keith Denton, Peter Richardson

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2006 Volume: 12 Issue: 1/2 Page: 17 - 22

DOI: 10.1108/13527590610667011

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – The purpose of the paper is to show how the corporate or organizational intranet can be used to enhance team building within organizations.

Title: Gender influences in decision-making processes in top management teams

Author(s): Karin Klenke

Journal: Management Decision

ISSN: 0025-1747

Year: 2003 Volume: 41 Issue: 10 Page: 1024 - 1034

DOI: 10.1108/00251740310509553

Publisher: MCB UP Ltd

Abstract: Top management teams (TMT) were initially introduced almost 20 years ago but recently have rekindled the interest of researchers whose experience with organizations has demonstrated that the arrangement of the single omnipotent CEO at the apex of the firm has outlived its utility at a time when it is impossible for one individual to command all the knowledge necessary to effectively lead an organization. This article describes a model that examines gender related influences, which are hypothesized to affect the decision making process in TMTs.

Title: Workspace technology's impact on individual privacy and team interaction

Author(s): Tim O. Peterson, Jon W. Beard

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2004 Volume: 10 Issue: 7/8 Page: 163 - 172

DOI: 10.1108/13527590410569887

Publisher: Emerald Group Publishing Limited

Abstract: One way organizations increase their competitive advantage is through innovative strategies that improve human performance. Human performance can be enhanced or constrained by situational factors that are introduced into the organization's work environment. One situational factor is the organization's workspace. This study examines the impact of a new workspace technology on individual privacy and on team interaction. The research found that the participants were generally satisfied with the visual privacy but not with the auditory privacy. The research also found that the participants were satisfied with the workspace's ability to facilitate team interaction. Implications of the findings are discussed.

General review

Title: Integrating self-managed work teams into project management

Author(s): Kathy O. Roper, Deborah R. Phillips

Journal: Journal of Facilities Management

ISSN: 1472-5967

Year: 2007 Volume: 5 Issue: 1 Page: 22 - 36

DOI: 10.1108/14725960710726328

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – To present the advantages and possible deterrents of self-managed work teams, and offer recommendations on ways to integrate these teams into project management.

Title: New Developments in Team Building

Author(s): Kim Gustafson, Brian H. Kleiner

Journal: Work Study

ISSN: 0043-8022

Year: 1994 Volume: 43 Issue: 8 Page: 16 - 19

DOI: 10.1108/EUM0000000004316

Publisher: MCB UP Ltd

Abstract: Work teams today are being spoken of as the productivity breakthrough of the 1990s. The change represented by the use of work teams is often labeled as a "transformation" or the result of a "new paradigm". Whereas only 20 years ago work teams in the business environment were just being experimented with, a recent study by the American Productivity and Quality Center found that 80 per cent of the Fortune 1000 companies use some form of employee involvement program, and 50 per cent of the respondents intend to increase the use of work teams.

Title: Work team effectiveness in organizational contexts: Recent research and applications in Spain and Portugal

Author(s): Francisco Gil, Carlos-María Alcover, José-María Peiró

Journal: Journal of Managerial Psychology

ISSN: 0268-3946

Year: 2005 Volume: 20 Issue: 3/4 Page: 193 - 218

DOI: 10.1108/02683940510589000

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – This introductory paper aims to provide a contextualization of recent research and applications on work team effectiveness in organizational contexts carried out in Spain and Portugal and to describe connections between this research and the main trends in the international scene.

Title: Team performance management: a review and look forward

Author(s): Fiona Lettice, Martin McCracken

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2007 Volume: 13 Issue: 5/6 Page: 148 - 159

DOI: 10.1108/13527590710831855

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – The purpose of this article is to provide the Team Performance Management (TPM) journal readership with a review of the journal since its inception in 1995, tracing the pattern of articles published since then. To give an overview of the processes and procedures now in operation and present the incoming editors' future vision of the journal.

Title: On becoming a team player

Author(s): James T. Scarnati

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2001 Volume: 7 Issue: 1/2 Page: 5 - 10

DOI: 10.1108/13527590110389501

Publisher: MCB UP Ltd

Abstract: Discusses teamwork as a synergetic process in which the efforts of the co-operative group surpass individual efforts. Provides historical and contemporary examples of successful team efforts from business, industry and organizations. Describes the benefits of a team synergy as guardianship, status, learning, self-esteem, fellowship and power along with the circumstances in which a team effort is neither needed nor desired. Lists structure, ineffective communications, lack of resources, lack of trust, and corporate culture as factors that may hinder or not support a team effort. Defines interdependence as a key characteristic of successful teams. Includes quotes from contemporary leaders as to the value of the team effort in today's workplace.

Literature review

Title: Self-managing work teams and their external leadership: A primer for library administrators

Author(s): James Castiglione

Journal: Library Management

ISSN: 0143-5124

Year: 2007 Volume: 28 Issue: 6/7 Page: 379 - 393

DOI: 10.1108/01435120710774512

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – This paper seeks to review the history, development and utilization of self-managing work teams (SMWTs) in business and library work environments.

Title: Self-managed work teams approach: creative management tool or a fad?

Author(s): Dean Elmuti

Journal: Management Decision

ISSN: 0025-1747

Year: 1997 Volume: 35 Issue: 3 Page: 233 - 239

DOI: 10.1108/00251749710169440

Publisher: MCB UP Ltd

Abstract: The introduction of employee empowerment through a self-managed work teams program into an organization further requires the introduction of multifaceted changes in person-job relationships and the whole organizational hierarchy. The self-managed teams concept can be seen as a strategy to increase motivation, quality, productivity, customer satisfaction and to sustain high performance. Self-managed teams serve as the main building blocks of the organization. However, they are not simple or easy to create, develop and support. Companies must realize that it takes time, training and resources to implement teams and reap their rewards.

Title: The academic international research team: Small world after all

Author(s): John Milliman, Mary Ann Von Glinow

Journal: Journal of Managerial Psychology

ISSN: 0268-3946

Year: 1998 Volume: 13 Issue: 3/4 Page: 150 - 155

DOI: 10.1108/02683949810214878

Publisher: MCB UP Ltd

Abstract: The number of academic international research teams (AIRTs) is rapidly increasing. While AIRTs are essential to addressing complex international research issues they can also often involve a large number of challenging issues. Like corporate international teams, AIRTs must face the challenge of cross-national differences including large distances, multiple languages, and numerous cultural values. In addition, they must deal with a number of unique issues involving the abstract nature of an intellectual endeavor, differences in academic career motivations and discipline fields, and the necessity of often completing projects on scarce resources. This manuscript reviews five articles which tackle the complexity of AIRTs. In doing so we seek to

bring out the most interesting observations as well as the most important recommendations for how to tackle these challenges in future AIRTs.

Title: Total Quality Management Defined in Terms of Reported Practice

Author(s): C. Carl Pegels

Journal: International Journal of Quality & Reliability Management

ISSN: 0265-671X

Year: 1994 Volume: 11 Issue: 5 Page: 6 - 18

DOI: 10.1108/02656719410062830

Publisher: MCB UP Ltd

Abstract: Total quality management (TQM) has taken hold in the Western world. Organizations are either adopting or contemplating adoption of TQM programs before they fully realize what they are getting into. Seeks to lift some of the veil on TQM. The TQM concept is described or defined in terms of what over two dozen large and well-known Western firms are doing and achieving as a result of their TQM programs. Specifically, reveals that TQM focuses on the customers, empowers and utilizes ideas from employees either individually or in teams, focuses on cost reduction efforts internally and on the part of the supplier, utilizes concurrent engineering and devotes considerable resources to education and training.

Title: Field of dreams: team implementations and greenfields

Author(s): Wendy S. Becker

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2007 Volume: 13 Issue: 3/4 Page: 65 - 89

DOI: 10.1108/13527590710759838

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – Greenfields are new plants – typically, but not exclusively manufacturing – that belong to an existing organization. They are ideal settings for teams, but implementation of the technology and people systems during start-up can be difficult. This review aims briefly to describe the origin of the greenfield concept, three decades of research, and recommendations for work practices that promote teams.

Research paper

Title: Virtual team interaction: assessment, consequences, and management

Author(s): Richard E. Potter, Robert A. Cooke, Pierre A. Balthazard

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2000 Volume: 6 Issue: 7/8 Page: 131 - 137

DOI: 10.1108/13527590010379558

Publisher: MCB UP Ltd

Abstract: Virtual teams are typically made up of geographically dispersed experts, supported by computer-based communication technologies. Though increasingly popular this is still a relatively unstudied organizational form. Virtual team membership is typically based solely on needed expertise; the teams rarely have any history of interaction and their performance potential is unknown. Research shows that teams exhibit constructive, passive, and aggressive interaction styles, which have significant effects on the decisions the teams produce as well as the teams' satisfaction with those decisions. We present managerial tools for the assessment of conventional and virtual team interaction styles. We detail how the tools are used, and we also discuss how the styles manifest in each medium, and their effects. We give suggestions to team managers on how to use the insights the tools provide to manage their virtual teams for optimal performance.

Title: Teams in packaged software development: The Software Corp. experience

Author(s): Line Dubé

Journal: Information Technology & People

ISSN: 0959-3845

Year: 1998 Volume: 11 Issue: 1 Page: 36 - 61

DOI: 10.1108/09593849810204530

Publisher: MCB UP Ltd

Abstract: Packaged software companies evolve in an environment characterized by ever-shorter product life cycles and ever-increasing competition. Reaching the marketplace first is often the way to gain a competitive advantage. This situation leads many packaged software organizations to change both their (often sequential) software development processes and rely on (often cross-functional) teams. Reports on the software development practices of Software Corp., an organization developing software products for the travel industry, which experimented with several different approaches and finally implemented cross-functional development teams. Data presented show that changes in the software development process deeply affect many aspects of the organization. The conclusions emphasize the importance of considering the work culture and organizational history when implementing a new software development method and highlight the importance of clearly defining the roles and responsibilities of all groups involved and the necessity to modify the company's performance-appraisal system to promote and support the new organizational objectives embodied in the changes in software development methods.

Title: Awake at the wheel: a study on executive team development

Author(s): Robert A. Goldberg

Journal: Leadership & Organization Development Journal

ISSN: 0143-7739

Year: 2000 Volume: 21 Issue: 5 Page: 225 - 234

DOI: 10.1108/01437730010340034

Publisher: MCB UP Ltd

Abstract: Senior executive teams are often a microcosm of the culture in which they exist, while also responsible for creating that very culture. Thus, developing the senior executive team as an effective coalition is crucial to creating sustainable organization change. However, the unique composition and dynamics of senior teams (i.e. members who lead their own divisions, high stakes around succession, etc.) contribute to the difficulty of their development. This article describes the development of a senior executive team of a multi-billion dollar bank. A newly complex and fast paced environment was rendering the firm's prevailing leadership culture obsolete. They could no longer rely on their history of success as a road map for further growth. Rather, they had to learn to break their pattern of interaction and establish a more collaborative mind-set, processes and structures. As the article describes, this is no easy task, especially for those responsible for leading large institutions in what were once considered traditional industries.

Title: Local search and rescue teams in the United States

Author(s): Megan Denver, Jaime Perez, B.E. Aguirre

Journal: Disaster Prevention and Management

ISSN: 0965-3562

Year: 2007 Volume: 16 Issue: 4 Page: 503 - 512

DOI: 10.1108/09653560710816995

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – The purpose of this paper is to provide background information on a rarely studied response capability of communities across the USA, local, mostly volunteer search and rescue (SAR) teams.

Title: The total teamwork way
Author(s): Cyril Atkinson
Journal: Team Performance Management
ISSN: 1352-7592
Year: 1997 Volume: 3 Issue: 2 Page: 116 - 120
DOI: 10.1108/13527599710190993
Publisher: MCB UP Ltd

Abstract: Draws an analogy between a successful work team and a successful soccer team. Identifies several team types which support TQ operations. Suggests that work is evolving from reactive problem-solving teams towards proactive process improvement teamworking. Illustrates the development of problem-solving teamworking and suggests that this style is now moving into self-supervising teams. Models the various team types being utilized within the UK.

Title: Sustaining self-managed teams: a process approach to team wellness
Author(s): Douglas Polley, Barbara Ribbens
Journal: Team Performance Management
ISSN: 1352-7592
Year: 1998 Volume: 4 Issue: 1 Page: 3 - 21
DOI: 10.1108/13527599810212087
Publisher: MCB UP Ltd

Abstract: The concept of self-managed work teams is identified as a historically grounded story of success originating in perspectives on Socio-Technical systems and the Quality of Work Life. Expansion based on early success has focused on structural problems associated with the establishment of teams and on solving acute problems that may arise. This paper suggests that future success and research on teams must confront an increasingly complicated set of team applications and needs to shift to a process orientation. The process issues related to long term team operation are more appropriate to a chronic problem/wellness model that is proposed by the authors.

Title: Concurrent engineering teams I: organizational determinants of usage
Author(s): Todd A. Boyle, Vinod Kumar, Uma Kumar
Journal: Team Performance Management
ISSN: 1352-7592
Year: 2005 Volume: 11 Issue: 7/8 Page: 263 - 279
DOI: 10.1108/13527590510635152
Publisher: Emerald Group Publishing Limited

Abstract: Purpose – This article is the first in a two-part discussion of the determinants and performance consequences of concurrent engineering (CE) team usage in organizations. The purpose of this first article is to develop a model of the organizational factors that influence the extent that CE teams are used when developing new products.

Title: Organizational contextual determinants of cross-functional NPD team support
Author(s): Todd A. Boyle, Uma Kumar, Vinod Kumar
Journal: Team Performance Management
ISSN: 1352-7592
Year: 2005 Volume: 11 Issue: 1/2 Page: 27 - 39
DOI: 10.1108/13527590510584302
Publisher: Emerald Group Publishing Limited

Abstract: Purpose – This research aims to identify various organizational-level factors influencing support for cross-functional new product development (NPD) teams.

Title: The total teamwork way

Author(s): Cyril Atkinson
Journal: The TQM Magazine
ISSN: 0954-478X
Year: 1995 Volume: 7 Issue: 3 Page: 32 - 34
DOI: 10.1108/09544789510087733
Publisher: MCB UP Ltd

Abstract: Draws an analogy between a successful work team and a successful soccer team. Identifies several team types which support TQ operations. Suggests that work is evolving from reactive problem-solving teams towards proactive process improvement teamworking. Illustrates the development of problem-solving teamworking and suggests that this style is now moving into self-supervising teams. Models the various team types being utilized within the UK.

Title: Accounting control and performance measurement in a teamworking environment
Author(s): Kym Thorne, Malcolm Smith
Journal: Managerial Auditing Journal
ISSN: 0268-6902
Year: 2000 Volume: 15 Issue: 7 Page: 348 - 357
DOI: 10.1108/02686900010344629
Publisher: MCB UP Ltd

Abstract: Flexible organizations are widely perceived to be essential in sustaining competitive advantage in an uncertain world, where innovation is explosive and coming from unexpected directions, where consumer preferences change rapidly and where global competition is increasingly the rule. Empowered teams are a major part of the current shift towards flexible organizations, but so far relatively little attention has been paid either to the impact that this will have on accounting controls or on the appropriateness of traditional measures of performance. This paper explores alternative models of teamworking and uses evidence from three actual cases to point to both problems and potential solutions.

Title: Global virtual teams: what impacts their design and performance?
Author(s): Krishna Prasad, K.B. Akhilesh
Journal: Team Performance Management
ISSN: 1352-7592
Year: 2002 Volume: 8 Issue: 5/6 Page: 102 - 112
DOI: 10.1108/13527590210442212
Publisher: MCB UP Ltd

Abstract: This paper examines the aspect of designing global virtual teams and the key factors that impact team design. Examines how design impacts team performance. Proposes a conceptual model for designing such teams to deliver optimal performance. The model contains four major elements: virtual team structure, strategic objectives, work characteristics and situational constraints. The impact of the last three elements on team structure and their relationship to team performance are examined. Proposes a multi-dimensional measure for virtual team structure, and considers how situational demands and performance constraints can impact team design. Highlights the fact that performance of teams too is multi-dimensional and design has to consider the tradeoff involved in these factors. Proposes that global virtual teams be designed with a holistic approach considering an optimal fit between the team structure and the key impacting factors like objectives, work characteristics and situational constraints to deliver performance.

Title: Teamworking, or individual working in a team?
Author(s): David Staniforth
Journal: Team Performance Management
ISSN: 1352-7592

Year: 1996 Volume: 2 Issue: 3 Page: 37 - 41

DOI: 10.1108/13527599610126256

Publisher: MCB UP Ltd

Abstract: Argues that teamworking is often portrayed as a panacea for a host of organizational problems. Reports that many modern managerial practices stress the importance of human resources and encourage movement away from the traditional individualistic approaches. Contends that effective teamworking requires relevant organizational systems and practices rather than those which were designed for the employment of individuals.

Title: The value of intercultural competence for performance of multicultural teams

Author(s): Alexei V. Matveev, Richard G. Milter

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2004 Volume: 10 Issue: 5/6 Page: 104 - 111

DOI: 10.1108/13527590410556827

Publisher: Emerald Group Publishing Limited

Abstract: Managers working in multinational companies carry out their organizational goals through multicultural teams. Performance of multicultural teams can be examined from an intercultural communication perspective. Executives, managers, management consultants, and educators interested in improving multicultural team performance need to know about intercultural competence and how it affects team performance. This article provides a working definition of high-performance multicultural teams and outlines the challenges multicultural teams face. These definitions along with extensive interview data and detailed self-reports of American and Russian managers working in multicultural teams emphasize the high importance of intercultural competence in improving the performance of these teams. This article also serves to highlight the characteristics of high-performance multicultural teams, the common challenges of multicultural teams, and the sources of these challenges.

Title: The impact of netcentricity on virtual teams: the new performance challenge

Author(s): Fatima Ferza Anderson, Hugh M. Shane

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2002 Volume: 8 Issue: 1/2 Page: 5 - 12

DOI: 10.1108/13527590210425040

Publisher: MCB UP Ltd

Abstract: Digital networks are changing the way people and organizations work and communicate. The twenty-first century will witness an increase in the number and use of virtual workplaces. As a result, virtual teams will also become more common. When organizations globalize their workforces to take advantage of strategic business opportunities, virtual teams will be highly diverse. In this global context, the management of diverse virtual teams represents a new performance challenge for organizations. Working closely together to accomplish specific tasks is also a major undertaking for virtual teams. This article discusses how virtual teams are formed, interact, perform their tasks, and evaluated. It also examines how team leaders emerge, and the impact of netcentricity and network security on virtual teams.

Title: Virtual teams: team control structure, work processes, and team effectiveness

Author(s): Gabriele Piccoli, Anne Powell, Blake Ives

Journal: Information Technology & People

ISSN: 0959-3845

Year: 2004 Volume: 17 Issue: 4 Page: 359 - 379

DOI: 10.1108/09593840410570258

Publisher: Emerald Group Publishing Limited

Abstract: Seeks to determine the impact managerial controls have on the effectiveness of virtual teams. Using an experimental design compares self-directed virtual teams to counterparts where behavior controls are used as a method of managerial control. The data were collected using 51 student teams of three or four members each from three different countries. The results indicate that the most satisfied team members were in virtual teams with effective coordination and communication. Members of self-directed virtual teams report higher individual satisfaction with the team and project, while different control structures had no significant impact on virtual team performance. Future research should investigate how these findings generalize to organizational workers, rather than just looking at students. This paper is just a first step investigating one type of managerial control: behavior controls. The small amount of research that has been published on virtual teams has primarily concentrated on self-directed teams. This paper compares results of team effectiveness by looking at both self-directed virtual teams and virtual teams with behavioral controls enforced.

Title: Antecedents to team member commitment from near and far: A comparison between collocated and virtual teams

Author(s): Anne Powell, John Galvin, Gabriele Piccoli

Journal: Information Technology & People

ISSN: 0959-3845

Year: 2006 Volume: 19 Issue: 4 Page: 299 - 322

DOI: 10.1108/09593840610718018

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – The paper has two primary purposes: the first is to determine antecedents to commitment to a work team; the second to compare how antecedents to commitment differ between collocated and virtual teams.

Title: Team-work to green small and medium-size enterprise?

Author(s): Jason Palmer, Lisa Andrews

Journal: Team Performance Management

ISSN: 1352-7592

Year: 1997 Volume: 3 Issue: 3 Page: 193 - 205

DOI: 10.1108/13527599710186970

Publisher: MCB UP Ltd

Abstract: Managing change is the crux of reducing the environmental impact of organizations. Teams are often used in large organizations to drive forward a process of change. But in small and medium-size enterprises (SMEs), where issues of formulating and communicating change can be different, is there still a rôle for change management through teams? The authors present case studies of three SMEs that are active on the environmental agenda. We construct an "ideal-type" team from established literature in the field and compare it with teams used in these case study organizations. Describe how they choose priorities and communicate, how working groups or teams form and relate together, the extent to which teams and organizational structures are defined formally, and how successful the companies have been in engineering environmental change. Find no clear link between an organizations' use of teams and success at environmental management.

Title: New Developments in Team Building

Author(s): Kim Gustafson, Brian H. Kleiner

Journal: Industrial and Commercial Training

ISSN: 0019-7858

Year: 1994 Volume: 26 Issue: 9 Page: 17 - 22

DOI: 10.1108/00197859410065861

Publisher: MCB UP Ltd

Abstract: Work teams are viewed by today's businesses as a new frontier to be explored. The effect that teams can have has been demonstrated by the tremendous quality improvement of the post-World War II Japanese products. Japan has set the example for the development of work teams throughout the world. Discusses eight characteristics which are: participatory leadership; shared responsibility; definition of purpose; high communication; focused future; focused tasks; creative talents; and rapid response. Teams of the present and future will have a tremendous effect on how the businesses of today and tomorrow will be run. The ideal manager will no longer be an omnipotent executive but a facilitator, counselor and co-ordinator of the development of employee competence. As a result, employee satisfaction may reach an all-time high.

Title: Team role balance and team performance: an empirical study

Author(s): David Partington, Hilary Harris

Journal: Journal of Management Development

ISSN: 0262-1711

Year: 1999 Volume: 18 Issue: 8 Page: 694 - 705

DOI: 10.1108/02621719910293783

Publisher: MCB UP Ltd

Abstract: Accompanying the growing use of teams in the workplace, Belbin's diagnostic instrument for team role self-perception is now widely used for a variety of practical management development purposes, including putting together "balanced" teams. Despite the claims of some purists that Belbin's instrument lacks a strong theoretical underpinning, it fills an apparent void in practical teamworking literature, even though its applicability is not well understood. This study uses data from 43 teams of MBA students performing a project management simulation exercise, and finds no significant relationship between team role balance and team performance. Nevertheless, the study shows that the presence or absence of some individual roles can have a positive or negative effect on performance.

Title: Concurrent engineering teams II: performance consequences of usage

Author(s): Todd A. Boyle, Vinod Kumar, Uma Kumar

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2006 Volume: 12 Issue: 5/6 Page: 125 - 137

DOI: 10.1108/13527590610687893

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – This is the second paper in a two-part discussion of the determinants and performance consequences of concurrent engineering (CE) team usage. In this paper, a model is developed outlining the relationship between the extent of CE team usage and three measures of performance, specifically NPD financial performance, NPD development performance, and communication quality.

Title: Management control systems and organizational development: New directions for managing work teams

Author(s): Seleshi Sisaye

Journal: Leadership & Organization Development Journal

ISSN: 0143-7739

Year: 2005 Volume: 26 Issue: 1 Page: 51 - 61

DOI: 10.1108/01437730510575589

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – Aims to apply organizational systems perspectives to discuss the three types of organizational development (OD) and management control systems (MCS): normative, coercive and remunerative-instrumental (utilitarian) that affect the operating performance of teams.

Title: The enabling power of teams and information technology

Author(s): George R. Stewart, Brian H. Kleiner

Journal: Team Performance Management

ISSN: 1352-7592

Year: 1996 Volume: 2 Issue: 2 Page: 13 - 18

DOI: 10.1108/13527599610114943

Publisher: MCB UP Ltd

Abstract: In today's rapidly evolving global marketplace an organization's survival is becoming increasingly dependent on its ability to change and re-engineer itself in a way that keeps it competitive. While there are a number of ways to accomplish this, there are two new developments that can be considered the most prolific in terms of productive results: first, organizations in many cases have an abundance of untapped wealth in their human resources. Old corporate structures that pigeonhole people into their jobs yield only marginal productivity. Thus many organizations are redesigning themselves into teams which often tap underutilized resources and change the way people and companies produce. Second, in today's complex world where technology is changing at an exponential rate, there is an imperative need to adapt or acquire information technology that enables organizations (teams) to achieve greater productivity. These two developments are changing the organizations which have had wisdom to adopt them and in so doing are changing the way we think of business.

Title: A delicate managerial challenge: how cooperation and integration affect the performance of teams

Author(s): Jan Kratzer, Roger Th.A.J. Leenders, Jo M.L. Van Engelen

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2004 Volume: 10 Issue: 1/2 Page: 20 - 25

DOI: 10.1108/13527590410527559

Publisher: Emerald Group Publishing Limited

Abstract: Multifunctional teams have become commonplace in new product development (NPD) endeavors. Knowledge on the functioning of such teams, however, remains little. In this article two major principles about how these teams function are investigated, team cooperation and team integration. A theoretical discussion indicates that there is not a clear-cut way to manage team cooperation and team integration in order to achieve high performance. The management of these principles in NPD teams is rather a delicate managerial challenge. These theoretical considerations are statistically examined then. The results show that both team cooperation and team integration are inversely U-shaped related to NPD team performance. In managerial terms the results imply that creating the right level of team cooperation and team integration managers have to balance their actions between two extremes. The article finishes by presenting opportunities how to do so.

Title: Virtual teams in and out of synchronicity

Author(s): Dorrie DeLuca, Joseph S. Valacich

Journal: Information Technology & People

ISSN: 0959-3845

Year: 2006 Volume: 19 Issue: 4 Page: 323 - 344

DOI: 10.1108/09593840610718027

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – The purpose of this paper is to provide an understanding of process improvement team member perceptions regarding the effectiveness of asynchronous e-collaboration.

Title: The practical use of vision in small teams

Author(s): Paul Hitchcock

Journal: Health Manpower Management

ISSN: 0955-2065

Year: 1996 Volume: 22 Issue: 2 Page: 28 - 31

DOI: 10.1108/09552069610117954

Publisher: MCB UP Ltd

Abstract: Sets out to demonstrate the usefulness of vision statements to self-directed work teams, taking ideas from the development of vision within teams in an organization of around 1,000 employees. Considers barriers to the creation of a shared vision in which employees have a stake, putting forward the concept of "team-sized vision" as a means of coping with the identified problems of "size" and "ownership" with regard to organization-sized vision. Outlines various advantages of team-sized vision, e.g. enabling positive discussion of change and acting as a strong motivator. Sets out a process for the generation of team-sized vision, broken down into four main steps. Concludes that the process can be undertaken with relative ease and that vision is for all levels of the organization - not just top management.

Title: Armed truce: software in an age of teams

Author(s): G. Pascal Zachary

Journal: Information Technology & People

ISSN: 0959-3845

Year: 1998 Volume: 11 Issue: 1 Page: 62 - 65

DOI: 10.1108/09593849810204594

Publisher: MCB UP Ltd

Abstract: As software grows more complex, the role of teams looms ever larger, forcing software development organizations to confront the shifting balance between conflict and cooperation among programmers on a common project. This paper suggests that the degree of constructive conflict and dissent, rather than consensus, is the crucial variable in the success of packaged software teams. The composition and behaviors of the members of these teams also suggest the outlines of new forms of organization in innovation industries and rapidly-changing institutions.

Title: What is expected from supervisors?: One more factor to explain the problems in teamwork

Author(s): Liisa Huusko

Journal: Team Performance Management

ISSN: 1352-7592

Year: 2006 Volume: 12 Issue: 3/4 Page: 91 - 101

DOI: 10.1108/13527590610674103

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – This paper attempts to find out how the decade that team members enter the workforce as well as management or leadership emphasis influences different images of supervisors. Certain features of management discussion prevalent during the past decades are used as instruments in addressing the contributing research question: what is still expected from management and leadership?

Title: The impact of purpose, people and technology on the virtual project team

Author(s): Rosemary Stockdale, Sven Kühne

Journal: Journal of Systems and Information Technology

ISSN: 1328-7265

Year: 2007 Volume: 9 Issue: 1 Page: 60 - 77

DOI: 10.1108/13287260710817692

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – The purpose of this paper is to contribute to the growing body of research into virtual teams by using empirical data to validate existing theory. It analyses a project in the travel and tourism industry to determine the key elements that contributed to a successful outcome.

Title: Exploring effectiveness of team communication: Balancing synchronous and asynchronous communication in design teams

Author(s): Ad den Otter, Stephen Emmitt

Journal: Engineering, Construction and Architectural Management

ISSN: 0969-9988

Year: 2007 Volume: 14 Issue: 5 Page: 408 - 419

DOI: 10.1108/09699980710780728

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – Effective teams use a balance of synchronous and asynchronous communication. Team communication is dependent on the communication acts of team members and the ability of managers to facilitate, stimulate and motivate them. Team members from organizations using different information systems tend to have different understanding, opinions, and rates of adoption and skills levels regarding specific IT tools. The purpose of this paper is to explore the effective use of tools for communication in design teams and the strategies for the use of specific tools.

Technical paper

Title: Teams: wrong box, wrong time

Author(s): Mike Peckham

Journal: Management Development Review

ISSN: 0962-2519

Year: 1996 Volume: 9 Issue: 4 Page: 26 - 28

DOI: 10.1108/09622519610772210

Publisher: MCB UP Ltd

Abstract: Challenges the idea that all teams are the same. Reviews earlier literature giving models of different team types, and sets out to develop the model further. Presents a team type window and examines the roles of the problem-solving team, the creative team, the tactical team and "the hammer" in managing uncertainty, discussing their needs, their organizing styles and their interaction. Suggests that companies should prepare themselves for potential problems and introduce structures and systems, based around teams, which can cope with all eventualities.

Title: Team performance management

Author(s): Samuel M. Natale, Anthony F. Libertella, Brian Rothschild

Journal: Team Performance Management

ISSN: 1352-7592

Year: 1995 Volume: 1 Issue: 2 Page: 6 - 13

DOI: 10.1108/13527599510075236

Publisher: MCB UP Ltd

Abstract: Explores the shifting values and infrastructures which characterize recent changes in US managerial systems – from a traditional hierarchical approach to an emerging team management concept. Success will come to those companies which place innovation and team spirit back into the work environment. As we approach the twenty-first century, two major challenges confront US corporate managers in utilizing team management techniques – a new corporate mindset and a

multicultural workforce. To accept the commitment needed for effective team management, managers will be required to develop a paradigm shift. This shift is a process which is both complicated and difficult. Multi-cultural teams must be helped to confront differences in attitudes, value, behavior, experience, background, and expectations, as well as language, with respect.

Viewpoint

Title: Intelligence teams

Author(s): Liam Fahey, Jan Herring

Journal: Strategy & Leadership

ISSN: 1087-8572

Year: 2007 Volume: 35 Issue: 1 Page: 13 - 20

DOI: 10.1108/10878570710717245

Publisher: Emerald Group Publishing Limited

Abstract: Purpose – To show how teams can be used to do intelligence work – all phases of the work from data collection through to development and deployment of the final intelligence outputs. Design/methodology/ approach – The paper addresses how intelligence teams might be designed and managed. It integrates the approaches employed by many firms to setting up intelligence teams and to managing how they conduct intelligence work.

Title: Team Academy: A story of a school that learns

Author(s):

Journal: Development and Learning in Organizations

ISSN: 1477-7282

Year: 2003 Volume: 17 Issue: 1 Page: 7 - 9

DOI: 10.1108/13697230310458495

Publisher: MCB UP Ltd

Abstract: "To remove unemployment in Finland and to revolutionize marketing and learning. To abolish the old structures which hinder new companies and accelerate progress through entrepreneurship. Entrepreneurship provides people with a sense of their own destiny and of working for themselves in collaboration with others." These lines are taken from the mission of Team Academy at Jyväskylä Polytechnic in central Finland. The entrepreneurial spirit and attitude that is being referred to here includes qualities such as courage, visionary skills, action orientation, and self confidence. These qualities can not be taught, they only can be learned. This kind of natural learning process for entrepreneurship is one that Team Academy has challenged itself to strive to achieve.

Title: Great groups and leaders

Author(s): Warren Bennis, Sarah Powell

Journal: Career Development International

ISSN: 1362-0436

Year: 2000 Volume: 5 Issue: 2 Page: 112 - 115

DOI: 10.1108/EUM0000000005320

Publisher: MCB UP Ltd

Abstract: Warren Bennis, distinguished professor of business administration and founding chairman of the Leadership Institute at the University of Southern California, is one of the world's foremost authorities on business culture and leadership. He has acted as adviser to four US presidents and is the author of over 2,000 articles and author or editor of 25 books, including the best selling *Leaders* and *On Becoming a Leader*, both translated into 21 languages. His most recent books, *Organizing Genius: The Secrets of Creative Collaboration* (1997) and *Co-leaders* (1999), focus on his major interests of leadership, change, great groups and powerful partnerships.

Company Reports and Manuals

[Name of company or organisation, (year). Title in italics. Place of publication.]

Henkel North America, (2006). "*Code of Teamwork and Leadership*" World Wide Web:
http://www.henkelna.com/cps/rde/xchg/SID-0AC83309-1622852A/henkel_us/hs.xsl/5999_USE_HTML.htm

Google, (2006). "*Teamwork for problem solving*" World Wide Web:
<http://googleresearch.blogspot.com/2006/03/teamwork-for-problem-solving.html>

Information from the World Wide Web

[Name of Author(s) or company or organisation, (year), Title of article, URL, date found.]

Simran Khurana, HR Professor (2007), "*What Do Teams Bring Into Organizations?*",
<http://www.hrprofessor.com/article7.html>, December 17, 2007

L. J. Glick, "*Surviving the Group Project: A Note on Working in Teams*",
<http://web.cba.neu.edu/~ewertheim/teams/ovrvw2.htm>, December 17, 2007

Debbi Wagner-Johnson, (2005), "*Managing Work Team Conflict: Assessment and Preventative Strategies*", <http://www.workteams.unt.edu/literature/paper-dwagner.html>, December 18, 2007

Townsley, C. A. (1997), "*Resolving conflict in work teams*",
<http://www.workteams.unt.edu:80/reports/Townsley.html>, December 18, 2007

Kelley Folkerts (2005), "*The Emotionally Intelligent Team*",
<http://www.workteams.unt.edu/literature/paper-kfolkerts.html>, December 18, 2007

Kevin Dowling (1999), "*Empowerment: Theoretical Background and Application*",
<http://www.workteams.unt.edu/old/reports/dowling.html>, December 18, 2007

Sarah L. Bodner (2005), "*Experiential Training: A Stepping Stone for Work Teams*",
<http://www.workteams.unt.edu/old/reports/Bodner.html>, December 18, 2007

Personal Communications

[Name, (year). Personal communication, Affiliation of named person.]

Sergio, (2004). Put the right people together and make them believing in something: you'll get it done!, ex-manager

Leonardo, (1998). I like teams, especially when they are composed by an odd number, not greater than three..., friend

Conclusions

The importance of corporate culture is growing as the result of several recent developments. Companies are encouraging employees to be more responsible and act and think like owners. They are also encouraging teamwork and the formation of teams as a strong culture is one in which they work together effectively, share the same values, and make decisions to meet the organization's primary goals and objectives.

Microsoft's employees are empowered to do their job, the company encourages team spirit and do not focus on hierarchy. The company has 'My Microsoft', an employee performance review system driven by certain values.

At Patni, open culture is encouraged and values workshops are conducted by senior staff members to find out employees' ideas about the company's values.

Teamwork is probably the most important skill an MBA student may develop. For this reason Hofstra in all its courses is having some sort of project to be developed at least partially in team. A lot of students question whether or not is right that their grade might be affected from the mistakes of somebody else. Just a few ask themselves if it could happen in one of this teamwork to develop a strong friendship needful for the years to come.

Not many, in Italy we are used to say "few but good ones", but Hofstra gave me a couple of friends I hope I'll keep in touch after graduating. Having worked in team with them has been a pleasure for me and I would say that when in a team you have the right people together, a special feeling takes place and certain things come natural without even being assisted from the technology, like brief thoughts flashed through brains.

Recommended readings on literature reviews and research methods:

- Leedy, Paul D. *Practical Research: Planning and Design*. 6th ed. Upper Saddle River, NJ: Merrill/Prentice Hall, 1997.
- Booth, Wayne C., and Gregory G. Colomb and Joseph M. Williams. *The Craft of Research*. Chicago: The University of Chicago Press, 1995.
- Trochim, William M.K. *The Research Methods Knowledge Base*. Ithaca, NY: Published online at <http://trochim.human.cornell.edu/>, 1997. (Also available as paperback book from the author at wmt1@cornell.edu).
- Northey, M. *Making Sense: a Student's Guide to Writing and Style* (Revised Edition), Oxford University Press, 1987.
- Strunk, W. and E.B. White. *The Elements of Style*, MacMillan Publishing Co., New York, 1979.