

CONTENTS

Introduction	xi
1 What Is Teamwork?	1
2 A Model for Building Teamwork	13
3 Clear Goals	27
TeamScores: Measuring and Communicating Performance <i>Peter R. Garber</i>	29
High Jump: Illustrating the Impact of Expectations <i>Steven B. Hollwarth</i>	35
Team Identity <i>John E. Jones</i>	43
4 Defined Roles	49
The Hats We Wear: Understanding Team Roles <i>Kristin Arnold</i>	51
No Strings Attached: Learning How Groups Organize to Complete Tasks <i>Jeyakar Vedamanickam</i>	55
Scope of Control: Taking Initiative in Problem Solving <i>Steve Sphar</i>	63
Yours, Mine, and Ours: Clarifying Team Responsibilities <i>Mike M. Milstein</i>	71
Symbols: Sharing Role Perceptions <i>Patrick Doyle</i>	77
The Search for Balance: Team Effectiveness <i>Tom Noonan</i>	87
5 Open and Clear Communication	95
Hit the Target Fast: Designing a Communication System for Teams <i>Lynn A. Baker, Sr.</i>	97
Rope Trick: Experiencing How Groups Function <i>Meredith Cash</i>	103
Levels of Dialogue: Analyzing Communications in Conflict <i>Gary Copeland</i>	111
Strengths and Needs: Using Feedback for Group Development <i>Terri Burchett</i>	121

Analyzing and Increasing Open Behavior: The Johari Window <i>Philip G. Hanson</i>	133
6 Effective Decision Making	143
News Room: A Group-Consensus Task <i>Heidi Ann Campbell & Heather Jean Campbell</i>	145
Broken Triangles: Experimenting with Group Problem Solving <i>Janet Mills</i>	149
Lutts and Mipps: Team Problem Solving <i>Editors</i>	155
Performance Unlimited: Solving Problems as a Team <i>James W. Kinneer</i>	161
Lost at Sea: A Consensus-Seeking Task <i>Paul M. Nemiroff & William A. Pasmore</i>	165
Making Team Decisions <i>Kristin Arnold</i>	173
7 Balanced Participation	181
Egg Drop: Using Human Resources Effectively <i>Douglas Bryant</i>	183
Comfort Zones: Establishing Team Norms <i>Chris C. Hoffman</i>	193
The Car: Feedback on Group Membership Styles <i>Alfred A. Wells</i>	203
8 Valued Diversity	209
Unearned Privilege: Understanding Dominant-Culture Advantage <i>Julie O'Mara & Aja Oakman</i>	211
The Forest vs. the Trees: Understanding Preferences for the Big Picture or the Details <i>Bonnie Jameson</i>	219
Fourteen Dimensions of Diversity: Understanding and Appreciating Differences in the Work Place <i>Sunny Bradford</i>	225
Diversity and Team Development <i>Claire B. Halverson & Guillermo Cuéllar</i>	235
9 Managed Conflict	245
The M&M [®] Game: Learning to Resolve Conflict <i>Gerald V. Miller</i>	247

They Said, We Said: Exploring Intergroup-Conflict Resolution	255
<i>Jason Ollander-Krane & Neil Johnson</i>	
Conflict Management: Developing a Procedure	259
<i>Lawrence C. Porter</i>	
Storming to Norming: Clearing the Way for Team Agreement	265
<i>Beverly J. Bitterman</i>	
Intergroup Image Exchange: Exploring the Relationship Between Two Teams	271
<i>Editors</i>	
10 Positive Atmosphere	275
Building Trust in Pairs: An Obstacle Course	275
<i>Valerie C. Nellen & Susan B. Wilkes</i>	
Trust ARCH: Building Team Support	289
<i>Mary B. Wacker</i>	
Work Dialogue: Building Team Relationships	297
<i>Judith F. Vogt & Karen L. Williams</i>	
A Note to My Teammate: Positive Feedback	313
<i>Deborah M. Fairbanks</i>	
Cornerstones: A Measure of Trust in Work Relationships	317
<i>Amy M. Birtel, Valerie C. Nellen, & Susan B. Wilkes</i>	
11 Cooperative Relationships	329
Enablers and Barriers: Assessing Your Team	331
<i>Karen Vander Linde</i>	
This and That: Improving Team Performance	337
<i>James W. Kinner</i>	
Team Checkup: Monitoring and Planning for Progress	341
<i>Michael L. Mazzaese</i>	
Prisoners' Dilemma: An Intergroup Competition	347
<i>Editors</i>	
Twenty-Five Questions: A Team Development Exercise	351
<i>John E. Jones</i>	
12 Participative Leadership	357
Rope-a-Leader: Experiencing the Emergence of Leadership	359
<i>John W. Peterson & Sherry R. Mills</i>	
The Merry-Go-Round Project: Focusing on Leadership Style	361
<i>Deborah Spring Laurel</i>	
Team Interventions: Moving the Team Forward	371
<i>Chuck Kormanski</i>	

The Relationship Between Leader Behavior and Team Performance and Satisfaction	383
<i>Mary Ann Burress</i>	
Values-Based Leadership for the 21st Century	399
<i>Robert C. Preziosi</i>	
13 General Team-Building Tools	405
Take Note of Yourself: A Team-Development Activity	407
<i>Michael P. Bochenek</i>	
I Have an Opinion: Opening an Event	411
<i>Gail Rae-Davis</i>	
Thumbs Up, Thumbs Down: A Conflict-Management Icebreaker	415
<i>Roger Gaetani</i>	
That's Me: Getting to Know Your Team Members	419
<i>Debbie Seid</i>	
Group Savings Bank: An Introductory Experience	425
<i>Debera Libkind & Dennis M. Dennis</i>	
The Team Effectiveness Critique	429
<i>Mark Alexander</i>	
The Team Orientation and Behavior Inventory (TOBI)	437
<i>Leonard D. Goodstein, Phyllis Cooke, & Jeanette Goodstein</i>	
What If We Took Teamwork Seriously?	455
<i>W. Warner Burke</i>	
Team Building	461
<i>Anthony J. Reilly & John E. Jones</i>	
What to Look for in Groups: An Observation Guide	481
<i>Philip G. Hanson</i>	
Opportunity to Publish Your Materials	487
Reading List	489
Pfeiffer Publications Guide	491