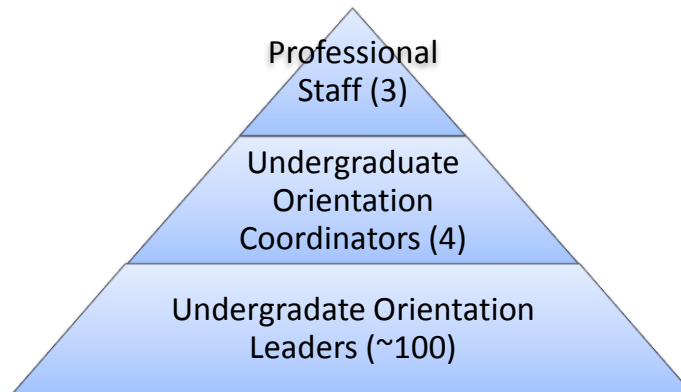


University of Puget Sound Orientation Model



Effective Work Teams (Hackman & Wageman, 2009)

“Effective team leadership is ensuring that the functions that are most critical for achieving team purposes are identified and fulfilled” (276).

Subprinciple 3: Create structural and contextual conditions that facilitate teamwork.

- a. Essentials:
 - a. Real Team: Social systems whose members work together to achieve a common purpose
 - i. Stability of membership
 - ii. Interdependence
 - iii. Collective accountability
 - b. Right People
 - i. Task and interpersonal skill
 - c. Clear and Compelling Direction/Purpose
 - i. Critical in engaging talent, energizing team
 - ii. Must be specific enough to guide
- b. Enablers:
 - a. Sound Structure
 - i. Number and mix of members
 - ii. Norms of conduct that are clear and explicit
 - b. Supportive Organizational Context
 - i. Reward System
 - ii. Information System
 - iii. Educational System
 - c. Competent team-focused coaching

Conditions that Promote Collaboration (Weingar & Jehn, 2009)

“For a team to be collaborative, its atmosphere must support interdependence, reliance, respect, trust, open communication, and collective efficacy” (331).

Key Concepts:

1. Framing
 - a. Group’s activities belong to the team, not individuals
2. Team Goals
 - a. In combination with individual goals
3. Collective efficacy
 - a. Group’s shared belief in its capability to perform a task
 - b. Can be raised through observation and modeling of other teams, social persuasion
4. Affective integration
 - a. Group-level concept representing the feelings that team members hold for one another, in terms of interpersonal trust, respect, and liking
5. Open and constructive conflict communication norms
 - a. Freedom to disagree, exchange concerns

Hackman, J. R. & Wageman, R. (2009). Foster Team Effectiveness by Fulfilling Key Leadership Functions. In E. Locke (2nd Eds.). *Handbook of Principles of Organizational Behavior*. (845-105). United Kingdom: John Wiley and Sons, Ltd.

Weingart, L. R. & Jehn, K. A. (2009). Manage Intra-team Conflict through Collaboration. In E. Locke (2nd Eds.). *Handbook of Principles of Organizational Behavior*. (845-105). United Kingdom: John Wiley and Sons, Ltd.