THE ESSENTIALS OF TEAMWORKING
INTERNATIONAL PERSPECTIVES

Edited by

Michael A. West
Professor of Organizational Psychology and
Head of Research, Aston Business School, UK

Dean Tjosvold
Chair Professor of Management, Lingnan University, Hong Kong

and

Ken G. Smith
Dean’s Chaired Professor of Business Strategy,
Robert H. Smith School of Business, University of Maryland, USA
THE ESSENTIALS OF TEAMWORKING
THE ESSENTIALS OF TEAMWORKING
INTERNATIONAL PERSPECTIVES

Edited by

Michael A. West
Professor of Organizational Psychology and Head of Research, Aston Business School, UK

Dean Tjosvold
Chair Professor of Management, Lingnan University, Hong Kong

and

Ken G. Smith
Dean’s Chaired Professor of Business Strategy, Robert H. Smith School of Business, University of Maryland, USA
This book is dedicated to the memory of our co-authors Maureen Blyler and Dana Clyman.

Their unique and invaluable contributions to the academic and wider communities are cherished.
CONTENTS

About the Editors ix
List of Contributors xiii
Preface xv

1 Cooperation and Conflict: A Personal Perspective on the History of the Social Psychological Study of Conflict Resolution
   Morton Deutsch 1

2 Trust, Identity, and Attachment: Promoting Individuals’ Cooperation in Groups
   M. Audrey Korsgaard, Susan E. Brodt, and Harry J. Sapienza 37

3 A Contingency Theory of Task Conflict and Performance in Groups and Organizational Teams
   Carsten K. W. De Dreu and Laurie R. Weingart 55

4 The Role of Cognition in Managing Conflict to Maximize Team Effectiveness:
   A Team Member Schema Similarity Approach
   Joan R. Rentsch and Jacqueline A. Zelno 71

5 Skill Acquisition and the Development of a Team Mental Model: An Integrative Approach to Analysing Organizational Teams, Task, and Context
   Janice Langan-Fox 91

6 Training for Cooperative Group Work
   David W. Johnson and Roger T. Johnson 131

7 Team-based Organization: Creating an Environment for Team Success
   Cheryl L. Harris and Michael M. Beyerlein 149

8 Team Decision Making in Organizations
   Mary Ann Glynn and Pamela S. Barr 173

9 Social Loafing in Teams
   Christel G. Rutte 191

10 Power in Groups and Organizations
    Peter T. Coleman and Maxim Voronov 209
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Author(s)</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Cooperation and Teamwork for Innovation</td>
<td>Michael A. West and Giles Hirst</td>
<td>257</td>
</tr>
<tr>
<td>13</td>
<td>When East and West Meet: Effective Teamwork across Cultures</td>
<td>Kwok Leung, Lin Lu, and Xiangfen Liang</td>
<td>281</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>303</td>
</tr>
<tr>
<td></td>
<td><strong>Index</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ABOUT THE EDITORS

Michael A. West is Professor of Organizational Psychology and Head of Research at Aston Business School. He graduated from the University of Wales in 1973 and received his PhD in 1977. He then spent a year working in the coal mines of South Wales before beginning his academic career. He has authored, edited or co-edited 14 books including Effective Teamwork (2004, Blackwell), the first edition of which has been translated into 12 languages, The Secrets of Successful Team Management (2004, Duncan Baird), Developing Team Based Organisations (2004, Blackwell), The International Handbook of Organizational Teamwork and Cooperative Working (2003, Wiley), Effective Top Management Teams (2001, Blackhall), Developing Creativity in Organizations (1997, BPS) and the Handbook of Workgroup Psychology (1996, Wiley). He has also published over 150 articles for scientific and practitioner publications, as well as chapters in scholarly books. He is a Fellow of the British Psychological Society, the American Psychological Association (APA), the APA Society for Industrial/Organizational Psychology, and the Royal Society for the Encouragement of Arts, Manufactures and Commerce. His areas of research interest are team and organizational innovation and effectiveness, particularly in relation to the organization of health services.

Dean Tjosvold is Chair Professor of Management, Lingnan University in Hong Kong. After graduating from Princeton University, he earned his Master’s Degree in History and his Ph.D. in the social psychology of organizations at the University of Minnesota, both in 1972. He has taught at Pennsylvania State University, Simon Fraser University, and was visiting professor at the National University of Singapore in 1983–84, the State University of Groningen in The Netherlands, 1991–92, Hong Kong University of Science and Technology, 1994–95, and the City University of Hong Kong, 1995–96.

In 1992, Simon Fraser University awarded him a University Professorship for his research contributions. He received the American Education Research Association’s Outstanding Contribution to Cooperative Learning Award in 1998. His review of cooperative and competitive conflict was recognized as the best article in Applied Psychology: An International Review for 1998. He is past president of the International Association of Conflict Management. He has published over 200 articles on managing conflict, cooperation and competition, decision making, power, and other management issues. He has served on several editorial boards, including the Academy of Management Review, Journal of Organizational Behavior, Journal of Management, and Small Group Research.

He has given invited seminars at universities in the US, Canada, Europe, and East Asia. He has consulted with large US banks, hotels in Asia Pacific, Canadian, US, and Hong Kong government agencies, family businesses, and organizations in other industries. He is a partner in his family health care business, which has 600 employees and is based in Minnesota.

Ken G. Smith is the Dean’s Chaired Professor of Business Strategy in the Robert H. Smith School of Business at the University of Maryland at College Park. Dr Smith received his MBA in Organizational Behavior from the University of Rhode Island in 1972 and his Ph.D. from the University of Washington in Seattle in 1983. From 1972 to 1980 he was an entrepreneur and chief executive officer in the pump and marine products industries where he developed three separate and successful corporations.

The former editor of the Academy of Management Review, Dr Smith has served on a number of editorial boards, including Academy of Management Journal and Academy of Management Executive. He has published over 50 articles, in such journals as the Academy of Management Journal, Administrative Science Quarterly, Strategic Management Journal, Management Science, Organization Science, and Organizational Behavior and Human Decision Processes, and he has presented numerous papers at national and international meetings, and at many different universities around the world. In addition, he has also published two books: The Dynamics of Competitive Strategy (with Grimm and Gannon) (Sage Publishing, 1992); and Strategy as Action: Industry Competition vs Cooperation (with Grimm) (West Publishing, 1997).

Dr Smith’s research interests in strategic management include strategic positioning, competitive advantage, and the dynamics of competitive and cooperative strategy. He is also a leader in the field of entrepreneurship where his research on the relationship between entrepreneurs and organizational innovation and growth is well known. His research has been supported by grants from the University of Maryland General Research, the National Science Foundation and the Small Business Administration.

In 1991 Dr Smith was a Fulbright Fellow in Strategic Management at the University of Limerick, Plassey, Ireland, and in Spring 2000 was Visiting Professor of Strategy, INSEAD, France. He was elected Fellow to the Academy of Management in 1998.
Professor Smith has participated in a wide variety of executive development programmes, and in 1987, 1990, and 1997 was awarded the Alan Krowe Award from the University of Maryland for teaching excellence. In 1996, Dr Smith was granted the University of Maryland Distinguished Scholar Teacher Award. Dr Smith has been a consultant to a variety of organizations, and is a member of the Academy of Management, the Strategic Management Society, and the Decision Sciences Institute.
LIST OF CONTRIBUTORS

**Pamela S. Barr,** *Robinson College of Business, Georgia State University, 35 Broad Street, Atlanta, GA 30303, USA*

**Michael M. Beyerlein,** *Department of Psychology, University of North Texas, PO Box 311280, Denton, TX 76203, USA*

**Susan E. Brodt,** *Fuqua School of Business, Duke University, Box 90120, Durham, NC 27708, USA*

**Peter T. Coleman,** *Teachers College, Columbia University, 525 West 120th St, New York 10027, USA*

**Carsten K. W. De Dreu,** *University of Amsterdam, Department of Psychology, Raetessstraat 15, 1018 WB, Amsterdam, The Netherlands*

**Morton Deutsch,** *Teachers College, Columbia University, 525 West 120th St, New York 10027, USA*

**Amy C. Edmondson,** *Associate Professor, Morgan Hall T-93, Harvard Business School, Boston, MA 02163, USA*

**Mary Ann Glynn,** *Goizueta Business School, Emory University, 1300 Clifton Road, Atlanta, GA 30322-2710, USA*

**Cheryl L. Harris,** *Department of Psychology, University of North Texas, PO Box 311280, Denton, TX 76203, USA*

**Giles Hirst,** *Aston University, Aston Business School, Birmingham B4 7ET, UK*

**David W. Johnson,** *Cooperative Learning Center, University of Minnesota, 60 Peik Hall, Minneapolis, MN 55455, USA*

**Roger T. Johnson,** *Cooperative Learning Center, University of Minnesota, 60 Peik Hall, Minneapolis, MN 55455, USA*

**M. Audrey Korsgaard,** *Associate Professor of Management, University of South Carolina, Moore School of Business, Columbia, SC 29208, USA*

**Janice Langan-Fox,** *Department of Psychology, University of Melbourne, Parkville 3010, Melbourne, Victoria, Australia*

**Kwok Leung,** *Department of Management, City University of Hong Kong, Tat Chee Avenue, Hong Kong, China*