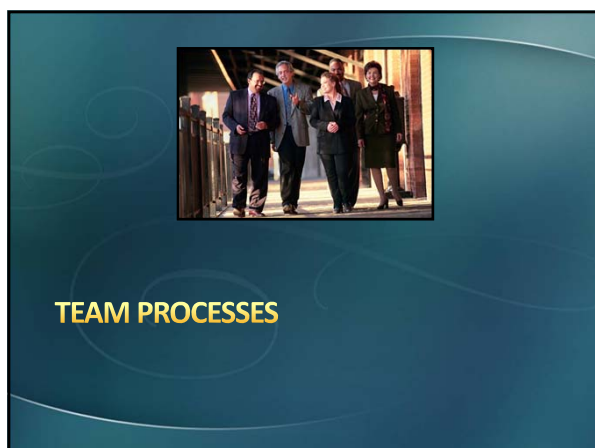


- ## Learning Goals
- What are team processes?
 - What factors influence the communication process in teams?
 - What are team states?



Team Processes

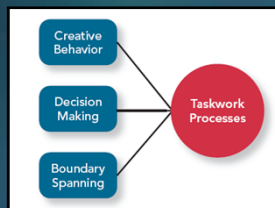
- This is a shift from what the team is (e.g., team characteristics) to what the team does.
- Process gain
 - Synergy
- Process loss
 - Coordination loss
 - Example: Production blocking
 - Motivational loss
 - Example: Social loafing



Task-focused Processes

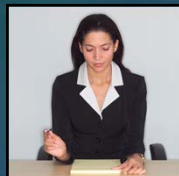
- Taskwork processes are the activities of team members that relate directly to the accomplishment of team tasks.

- Creative behavior
- Decision Making
- Boundary Spanning



Creative Behavior

- Brainstorming
 - Generating as many ideas as possible about some focal problem or issue.
- Nominal group technique
 - Form of brainstorming where those involved write down ideas on their own first before discussing.



Decision Making

- Decision informity
 - Do members have adequate info about responsibilities?
- Staff validity
 - How good are the recommendations members make?
- Hierarchical sensitivity
 - How well does leader weigh recommendations of members?



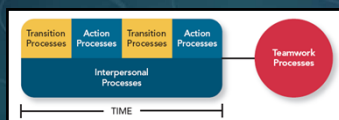
Boundary Spanning

- Ambassador activities
 - Efforts to protect the team, persuade others, or obtain resources.
- Task coordinator activities
 - Coordinate task-related issues with people or groups in other functional areas.
- Scout activities
 - Obtain information about technology, competitors, or the broader marketplace.



Team Maintenance Processes

- interpersonal activities that facilitate the accomplishment of the team's work but do not directly involve task accomplishment itself.
 - Transition processes
 - Action processes
 - Interpersonal processes



Transition processes

- Mission analysis
 - analysis of team's task, challenges they face, and resources available.
- Strategy formulation
 - develop courses of action/contingency plans, and adapt as needed.
- Goal specification
 - develop/prioritize goals related to the team's mission and strategy.



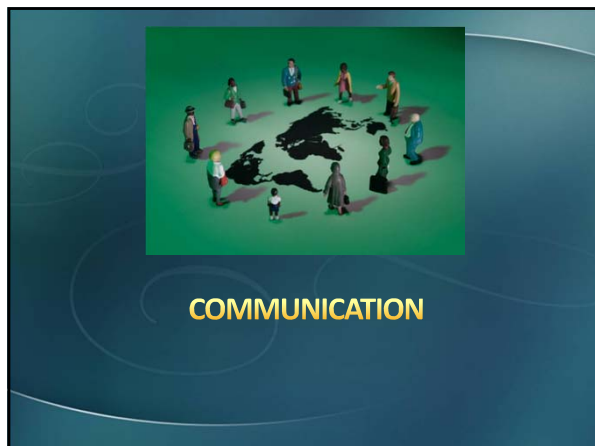
Action processes

- Monitoring progress toward goals
- Systems monitoring
 - Tracking whatever is needed to accomplish the task
- Helping behavior
 - members helping or supporting other team members
- Coordination
 - synchronizing team members' activities in a way that makes them mesh effectively and seamlessly.

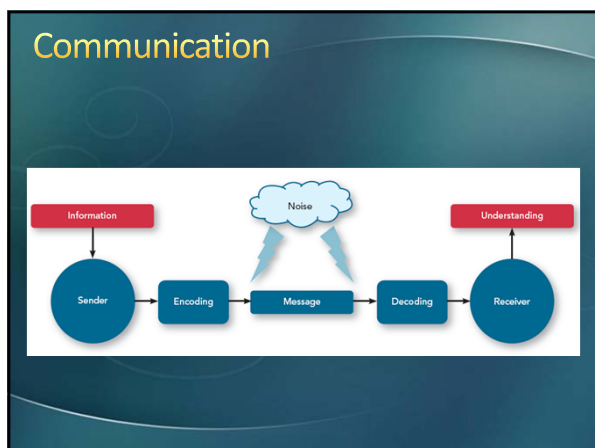
Interpersonal processes

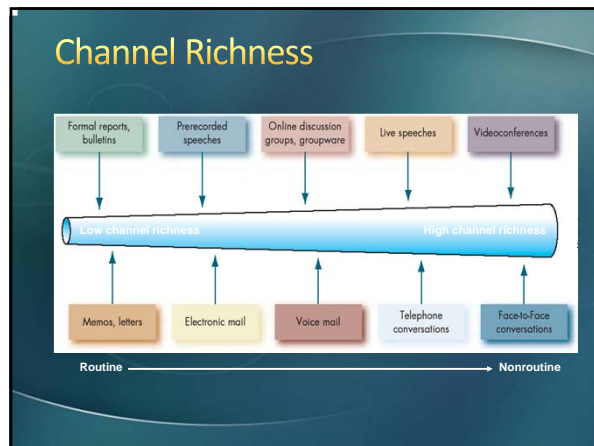
- Motivating and confidence building
 - Affect management - activities that foster a sense of emotional balance and unity
- Conflict management
 - Relationship conflict vs. Task conflict

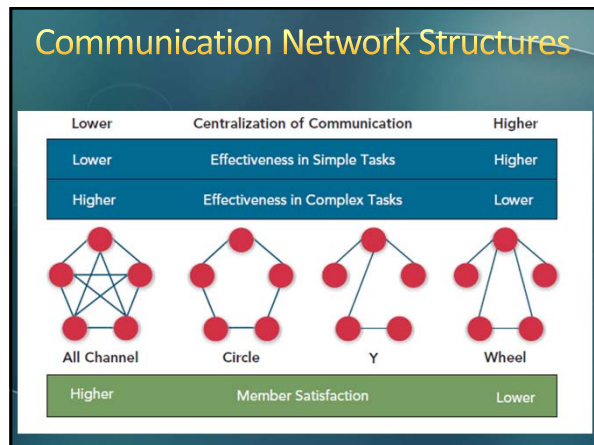












Cross-Cultural Communication

🧠 Cultural Barriers

- caused by semantics
- caused by word connotations
- caused by tone differences
- caused by differences among perceptions

An illustration of a man in a white shirt and tie speaking into several microphones, with a green speech bubble above him.

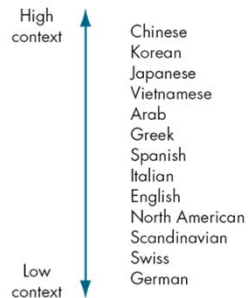
High- vs. Low-Context Cultures

high-context cultures

Cultures that rely heavily on nonverbal and subtle situational cues in communication.

low-context cultures

Cultures that rely heavily on words to convey meaning in communication.





TEAM STATES

Team States

- Refers to specific types of feelings and thoughts that coalesce in the minds of team members as a consequence of their experience working together.
- Cohesion
 - Groupthink result of highly cohesive teams trying to maintain harmony without ever offering, seeking, or seriously considering alternative viewpoints and perspectives.
- Potency
 - Members belief that the team can be effective across a variety of situations and tasks.
- Mental models
 - The level of common understanding in regard to aspects of the team and its task.
- Transactive memory
 - How specialized knowledge is distributed among members in a manner that results in an effective system of memory for the team.
