

Communicating in Groups and Teams

Sharing Leadership



GAY LUMSDEN | DONALD LUMSDEN

Brief Contents

Preface xvii

PART ONE: YOUR ROLES IN GROUPS AND TEAMS

- 1 Your Groups and Teams: Communicating for Success 1
- 2 Your Teamwork Responsibility: Sharing Leadership 27

PART TWO: SHARING LEADERSHIP TO CREATE TEAMWORK

- 3 The "Work" in Teamwork: Planning the Process 59
- 4 The "Team" in Teamwork: Bringing Individuals Together 83

PART THREE: SHARING LEADERSHIP THROUGH TASK PROCESSES

- 5 Task Questions and Resources: Launching Your Inquiry 115
- 6 Logical and Critical Thinking: Analyzing Team Information 139
- 7 Innovative and Creative Thinking: Generating New Ideas 163
- 8 Problem Analysis and Decision Making: Following Clear Systems 189

PART FOUR: SHARING LEADERSHIP THROUGH TRANSACTIONAL PROCESSES

- 9 Verbal and Nonverbal Communication: Building Transactional Processes 215
- 10 Listening and Questioning: Developing Team Dialogue 241

PART FIVE: MEETING CHALLENGES TO LEADERS AND LEADERSHIP

- 11 Teams and Designated Leaders: Achieving Team Visions 263
- 12 Team Pressures and Conflicts: Meeting the Challenges 287
- 13 Team Problems and Participation: Managing the Obstacles 313

Appendix A Group Formats and Approaches: Planning Public Meetings 335
Appendix B Oral and Written Reports: Communicating Team Findings 353
Glossary 374
References 381
Name Index 393
Subject Index 397

Detailed Contents

Preface xvii

Part One: Your Roles in Groups and Jeams

1	YOUR	GROUPS	AND	TEAMS:	Communicating	for Success	1
_	, , ,	4110017			voimman routing	101 7400033	

Your Group and Team Experiences 2 Your Future in Groups and Teams 4

Careers and Teamwork 5

Types of Groups and Teams 6

Trends in the Workplace 9

TEAMS AND TEAMWORK 9

QUALITY AND CUSTOMER SATISFACTION 10 INFORMATION AND TECHNOLOGY 10

Key Concepts for Your Teamwork 13

Groups and Teams 13

Transactional and Task Processes 14

Communication in Groups and Teams 16

Risk in Group and Team Communication 17

Systems and Subsystems 18

A Team Processes Model 19

Preparation for Your Teamwork 19

Summary 23

Exercises 23

InfoTrac College Edition 24

2	YOUR TEAMWORK RESPONSIBILITY: Sharing Leadership 27
	The Meaning of Leadership 29
	Your Success and Your Leadership 29
	Short-Term Success 30
	Long-Term Success 30
	Leadership and Personal Qualities 30
	Preparation 31
	Involvement 32
	Credibility 32
	Principles 34
	Adaptability 35
	Responsibility 36
	Leadership and Teamwork 36
	Roles People Play 37
	Team Processes 38
	TRANSACTIONAL PROCESSES 38
	TASK PROCESSES 39
	Obstacles to Leadership 40
	RECOGNIZING OBSTACLES 40
	OVERCOMING OBSTACLES 41
	Leadership and Ethics 42 Ethical Dilemmas and Conflicts 44
	Ethical Issues for Teams 45
	PERSONAL STANDARDS 46
	TEAM PROCESSES 48
	Leadership Development 49
	Developing Credibility 49
	Building Confidence 51
	VISUALIZATION 51
	RELAXATION 52
	PRACTICE 53
	Summary 53
	Exercises 54
	InfoTrac College Edition 55
Pa	rt Two: Sharing Leadership to Create Teamwork
2	THE PHONE IN TELLUMONY NAMED AND DESCRIPTION OF THE PROPERTY O
)	THE "WORK" IN TEAMWORK: Planning the Process 59
	Know the Context of Your Work 61 Analyze the System 61

Identify Responsibilities 61
Identify Responsibilities 61
ORGANIZATIONAL RESPONSIBILITIES 62 TEAM RESPONSIBILITIES 62
Decide about a Leader 62
Choose a Recorder or Secretary 64
Set Work Expectations 66
Time and Responsibility Commitments 66
Meeting Schedules 67
Purposes and Goals 68
UNDERSTANDING PURPOSES 68
DEFINING GOALS 70
IDENTIFYING INSTRUMENTAL OBJECTIVES 71
CONFIRMING UNDERSTANDING AND COMMITMENT 72
Preparation Responsibilities 73
Plan Agendas 74
Agenda Types 74
INFORMAL AND SPECIAL AGENDAS 74
FORMAL AGENDAS 75
Agenda Planning 75
DEVELOPING THE ORDER AND TIME ALLOTMENTS 76
PHRASING THE STEPS 77
DISTRIBUTING AND MODIFYING 77
Summary 78
Exercises 78
InfoTrac College Edition 79
Into true Conege Lanton
THE "TEAM" IN TEAMWORK:
Bringing Individuals Together 83
A Superteam Model 84

THE "TEAM" IN TEAMWORK: Bringing Individuals Together 83 A Superteam Model 84 Organizational Environments 86 Organizational Cultures 86 Organizational Strategies 87 Individual Members 87 Why People Join Teams 88 INTERESTS AND ATTRACTIONS 88 DRIVE REDUCTION 89 REINFORCEMENT 91 What Individuals Bring 92 WAYS OF PERCEIVING 92 ABILITIES AND BACKGROUNDS 93

Team Development 94

Developing by Stages 95

PHASES AS DEVELOPMENTAL ISSUES 95	
DEVELOPMENTAL ISSUES FOR SPECIFIC TEAMS 96	
Creating Team Attributes 97	
TEAM CULTURE 97	
SHARED IMAGE 97	
SHARED VISION 98	
CHARACTER 98	
SYNTALITY 98	
SYNERGY 99	
COHESIVENESS 99	
Teamwork through Electronics 99	
Virtual Teams: Good News and Bad News 101	
Computer-Supported Collaborative Work (CSCW):	
Good News and Bad News 102	
Teamwork Improvement 105	
Sources of Feedback 106	
Uses of Feedback 107	
Case Study 4.1: Virtual Teams 108	
Summary 108	
Exercises 110	
InfoTrac College Edition 111	
Three: Sharing Leadership through Jask Processes	
TASK QUESTIONS AND RESOURCES: Launching Your Inquiry	
A THE PARTY OF THE	115
Planning the Team's Inquiry 116	115
Planning the Team's Inquiry 116 Identifying Questions for Analysis 117	115
Identifying Questions for Analysis 117	115
Identifying Questions for Analysis 117 Questions of Fact 119	115
Identifying Questions for Analysis 117 Questions of Fact 119 Questions of Value 119	115
Identifying Questions for Analysis 117 Questions of Fact 119 Questions of Value 119 Questions of Policy 119	115
Identifying Questions for Analysis 117 Questions of Fact 119 Questions of Value 119 Questions of Policy 119 Questions of Prediction 120	115
Identifying Questions for Analysis 117 Questions of Fact 119 Questions of Value 119 Questions of Policy 119 Questions of Prediction 120 Phrasing Questions for Discussion 120	115
Identifying Questions for Analysis 117 Questions of Fact 119 Questions of Value 119 Questions of Policy 119 Questions of Prediction 120 Phrasing Questions for Discussion 120 Planning Research 122	115
Identifying Questions for Analysis 117 Questions of Fact 119 Questions of Value 119 Questions of Policy 119 Questions of Prediction 120 Phrasing Questions for Discussion 120 Planning Research 122 Identify Needs for Data 123	115
Identifying Questions for Analysis 117 Questions of Fact 119 Questions of Value 119 Questions of Policy 119 Questions of Prediction 120 Phrasing Questions for Discussion 120 Planning Research 122 Identify Needs for Data 123 Make a Team Plan 124	115
Identifying Questions for Analysis 117 Questions of Fact 119 Questions of Value 119 Questions of Policy 119 Questions of Prediction 120 Phrasing Questions for Discussion 120 Planning Research 122 Identify Needs for Data 123 Make a Team Plan 124 Identifying Information Resources 126	115
Identifying Questions for Analysis 117 Questions of Fact 119 Questions of Value 119 Questions of Policy 119 Questions of Prediction 120 Phrasing Questions for Discussion 120 Planning Research 122 Identify Needs for Data 123 Make a Team Plan 124	115

Information from Organizations and Library Systems 129 Information from the Internet 129	
Sharing Information as a Team 131	
Working through Information Together 131	
Making Clear Reports 131	
POSTING INFORMATION 132	
PURPOSES FOR VISUALS 132	
METHODS FOR VISUALS 132	
Summary 134	
Exercises 136	
InfoTrac College Edition 136	
morrae conege Edition 150	
LOGICAL AND CRITICAL THINKING: Analyzing Team Information	139
Evaluating Information Critically 141	
Norms for Critical Analysis 142	
Criteria for Analysis 142	
THE INFORMATION'S SOURCE 142	
THE INFORMATION ITSELF 144	
INTERNET INFORMATION'S VIRTUAL LOCATIONS 145	
Reasoning Logically 146	
Drawing Conclusions 147	
ANALYZING WARRANTS 148	
IDENTIFYING RESERVATIONS 148	
QUALIFYING CONCLUSIONS 149 EXAMINING COMPLETE ARGUMENTS 149	
Testing Reasoning 150	
INDUCTIVE REASONING 150	
DEDUCTIVE REASONING 151	
CAUSE-AND-EFFECT REASONING 151	
FALLACIOUS REASONING 153	
Clise Delainy on 222 5 5 (Citation 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	54
Examining Assumptions and Values 156	
Nature and Effects 156	
Cultural and Gender Influences 157	
Summary 158	
Exercises 159	
InfoTrac College Edition 159	
	167
INNOVATIVE AND CREATIVE THINKING: Generating New Ideas	163

Thinking Creatively 164

Understanding Brain Processes 165

Critical Issues 200

APPLICABILITY 200

PRACTICALITY 201

ADVANTAGES, DISADVANTAGES, AND RISKS 201

DESIRABILITY 203

Decision Modes 206

CONSENSUS 206

VOTING 206

MULTIPLE RANKING 207

DECISION BY AUTHORITY 207

Creating an Implementation Plan 208

Design 208

Assessment 209

Summary 210

Exercises 211

InfoTrac College Edition 211

Part Four: Sharing Leadership through Transactional Processes

VERBAL AND NONVERBAL COMMUNICATION:

Building Transactional Processes 215

Negotiating Team Meanings 216

From Dialectic to Dialogue 217

From Seeing Stereotypes to Seeing People 218

CULTURAL DIFFERENCES 218

GENDER DIFFERENCES 219

Identifying Communication Styles 220

Using Dialogical Styles 222

Sensitivity 223

Assertiveness 223

Responsible Language 224

Confirmation 225

Appropriateness 226

APPROPRIATENESS TO TEAMMATES 226

APPROPRIATENESS TO YOURSELF 226

APPROPRIATENESS TO THE CONTEXT 227

Communicating Nonverbally 229

How Nonverbal Cues Work 229

Case Study 9.1: The Natural Remedies Company: When "Jamily" Gets Too Close for Comfort 230	
Decoding Nonverbal Messages More Accurately 230 Building Leadership Abilities in Nonverbal Communication Facilitating Teammates' Contributions 232 FACILITATING TURN-TAKING 233 MAKING SPACE 233 EQUALIZING INFLUENCE 233 TOUCHING 234 Getting Teammates to Listen to You 235 FACE 235 GESTURES 235 VOICE AND SPEECH 236 Improving Your Nonverbal Communication 236 Summary 237	
Exercises 238	
InfoTrac College Edition 239	
LISTENING AND QUESTIONING: Developing Team Dialogue 241 Listening and Questioning in Teams 243 Creating Dialogue 243 Creating Climates 244 Creating Cooperative Analysis 244 Foundations for Listening and Questioning 245 Building Team Norms 246	
Approaches to Listening and Questioning 248 Active Listening 248 Interactive Questioning 249 Empathic Listening and Questioning 251 Dialogical Listening and Questioning 254 Leadership in Listening and Questioning 255	
Facilitating Listening and Turn-Taking 256 Managing Distractions 256 Adapting to Electronic Meetings 257	
Summary 257	
Exercises 258	
InfoTrac College Edition 259	

232

11 TEAMS AND DESIGNATED LEADERS: Achieving Team Visions 263

Sources of Power 265

Traditional Control Models 266 Contemporary Empowerment Models 268

Approaches to Leading 269

Situational-Contingency Approaches 269 Classic Leadership Styles 270 Contemporary Approaches 272

Expectations of Leaders 274

Members' Expectations 275 Leaders' Self-Expectations 276

Responsibilities of Leaders 276

Linking and Buffering 277

Motivating and Coaching 278

Managing and Moving 278

PLANNING AND FOLLOWING THROUGH 278

ENSURING PROCESSES 279

Learning to Lead 280 Summary 282

Exercises 282

InfoTrac College Edition 283

12 TEAM PRESSURES AND CONFLICTS: Meeting the Challenges 287

Team Pressures 288

Deviance 288

Conformity 290

MOTIVES 290

METHODS 290

CHOICES 292

RESPONSES 293

Groupware and Virtual Meeting Influences 294

Groupthink 295

How Groupthink Happens 295
COHESIVENESS 296
STRUCTURE 296
SITUATION 296
LEADERSHIP 296

What Groupthink Does 297 How to Reduce Groupthink 299 300 Competitive Communication How People Play Games 301 How Games Affect Climate 301 How to Handle a Game 302 Conflict 303 Types of Conflict 304 Sources of Conflict 304 Approaches to Conflict Management 305 INDIVIDUAL STYLES 305 Case Study 12.1: Quality Is No Easy Rider 306 COMMUNICATION ADAPTATION 307 Processes of Conflict Management 309 Summary 310 Exercises 311 InfoTrac College Edition 312 13 TEAM PROBLEMS AND PARTICIPATION: Managing the Obstacles 313 Fixing Teamwork Problems 314 People Who Seem Difficult 314 DOMINATING 315 DISTRACTING 317 NONPARTICIPATING 318 IRRESPONSIBLE 320 REPREHENSIBLE 321 SYSTEM VERSUS PERSONALITY DIFFICULTIES Members Who Are New or Different 323 UNDERSTANDING NEWNESS 323 DEVELOPING AN INTRAGROUP ETHIC 324 ORIENTING MEMBERS 325 Processes That Need Processing 327 Helping Leaders Help the Team 328 Bolstering the Leader 329 REASONS FOR INADEQUACY 329 STRATEGIES FOR IMPROVING A LEADER'S EFFECTIVENESS Easing Leaders' Transitions 331 Working within the System 331 Summary 332 Exercises 333 InfoTrac College Edition 334

APPENDIX A GROUP FORMATS AND APPROACHES: Planning Public Meetings 335 Public Meetings 336 Public Meeting Formats 336 FORUM 336

LECTURE 336
SYMPOSIUM 337
PANEL 337
COLLOQUY 337
DEBATE 337
MEDIATED OR LIVE PERFORMANCE 338

Conferences and Workshops 339

Goals 340
Types of Meeting Sessions 341
PLENARY SESSIONS 341
BREAKOUT SESSIONS 341
TELECONFERENCE SESSIONS 342

Public Meeting Goals 338

Audience Participation Generators 342

Paper-and-Pencil Instruments 343
Small Group Activities 344
BUZZ GROUPS 344
ROLE PLAYING 344
EXERCISES AND ACTIVITIES 345

Preparation for Public Meetings and Conferences 346

Goals and Participants 347
Programs 347
Resources 348
PERSONNEL 348
FACILITIES 349
FINANCES 350
Rehearsals and Run-Throughs 350
Publicity and Public Relations 351
Evaluation 351
THE PARTICIPANTS 351

InfoTrac College Edition 352

THE PLANNING TEAM 352

APPENDIX B ORAL AND WRITTEN REPORTS:

Communicating Team Findings 353

Common Preparation Steps 354

```
Goals 354
    TEAM MISSION 354
    SPECIFIC PURPOSE 355
 Audiences 356
    PRIMARY AND SECONDARY AUDIENCES 356
    CHARACTERISTICS 356
    AUDIENCE-BASED STRATEGIES 357
    SENSITIVITY TO ISSUES 357
    EXPECTATIONS 357
  Research 358
 Content Selection 358
  Organization 358
    BODY 358
    MAIN POINTS 359
    INTRODUCTION 360
    CONCLUSION 361
    TRANSITIONS 361
  Visuals 361
  Preparation Differences 363
Written Reports 363
  Formats 365
  Team Involvement 366
     DEVELOPING A PLAN 366
     DETERMINING STYLE 367
  Presentation of the Document 367
Oral Reports 367
  Team Participation 368
  Notes 368
  Visuals 369
  Questions and Answers 369
     ANTICIPATING QUESTIONS 369
     HANDLING QUESTIONS 370
     REHEARSAL 370
  Presentation 371
Follow-up and Evaluation 372
InfoTrac College Edition 372
Glossary 374
              381
References
 Name Index 393
 Subject Index 397
```