

# Table of Contents

Foreword, by <i>Paolo Gallo</i>	VII
Introduction	1
<b>1 Creating a Team</b>	<b>5</b>
1.1 Team definition	5
1.2 The descriptive elements of the team	8
1.3 Types of teams	17
1.4 Check list: Do you really need a team?	20
<b>2 Structuring a Team</b>	<b>29</b>
2.1 Context	29
2.2 Composition	32
2.3 Structure	35
2.4 Processes	40
2.5 Responsibility and roles	42
2.6 ElectroC: a new collection of electrical components	45
2.7 Assessment/follow up	51
<b>3 Decision Making in the Team</b>	<b>57</b>
3.1 Managing the decision-making process	57
3.2 Decision-making models	59
3.3 Low to moderate team involvement	60
3.4 Toward greater member involvement	64
3.5 The problem of consensus	67
3.6 Improving team decision making	71
3.7 A note to the facilitator	74

<b>4</b>	<b>Managing Conflict in the Team</b>	<b>81</b>
4.1	Conflict as a social process	81
4.2	Causes and crystallization of conflict	82
4.3	The drama triangle: recognizing roles in interpersonal conflict	84
4.4	Breaking the drama triangle	88
4.5	Strategies for managing conflicts over the task	91
4.6	Leader intervention: when and how	95
<b>5</b>	<b>Negotiating among Team Members</b>	<b>103</b>
5.1	The negotiation phases	103
5.2	The negotiation process in the team	104
5.3	A framework of reference	108
5.4	Heterogeneous teams and integrative negotiation	111
5.5	The team as a negotiating partner	114
<b>6</b>	<b>Managing Geographically Dispersed Teams</b>	<b>121</b>
6.1	Benefits and challenges of virtual teams	121
6.2	Life cycle comparison	123
6.3	Addressing and managing different types of virtuality	131
6.4	The challenges of hybrid teams: beyond the pandemic	140
	<b>Bibliography</b>	<b>149</b>