

## Teamwork Points/Summary

### **From: "Teamwork, What Must Go Right/ What Can Go Wrong"**

By Carl E. Larson, Frank M.J. LaFasto  
1989, Sage Publications

The three main learnings in isolating and defining the criterion of teams:

1. Encountered unusual consistency of features of effective teams across a wide variety of teams
2. The criteria which emerged seemed so basic that researchers were excited about understanding the significant factors that emerged, and
3. The researchers found leaders within the 32 study groups who knew the answers to the questions – They knew! And they had answers to questions researchers didn't even have sufficient knowledge to formulate!

### Miscellaneous Quotes

- If we are to solve the enormous problems facing our ... world... we need to know how to set aside individual agendas so that a common understanding of problems have opportunities to develop (Paraphrased by S. Gach)
- "We do not denigrate the significance of individual thinking ... to solve problems... We simply acknowledge that the problems that confront us are so complex that we must... demand that our thoughtful, creative individuals '**put their heads together**' [teams] to reach the best possible solutions.
- ... Perrow (1984) argued that technological systems have become so complex that we should expect failures of disastrous proportions as a result of failures of system components. (I.e., *Challenger* disaster.) ... Growth in complexity becomes magnified when the coordination is not only within, but between organizations. ... Solving these complex problems demands the integration of many divergent points of view and effective collaboration of many individuals... "Linear information, linear thinking, and incremental strategies are no match for the turbulence of today's business climate." (Bennis and Nanus, 1985).

For this study, definition of a team was:

- Has two or more people
- Has a specific performance objective, or recognizable goal to be attained,
- Coordination of activity among the member of the team is required for the attainment of the team goal/objective.

Study details:

- took 3 years to fulfill
- variety of methods and procedures, often inquiry known as "grounded theory",
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