Unit 7 Key Terms

**Accommodation:** A style of dealing with conflict involving cooperation on behalf of the other party, but not being assertive about one’s own interests.

**Autonomous Work Group:** Groups that control decisions about and execution of a complete range of tasks.

**Avoidance:** A reaction to conflict that involves ignoring the problem by doing nothing at all, or deemphasizing the disagreement.

**Cohesiveness:** The degree to which a group is appealing to its members, members are motivated to remain in the group, and members influence one another.

**Collaboration:** A style of dealing with conflict emphasizing both cooperation and assertiveness to maximize both parties’ satisfaction.

**Competing:** A style of dealing with conflict involving strong focus on one’s own goals and little or no concern for the other person’s goals.

**Compromise:** A style of dealing with conflict involving moderate attention to both parties’ concerns.

**Gatekeeper:** A team member who keeps abreast of current developments and provides the team with relevant information.

**Informing:** A team strategy that entails making decisions with the team and then informing outsiders of its intentions.

**Management Teams:** Teams that coordinate and provide direction to the subunits under their jurisdiction and integrate work among subunits.

**Mediator:** A third party who intervenes to help others manage their conflict.

**Norms:** Shared beliefs about how people should think and behave.

**Parading:** A team strategy that entails simultaneously emphasizing internal team building and achieving external visibility.

**Parallel Teams:** Teams that operate separately from the regular work structure and exist temporarily.

**Probing:** A team strategy that requires team members to interact frequently with outsiders, diagnose their needs, and experiment with solutions.

**Project and Development Teams:** Teams that work on long-term projects but disband once the work is completed.
**Quality Circles:** Voluntary groups of people drawn from various production teams who make suggestions about quality.

**Roles:** Different ideas of expectations for how different individuals should behave.

**Self-Designing Teams:** Teams with the responsibilities of autonomous work groups, plus control over hiring, firing, and deciding what tasks members perform.

**Self-Managed Teams:** Autonomous work groups in which workers are trained to do all or most of the jobs in a unit, have no immediate supervisor, and make decisions previously made by frontline supervisors.

**Semiautonomous Work Groups:** Groups that make decisions about managing and carrying out major production activities but get outside support for quality control and maintenance.

**Social Facilitation Effect:** Working harder when in a group than when working alone.

**Social Loafing:** Working less hard and being less productive when in a group.

**Superordinate Goals:** Higher-level goals taking priority over specific individual or group goals.

**Task Specialist:** An individual who has more advanced job-related skills and abilities than other group members possess.

**Team:** A small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable.

**Team Maintenance Specialist:** Individual who develops and maintains team harmony.

**Traditional Work Groups:** Groups that have no managerial responsibilities.

**Transnational Teams:** Work groups composed of multinational members whose activities span multiple countries.

**Virtual Teams:** Teams that are physically dispersed and communicate electronically more than face-to-face.

**Work Teams:** Teams that make or do things like manufacture, assemble, sell, or provide service.