Articles on Teamwork

Below is a list of articles and summary descriptions on effective teamwork and leadership. Use the online library to search for the complete article at https://mycampus.aiu-online.com/portal/5/library/pages/libraryhome.aspx.

Article 1


The article examines the theories of group collaboration to help describe the teamwork required for the learning management system (LMS) to be launched and implemented at a hospital in Great Britain. The successful launch of the LMS required effective teamwork and communication between staff. Team maintenance was achieved through monthly meetings, regular e-mails between members, and the creation of several work streams on which different team members could focus.

Article 2


This paper examines the leadership of extreme action teams—teams whose highly skilled members cooperate to perform urgent, unpredictable, interdependent, and highly consequential tasks while simultaneously coping with frequent changes in team composition and training their teams' novice members. This qualitative investigation of the leadership of extreme action medical teams in an emergency trauma center revealed a hierarchical, deindividualized system of shared leadership. At the heart of this system is dynamic delegation: senior leaders' rapid and repeated delegation of the active leadership role to and withdrawal of the active leadership role from more junior leaders of the team. The findings suggest that dynamic delegation enhances extreme action teams' ability to perform reliably while also building their novice team members' skills. It highlights the contingencies that guide senior leaders' delegation and withdrawal of the active leadership role, as well as the values and structures that motivate and enable the shared, ongoing practice of dynamic delegation. Further, the article suggests that extreme action teams and other improvisational organizational units may achieve swift coordination and reliable performance by melding hierarchical and bureaucratic role-based structures with flexibility enhancing processes. The insights emerging from the findings at once extend and challenge prior leadership theory and research, paving the way for further theory development and research on team
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leadership in dynamic settings.

Article 3


The article discusses the concept of teams in health care organizations and the key role of teams in organizational communication. Hospitals and health care facilities are surrounded by teams and functional groups, and team nomenclature is firmly rooted in the vocabulary. For all kinds of obvious reasons, teams make sense in the provision of medical care and the processing of myriad clinical and administrative activities. There are some managerial behavioral patterns that act as barriers to team building. Team building is essential to better organization-wide communication. Thus, a well thought-out team-building effort across the organization is fundamental.

Article 4


Organization issues are thought to invoke different decision-making behaviors that affect the ultimate outcome of the decision. Extant research on the antecedents of conflict has focused on the demographics of the decision-making group. In contrast, this study starts with the organizational issue and examines the relationship between the interpretation of the issue and the type of conflict experienced during resolution of the issue. This relationship is important because managing conflict has been shown to be a key aspect of successful decision making within top management groups. Research findings indicate that managers should encourage cognitive conflict, which is functional, and discourage affective conflict, which is personality-based and dysfunctional. In this study of 52 hospital top management groups in three Southwestern states, it was found that organizational issue interpretation does impact the amount of affective and cognitive conflict experienced. Specifically, political issues are associated with both types of conflict. Additionally, it was found that when the issue is interpreted as more positive, the relationship between political interpretation and cognitive conflict is diminished.
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