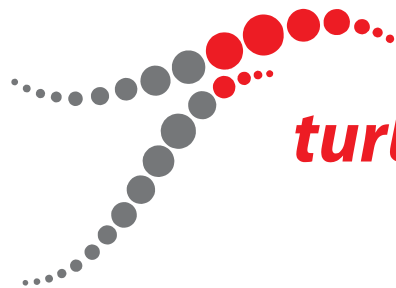




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# Team Development



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# Cohesion

**Task  
Cohesion**

**Group &  
Individual  
Goal  
Congruence**

**Alignment,  
Commitment**

**Social  
Cohesion**

**Individual  
Social  
Attraction  
to the Group**

**Group  
Social Bonds**

**Individual**

**Group**



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# Key Levers for Maintaining Cohesion

**Effective Leadership**

**Focusing on the “Positives” Rather Than the “Negatives”**

**Keeping Busy**

**Preventing Personal Conflicts Among Members**

**Maintaining a Balance of Workload Among Members**

**Providing Off-Time During which Members can Enjoy Fun Activities Together**

Source: Pearce, Rench, Braun, Baard, et al (2012)



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**Billy  
Bob**

- Needs Plans
- Needs Structure
- Needs Certainty
- Organizes
- Black & White

**Judging**



**Betty  
Sue**

- Curious
- Likes to Stay Open
- Changeable
- Enjoys Gathering Information
- May Have Difficulty Making Decisions

**Perceiving**



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# Team Diversity

## If Diversity is Too Low:

- Limited Scope of Knowledge & Experience
- Redundancy

## If Diversity is Too Great:

- Frames of Reference May be Too Far Apart
- Communication May be Difficult

## Team-Oriented HR Practices Also Foster Innovation

Source: Chi et al (2009)



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