## Contents

- About the Editor: ix
- List of Contributors: xi
- About the Authors: xv
- Acknowledgements: xxiii

**Preface**

- Introducing Work Group Psychology
  - Michael A. West
  - xxv

**SECTION I**

**INTRODUCTION**

- Chapter 1: Fundamental Consideration about Work Groups
  - Richard A. Guzzo
  - 3

**SECTION II**

**THE CONTEXTS OF GROUPS**

- Chapter 2: Temporal Issues in Work Groups
  - Joseph E. McGrath and Kathleen M. O'Connor
  - 25

- Chapter 3: The Consequences of Diversity in Multidisciplinary Work Teams
  - Susan E. Jackson
  - 53

- Chapter 4: Group Affective Tone
  - Jennifer M. George
  - 77

- Chapter 5: Group Task Structure, Processes and Outcome
  - Franziska Tschlan and Mario von Cranach
  - 95

**SECTION III**

**GROUP PROCESSES**

- Chapter 6: Making Work Groups More Effective: the Value of Minority Dissent
  - Charlan Nemeth and Pamela Owens
  - 125
Chapter 7  Unconscious Phenomena in Work Groups  
   *Mark Stein*  
   143

Chapter 8  Interaction and Decision-making in Project Teams  
   *Marjolein van Offenbeek and Paul Koopman*  
   159

Chapter 9  Group Leadership: a Levels of Analysis Perspective  
   *Francis J. Yammarino*  
   189

Chapter 10  Autonomous Work Groups and Quality Circles  
   *John L. Cordery*  
   225

Chapter 11  Dimensions, Criteria and Evaluation of Work Group Autonomy  
   *Eberhard Ulich and Wolfgang G. Weber*  
   247

SECTION IV  GROUP OUTCOMES

Chapter 12  Criteria for the Study of Work Group Functioning  
   *Felix C. Brodbeck*  
   285

Chapter 13  Innovation and Creativity in Work Groups  
   *Anders Agrell and Roland Gustafson*  
   317

Chapter 14  Work Group Factors and Individual Well-being  
   *Sabine Sonnentag*  
   345

SECTION V  GROUPS IN ORGANIZATIONS

Chapter 15  Affective Reactions to the Group and the Organization  
   *Natalie J. Allen*  
   371

Chapter 16  Intergroup Relations in Organizations  
   *Jean F. Hartley*  
   397

Chapter 17  Work Group Socialization  
   *Neil Anderson and Helena D.C. Thomas*  
   423

Chapter 18  Approaches to Communication Structure: Applications to the Problem of Information-seeking  
   *J. David Johnson*  
   451

SECTION VI  CROSS-CULTURAL ASPECTS OF WORK GROUP FUNCTIONING

Chapter 19  Cultural Differences in Group Processes  
   *Peter B. Smith and Julia Noakes*  
   477

Chapter 20  Promoting Team Effectiveness  
   *Scott I. Tannenbaum, Eduardo Salas and Janis A. Cannon-Bowers*  
   503
CONTENTS

Chapter 21 Facilitating Group Development: Interventions for a Relational and Contextual Construction
René Bouwen and Ron Fry 531

SECTION VII CONCEPTUAL INTEGRATION

Chapter 22 Reflexivity and Work Group Effectiveness: a Conceptual Integration
Michael A. West 555

Indexes 580