

TEAM INNOVATION: CONDITIONS & ADVICE

① COMPOSITION.

- Select for a strong team orientation.
- Compose (diverse) teams regarding knowledge, skills and abilities (e.g., Hülsheger et al., 2009).

② COGNITION.

- Foster understanding of roles and how these roles fit together through cross-training.
- Establish a clear shared understanding of team functioning through self-correction (e.g., DeChurch & Mesmer-Magnus, 2010).

③ COMMUNICATION.

- Utilize closed-loop communication patterns.
- Share and integrate unique information among team members (e.g., LePine, Piccolo, Jackson, Mathieu, & Saul, 2008; van Knippenberg, 2017).

④ CONFLICT.

- Be proactive – set expectations for how to handle conflict (e.g., Bradley et al, 2011).
- Be reactive – confront conflict when it occurs instead of ignoring it (e.g., De Dreu & Weingart, 2003).

⑤ LEADERSHIP.

- Encourage team members to think differently and to break away from norm.
- But also streamline and direct team members by setting routines and control of goal attainment (e.g., Bass, 1985; Uhl-Bien & Arena, 2018).

⑥ CONDITIONS.

- Set policies, practices and procedures that promote and support team innovation (e.g., Bedwell et al., 2012; Hertel et al., 2004).
- Create a team culture that is aware of similarities and differences (e.g., Schneider, Ehrhart, & Macey, 2011).