Actions Leaders Can Take Using Their Own Resources

1. Defining the team’s mission

2. Establishing a climate of trust

3. Developing a norm of teamwork, based on cooperation theory

4. Developing group emotional intelligence

5. Emphasizing pride in being outstanding 6. Serving as a model of teamwork, including power sharing

7. Using a consensus leadership style

8. Establishing urgency, demanding performance standards, and providing direction

9. Encouraging competition with another group

10. Engaging in ample interaction with the team

11. Minimizing micromanagement

12. Practicing e-leadership for virtual teams

Actions Generally Requiring Organization Structure or Policy

1. Designing physical structures that facilitate communication

2. Emphasizing group recognition and rewards

3. Initiating ritual and ceremony

4. Practicing open-book management

5. Selecting team-oriented members

6. Using technology that facilitates teamwork including social media

7. Blending representatives from the domestic company and foreign nationals on the team