Assignment Questions 1. What are some of the reasons that work teams have become more prevalent in today’s organizations? How do they provide a competitive advantage? 2. What are the challenges of virtual teams? How can leaders make virtual teams more effective? 3. Explain how lateral decision-making works. When is this method preferable to vertical decision-making? When is it not preferable? 4. What are the three decisions a leader needs to make to determine whether or how to intervene to improve team functioning? Discuss the elements necessary todetermining monitoring or taking action to help the team. 5. What are the three leadership actions described in Hill’s model for team leadership? Define/describe each of these actions. How do they affect a team’s success? Haveyou experienced any of these actions being taken in teams or work groups? Describe your experience. 6. What are the two critical functions of team effectiveness? Define and then describe the components (Hackman, 2012) and the characteristics (Larson & LaFasto, 1989) providedto support group effectiveness. Give personal examples of three to four of these components/characteristics in groups/teams you worked with. 7. Complete Cases 14.1 and 14.2. Answer all questions. 8. Complete the Interactive Leadership Assessment – Team Excellence and Collaborative Team Leader Questionnaire (S14). Indicate whether you feel each statement is true or not true of your team and report the results. References: