Hochschule
für angewandtes
Management

PREPARING **MULTIDISCIPLINARY** TEAMS FOR INNOVATIVE TASKS

IMPLICATIONS OF THE **VICTORY** MODEL

Prof. Dr. Min Tang

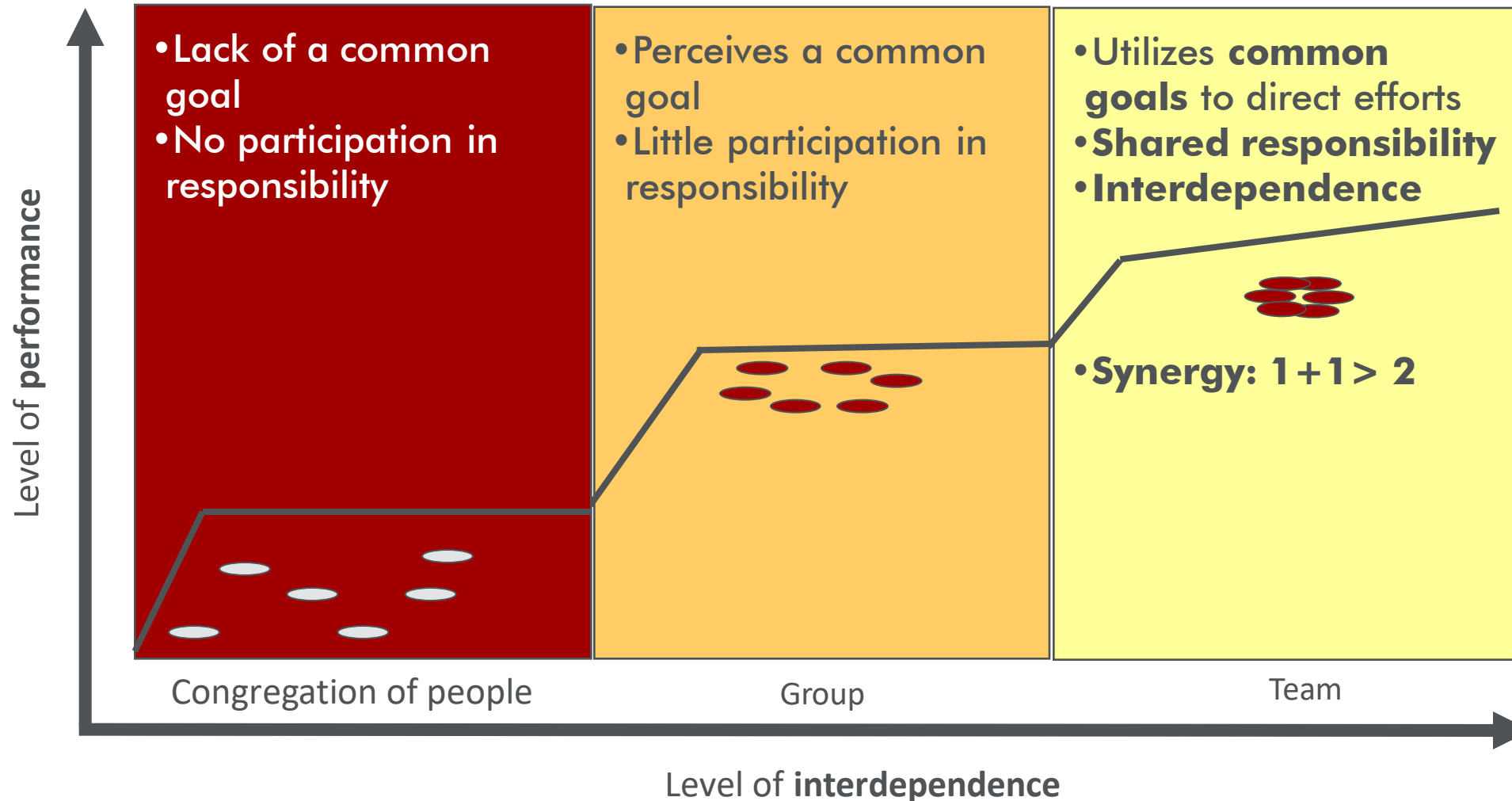BLSI Virtual Breakfast, European Commission, March 22nd, 2024

Team

„**T**oll, **e**in **a**nderer **m**ach's!"
(„Great! Someone else will do it!")

Team

„**T**ogether **e**veryone **a**chieves **m**ore!"

Together

We**a** **CAN** ⟶ or **CANNOT (!)**

achieve

more

Congregation of People, Groups vs. Teams

Level of performance (y-axis)

Level of interdependence (x-axis)

Congregation of people:
- Lack of a common goal
- No participation in responsibility

Group:
- Perceives a common goal
- Little participation in responsibility

Team:
- Utilizes **common goals** to direct efforts
- **Shared responsibility**
- **Interdependence**
- Synergy: 1+1 > 2

Hackman (1990); Kozlowski & Ilgen (2006)

Multidisciplinary Teams, Inter-/Transdisciplinary Approaches

TRANSDISCIPLINARY
(**transcends** the boundaries of disciplines through intensive collaboration to create new knowledge or system)

INTERDISCIPLINARY
(**synthesizes** and **integrates** knowledge; team members work collaboratively to complete tasks)

MULTIDISCIPLINARY
(**combines** expertise and knowledge without integration; team members work independently)
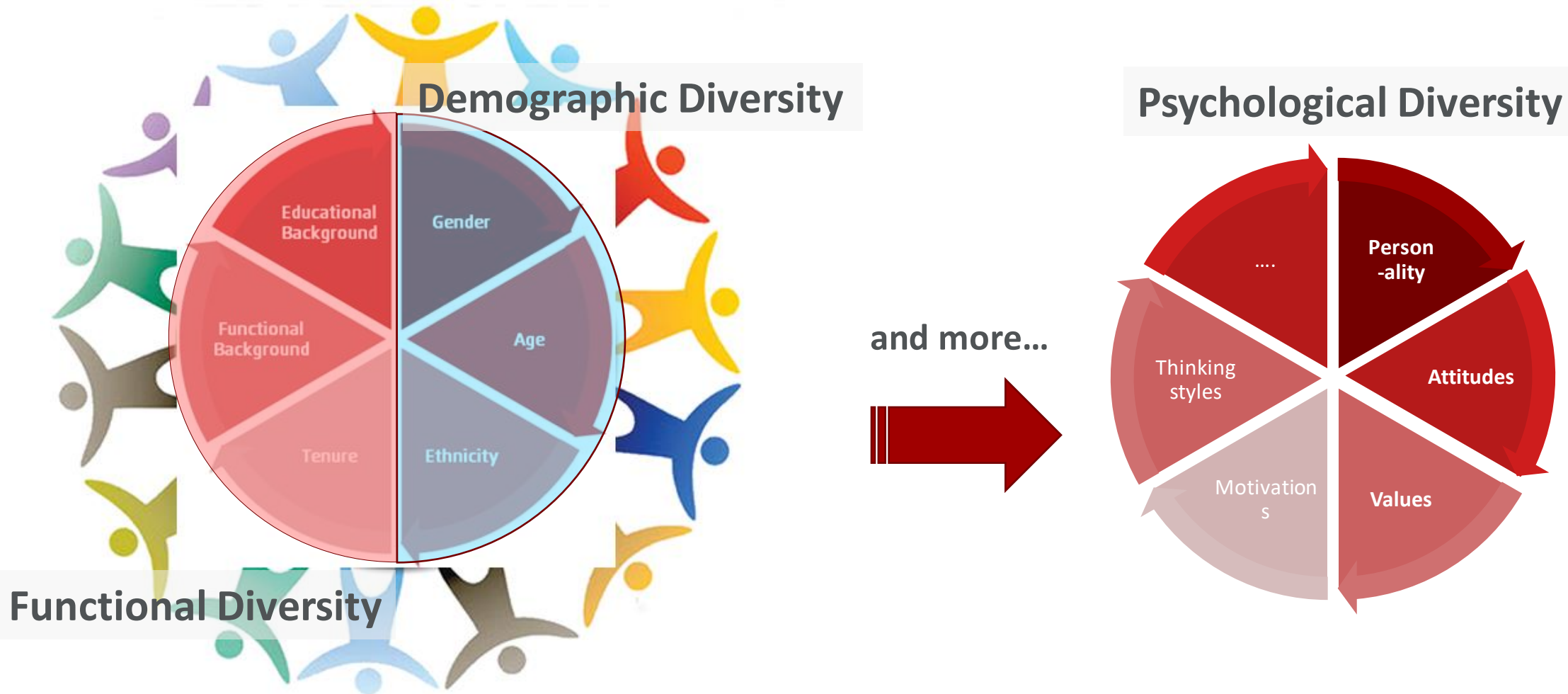
Multidisciplinary Teams - more than just disciplinary diversity

Demographic Diversity

- Educational Background
- Gender
- Functional Background
- Age
- Tenure
- Ethnicity

Functional Diversity

and more…

Psychological Diversity

- ….
- Person-ality
- Thinking styles
- Attitudes
- Motivations
- Values

Double-Edged Effect of Diversity on Team Creativity

- The **larger pool of resources** (e.g., knowledge, skills, abilities, and experiences, etc.) of teams are expected to benefit creative tasks (Jackson, 1992; Williams & O'Reilly, 1998; West, 2002)

- **Stimulate creative thinking** and **prevent** teams from moving to **premature consensus** (van Knippenberg et al. 2004)

- Meta-analyses show **a positive but weak correlation** between interdisciplinary diversity and team creativity (Bell et al., 2011; Hülsheger et al., 2009; van Dijk et al., 2012)

- → Many other factors influence the team performance (e.g., task characteristics, team climate, leadership styles, managerial support, organizational culture, team efficacy, team reflexivity, etc.)

- **Task conflict, strong negative emotionality** (Jehn, 1997; Jehn, Northcraft, & Neale, 1999)

- **Relational conflict** (De Dreu & Weingart, 2003Pearsall, Ellis, & Evans, 2008)

- Cross-functional diversity is positively related to **stress** and negatively related to group **cohesiveness** (Donnellon, 1996; Jehn, 1997; Keller, 2001)

- **Practicality Effect:** Teams tend to prefer practical instead of original ideas (Glaveanu, Gillespie, & Karwowski, 2018)

- **Groupthink**: a state of lazy, shared consensus where no one wants to do things differently (Janis, 1972)

- **Intergroup Bias:** "We (in-group) are better than them (out-group) …" (Hewston et al., 2002)

Tang (2019); Tang & Schmidt (2020)

Teaming for Creativity: The **VICTORY** Model (Tang, 2019)

Vision

„If you can dream it, you can do it!" – Walt Disney (e.g., Cardinal, 2001; Gilson & Shalley, 2004; Hülsheger et al., 2009; Rickards et al., 2001; West, 1990; West & Anderson, 1996)

Ideation

Ideas are the basis of creativity and innovation (e.g., Coskun et al., 2000; ; Mumford et al., 2001; Paulus & Brown, 2003; Paulus et al., 2006; Santanen et al., 2004)

Combine

„Creativity is just connecting things." – Steve Jobs (e.g., Drach-Zahavy & Somech, 2001; Root-Bernstein & Root-Bernstein, 1999; Taggar, 2002; Weisberg, 1993, 2006)

Yes I Can

„You become what you believe." – Oprah Winfrey
Self-fulfilling prophecy (Merton, 1948); Pygmalion-Effect (e.g., Redmond et al., 1993; Tierney & Farmer, 2004)

Risk-taking

„If at first the idea is not absurd, then there is no hope for it." – Albert Einstein (e.g., Barron, 1963; Dewett, 2007; Glover & Sautter, 1977; Ma, 2009)

Openness

Openness is one of the most important predictors or moderators of creativity (e.g., Amabile et al., 1996; Feist, 1998; Ma, 2009; Shin & Zhou, 2003; Zare & Flinchbaugh, 2019)

Team

„TEAM means together everybody achieves more". Committment, shared responsibilities, common goals (e.g., Cohen & Bailey, 1997; Hackman, 1990); trust, autonomy, freedom (e.g., Deci et al., 1989; Scott & Bruce, 1994); collaboration, communication, trust, psychological safety, support, creative leadership (e.g., Hülsheger et al., 2009; Reiter-Palmon et al., 2012)

Learning

"Teaming is a way to get work done while figuring out how to do it better; it's executing and learning at the same time."

Teaming for Creativity: The **VICTORY Model 2.0** (Tang, 2024)

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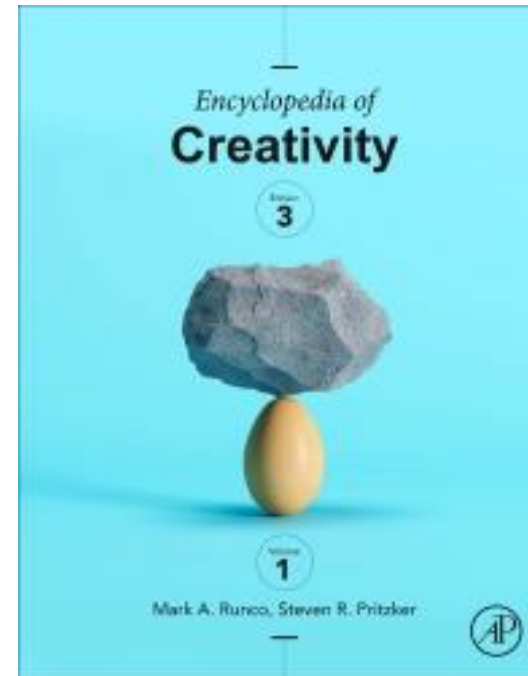
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Recommended Readings

CREATIVE SUCCESS IN TEAMS

Edited by
Alexander S. McKay
Roni Reiter-Palmon
James C. Kaufman

Table of contents

https://shop.elsevier.com/books/creative-success-in-teams/mckay/978-0-12-819993-0

Encyclopedia of **Creativity**

Edition 3

Volume 1

Mark A. Runco, Steven R. Pritzker

Interdisciplinarity Creativity

Min Tang, Institute for Creativity & Innovation, University of Applied Management,

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https://shop.elsevier.com/books/encyclopedia-of-creativity/runco/978-0-12-815614-8

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Fostering Creativity in Intercultural and Interdisciplinary Teams: The VICTORY Model

Min Tang*

Open-access
https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2019.02020/full

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5C Principles for Teaming

Paradox Mindset „both…and"

Hochschule für angewandtes Management

5C	Paradoxes	Management Strategies	Principle
Composition	Diversity vs. Cohesiveness Diversity vs. Value Congruence	Nurturing diversity + cohesiveness; Create a shared vision + mission	**Valuing and integrating diversity**
Climate	Passion vs. Discipline Flexibility/Freedom vs. Control Uniqueness vs. Conformity	Open, safe, reflexive, and capable of learning; Cognitive and affective trust; Pro-self + pro-other motives	**Setting up a creativity-conducive environment**
Communication **C**ollaboration	Divergence vs. Convergence Exploration vs. Exploitation Idea Generation vs. Idea Implementation	Remove language, attitudinal, and behavioral barriers; Create a shared mental model; Cope with biases and stereotypes; Open and frequent communication	**Setting rules for how to communicate and work together**
Conflict	Consensus vs. Conflict Harmony vs. Conflict	Encourage task conflicts; Mediate relationship conflicts; Tolerance; Multicultural sensibility	**Facing conflicts and managing them tactfully**
Coordination	Integration vs. De-integration Autonomy vs. Control	Elastic coordination (integration + de-integration) Paradoxical leadership (a "both…and" approach; balancing)	**Becoming tactful elastic coordinators**

Tang & Schmidt (2020)