

10.7: Glossary

adaptation Technique of working with or around differences

boundaries Lines that make the limits of an area; team boundaries separate the team from its external stakeholders

cognitive complexity The ability to view situations from more than one cultural framework

collaboration The action of working with someone to produce or create something

cultural intelligence A skill that enables individuals to function effectively in cross-cultural environments

emotional intelligence The capability of individuals to recognize their own emotions and others' emotions

exit Technique of last resort—removal of a team member

Forming The first stage of team development—the positive and polite stage

ground rules Basic rules or principles of conduct that govern a situation or endeavor

head, body, and heart Techniques for becoming more adept in cross-cultural skills—learning about cultures (head), physical manifestations of culture (body), and emotional commitment to new culture (heart)

knowledge economy The information society, using knowledge to generate tangible and intangible values

managerial intervention Technique of making decisions by management and without team involvement

mining To delve in to extract something of value; a technique for generating discussion instead of burying it

Norming The third stage of team development—when team resolves its differences and begins making progress

paradox A self-contradictory statement or situation

Performing The fourth stage of team development—when hard work leads to the achievement of the team's goal

real-time permission A technique for recognizing when conflict is uncomfortable, and giving permission to continue

Storming The second stage of team development—when people are pushing against the boundaries

structural intervention Technique of reorganizing to reduce friction on a team

working group Group of experts working together to achieve specific goals; performance is made up of the individual results of all members

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