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Making the Team: A Guide for Managers, 2004, Leigh L

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distract team members from the task, causing them to work less effectively and produce suboptimal products (Wilson, Butler, Cray, Hickson, & Mallory, 1986). In contrast, task conflict can improve decision-making outcomes and team produc-

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In the manager-led team, the manager acts as the team leader and is responsible for defining the goals, methods, and functioning of the team. The team itself is responsible only for the actual execution of their assigned work.

