

Team Harmony



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A Question for the U.S. Ski Team



- How do You Define Team Cohesion?

Team Harmony 101



- **Cohesion:** A dynamic process reflected in the tendency for a group to stick together and remain united in the pursuit of its goals and objectives (Carron, 1982)
- **Task Cohesion:** The degree to which group members work together to achieve common goals and objectives
- **Social Cohesion:** The interpersonal attractions among group members

Determinants of Team Cohesion



- Environmental Factors
 - Contracts, scholarships, parental interest
 - Size
 - Inverted-U relationship
- Personal Factors
 - Task motivation
 - Affiliation
 - Personal Satisfaction
 - Most powerful determinant
 - Comes from many sources
 - Social opportunities
 - Competition
 - Relationship with coach

Determinants of Team Cohesion



- Leadership Factors
 - Outstanding training and instruction
 - Positive feedback
 - Social support
 - Athlete-centered style
- Team Factors
 - Prior success
 - Ability to communicate
 - Strong productivity norms
 - Stability
 - Share similar goals

Consequences of Cohesion

- Is group cohesion related to athletic performance?

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- Relationship between cohesion and performance exhibits large Effect Size (.730)
 - ES is the “effect” or impact that one variable has on another
 - Cohesion has a LARGE effect on performance variation
- Social Cohesion (surprisingly) exhibits stronger relationship with performance (ES = .702) than Task Cohesion (ES = .607)
 - Differences between social and task cohesion not statistically significant
 - Both are important for enhanced performance

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- Surprisingly, cohesion/performance relationship slightly stronger in coactive sports (ES = .766) than interactive sports (ES = .657)

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- Gender DOES moderate cohesion-performance relationship
 - Effect is **SIGNIFICANTLY** stronger for female teams
 - Effect Size = .949 for females
 - Effect Size = .551 for males
 - Cohesion has a **POWERFUL** influence on performance of female teams

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- No mathematical differences exist in the magnitude of cohesion/performance relationship across a variety skill/experience groups
 - Skill/experience does not moderate the cohesion/performance relationship

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- No differences present in cohesion as a CAUSE versus cohesion as a RESULT of successful performance
 - Thus, the relationship works in both directions:
 - Task and social cohesion contributes to better performance
 - Better performance contributes to enhanced task and social cohesion

How To Develop a Cohesive Team



- Do it DAILY
 - Importance of TEAM must be emphasized every DAY!
- Utilize Goal-Setting
 - Most important single factor in improving team harmony is to make it a PRIMARY goal
 - To be effective, must be treated like every other important goal.....

How To Develop a Cohesive Team



- Use Team Meetings
 - What have you done to help a teammate today?
 - What have you done in the past week to improve team chemistry?
- Communicate
 - Insure “channels” are open
 - Establish common expectations of appropriate behavior
 - Team cohesion agreements

How To Develop a Cohesive Team



- Assign “Team” related homework
 - Mojo Mondays
 - Team Tuesdays
- Use Team Building Exercises