

Antecedents of Coalition Team Member Interactions



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Introduction

- Military personnel are increasingly participating in Peace Support Operations (PSOs) by working in coalition teams consisting of individuals from different cultures
- Intercultural conflict may significantly influence the organizational effectiveness of coalition teams in PSOs
- Possible antecedents to coalition team member interactions are discussed as they relate to the Command Team Effectiveness (CTEF) model conditions



CTEF Model Conditions

- Context in which team is working; demands and constraints of mission
 - Mission framework
 - Task
- Organization
- People who make up team
 - Leader
 - Team member
 - Team



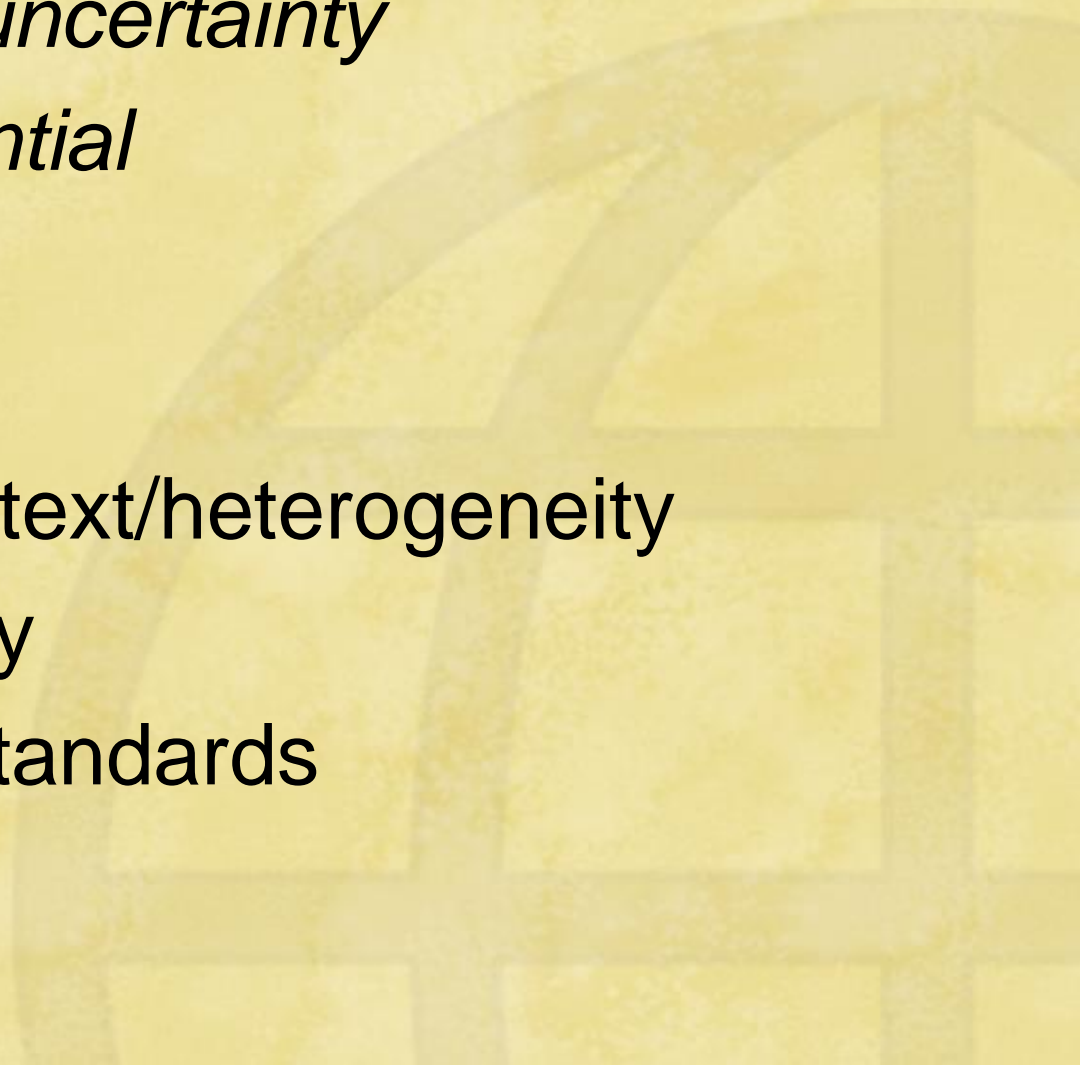
Possible Antecedents - Method

- Researched literature in the areas of cross-cultural interactions, cross-cultural competencies, and diversity management to develop initial list of possible antecedents
- Subject matter experts rated antecedents both on relevance to coalition team member interactions as well as relation to CTEF conditions



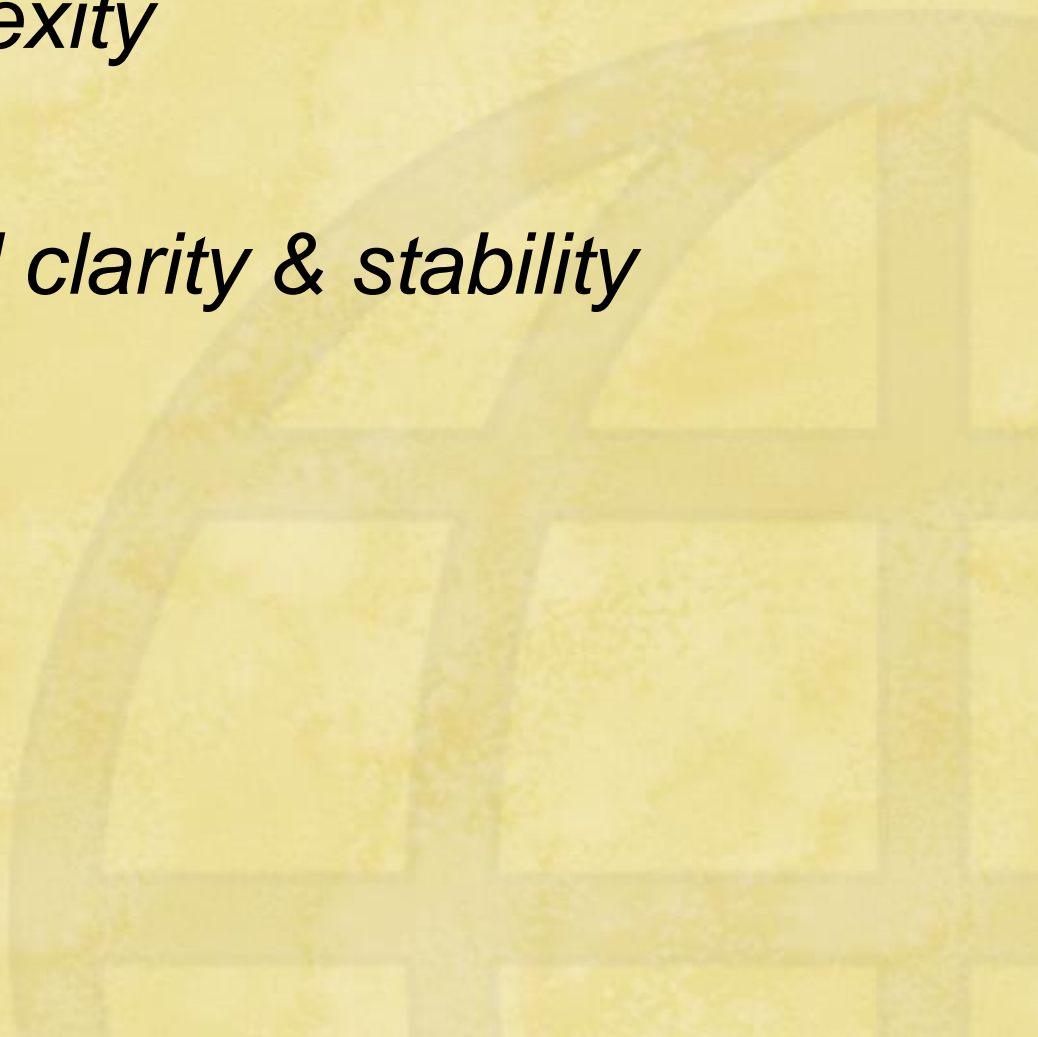
Possible Antecedents – Mission Framework

- *Situational uncertainty*
- *Stress potential*
- *Constraints*
- *Stakes*
- Cultural context/heterogeneity
- IT availability
- Language standards





Possible Antecedents - Task

- *Task complexity*
 - *Workload*
 - *Lack of goal clarity & stability*
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Possible Antecedents - Organization

- *Congruity of team's mission and organizational goal*
- *Clarity of command structure*
- *Autonomy*
- *Organizational support*
- Intercultural context/complexity
- Change of personnel
- Decision authority
- Organizational memory
- Structure
- Processes/Procedures/Bureaucracy
- Value congruency/Fit
- Resources
- Leadership support/involvement

Possible Antecedents - Leader

- *Leader skills and knowledge*
- *Match of personal goals to organizational goals*
- Individual differences/personality
- Experience
- Attitudes toward diversity/diversity management
- Cross-cultural competency
- Language Skills



Possible Antecedents – Team Member

- *Team member skills and knowledge*
- *Match of personal goals to organizational goals*
- Individual differences/personality
- Experience
- Attitudes toward diversity/diversity management
- Trust
- Cross-cultural competency
- Language skills





Possible Antecedents - Team

- *Team composition*
- *Team architecture*
- *Team maturity*
- *Match of team's goals to organizational goals*
- Cultural competencies (includes cultural intelligence and cultural adaptability)