

Table 13.1 *Important types of unitary group tasks and their implications for group potential*

Task type	Examples	Group potential
Additive	Pulling a rope; brainstorming; shovelling snow	Sum of members' individual performance
Disjunctive	Problem solving; decision-making; mathematical calculations	Best member's individual performance
Conjunctive	Mountain climbing; precision work; keeping something confidential	Weakest member's individual performance

Table 13.2 Overview of process losses and process gains in group performance that have been documented in research so far

<i>Level of process</i>	<i>Process losses</i>	<i>Process gains</i>
Coordination	Ringelmann effect Production blocking	–
Motivation	Social loafing Free-riding Sucker effect	Social compensation Social competition Köhler effect
Individual capability	Cognitive restriction	Cognitive stimulation

Table 13.3 Information distribution in a hidden profile task

	<i>Group member X</i>	<i>Group member Y</i>	<i>Group member Z</i>	<i>Whole group (X + Y + Z)</i>
<i>Candidate A</i>	Good analytical expertise (+) Lacks humour (-) Not very creative (-)	Stays calm under pressure (+) Lacks humour (-) Not very creative (-)	Works well with the team (+) Lacks humour (-) Not very creative (-)	Good analytic expertise (+) Stays calm under pressure (+) Works well with the team (+) Lacks humour (-) Not very creative (-)
<i>Candidate B</i>	Good communication skills (+) Known to be very reliable (+) Tends to be short-tempered (-)	Good communication skills (+) Known to be very reliable (+) Often resentful in conflicts (-)	Good communication skills (+) Known to be very reliable (+) Refuses to do overtime (-)	Good communication skills (+) Known to be very reliable (+) Tends to be short-tempered (-) Often resentful in conflicts (-) Refuses to do overtime (-)
<i>Candidate C</i>	Knows the market inside out (+) Works well with the team (+) Inattentive in meetings (-)	Knows the market inside out (+) Works well with the team (+) Delays uncomfortable tasks (-)	Knows the market inside out (+) Works well with the team (+) Said to be arrogant (-)	Knows the market inside out (+) Works well with the team (+) Inattentive in meetings (-) Delays uncomfortable tasks (-) Said to be arrogant (-)
<i>Implied choice</i>	Either B or C	Either B or C	Either B or C	A

+ candidate's advantages; - candidate's disadvantages; shared information is indicated in bold.