

When groups perform highly uncertain tasks, they need to integrate large amounts of information, form multiple perspectives, and collaborate closely. In such situations, collaboration is essential.<sup>38</sup>

### WAGEMAN AND DONNENFELDS' CONFLICT INTERVENTION MODEL

Wageman and Donnenfeld distinguish four kinds of interventions that team leaders and managers can use to improve the quality of conflict resolution processes.<sup>39</sup>

- **Team (re)Design:** Deliberate changes in the structure (e.g., environment, tasks) in which teams do their work. Interventions might include increasing the amount of task interdependence that a team has in accomplishing a given work product. Team design usually involves very specific, structural changes to a group, which may include how the goal is defined, who is on the team, the nature and amount of resources allocated to the team, team rewards, and norms of conduct.
- **Task process coaching:** Coaching that helps the team perform better via changes in effort, strategy, and talent. Task process coaching is different from conflict process coaching in that task process coaching is aimed exclusively at improving motivation, strategy, and talent but not conflict per se. Task process coaching might include developing team member's skills, improving the communication system, and so on.
- **Conflict process coaching:** Direct intervention in a team to improve the quality of conflict the team is having.<sup>40</sup> Interventions might include trust-building exercises, structured debate, and appointing a devil's advocate.
- **Changing the individual:** Individual-level training with the goal of making specific team members more tolerant, thoughtful, and capable when they disagree with others.<sup>41</sup> This might include behavioral training in negotiation.