**Chapter 3: Team Beginnings**

**Discussion Questions**

1. Which theory of group development (Tuckman’s versus cyclical perspective) better describes your experiences in teams?
2. Think of teams to which you have belonged. What are some activities that helped members socialize into the team?
3. Discuss the double-edged nature of norms. How may they help teams; how may they harm teams?
4. What are some norms that may exist in face-to-face teams but do not occur in virtual teams, and vice versa?
5. What are some norms that exist in (specify a particular culture, e.g., American or Western or even more local) and not in others? Have students share personal experiences. This will lead well to the later chapter on international cultural differences.