

# Leadership, Team Development, and Team Effectiveness

## (Kozlowski, Ployhart, & Lim)



- There is lots of theory on team development, but precious little data that directly examines the *process* of team development and the *emergence* of team-level phenomena (Kozlowski & Klein, 2000) as members interact and bond together as a collective.
- We have collected data (leadership, team processes, and team effectiveness) across three hierarchical levels and over an eight week time frame for newly formed artillery teams in the Singapore Defense Force.
- Data analyses are just beginning. We expect to examine leadership, developmental processes and emergence.