

aspects of team functioning (e.g. communication forms, norms, values, procedures) work more effectively and efficiently, but not more innovatively. Team reflection does not mediate in the relationship between team coaching and team performance, but act as a moderator in this relationship. Chapter 5 focused on the relative importance of several factors for team performance in general. There was consensus on the importance of two characteristics for effective teamwork: ‘communication and cooperation within the team’ and ‘feedback among team members’. The main conclusion was that different views exist on what makes a team effective in youth care, which corresponds with different type of teams.

**5- De Dreu, Carsten K.W. and Laurie R. W. (2003) study entitled: "Task versus Relationship Conflict, Team Performance, and Team Member Satisfaction: A Meta-Analysis".**

This study provides a meta-analysis of research on the associations between relationship conflicts, task conflict, team performance, and team member satisfaction. Consistent with past theorizing, results revealed strong and negative correlations between relationship conflict, team performance, and team member satisfaction. In contrast to what has been suggested in both academic research and introductory textbooks, however, results also revealed strong and negative (instead of the predicted positive) correlations between task conflict, team performance, and team member satisfaction. As predicted, conflict had stronger negative relations with team performance in highly complex (decision making, project, mixed) than in less complex (production) tasks. Finally, task conflict was less negatively related to team performance when task conflict and relationship conflict were weakly, rather than strongly, correlated.