



# Half time: Should we change the way we play?

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## THE STUDY: GERSICK (1988)

**Question:** What does a group in an organization do, from the moment it convenes to the end of its life-span, to create the specific product that exists at the conclusion of its last meeting?

**Concept:** punctuated equilibrium (Eldredge & Gould, 1972): systems progress through an alternation of stasis and sudden appearance — long periods of inertia, punctuated by concentrated, revolutionary periods of quantum change.

**First meeting — Phase 1 — Transition — Phase 2 — Completion**

Gersick, Connie J.G. (1988): TIME AND TRANSITION IN WORK TEAMS: TOWARD A NEW MODEL OF GROUP DEVELOPMENT. *Academy of Management Journal* 31(1): 9-41.

## THE STUDY: GERSICK (1988)

**Main contribution:** Midpoint transition / halfway point / “half time” – the midpoint is a particularly important opportunity for groups and external managers to renew communication

“a moment of alarm” / problemistic search and pacing

“Teams’ lives were different after the midpoint transition. In all seven surviving teams, members’ approaches toward their tasks clearly changed and advanced”.

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## MIDPOINT TRANSITION

- completion or abandonment of phase 1 agenda
- team members express urgency about finishing on time
- at the midpoint of their official calendars, regardless of the number of length of meetings teams had before or after that (is a natural milestone: 50 % of time is over/50 % of time still to come)
- new contact between teams and their organizational contexts emerges
- transitions yielded specific new agreements on the ultimate directions teams' work should take

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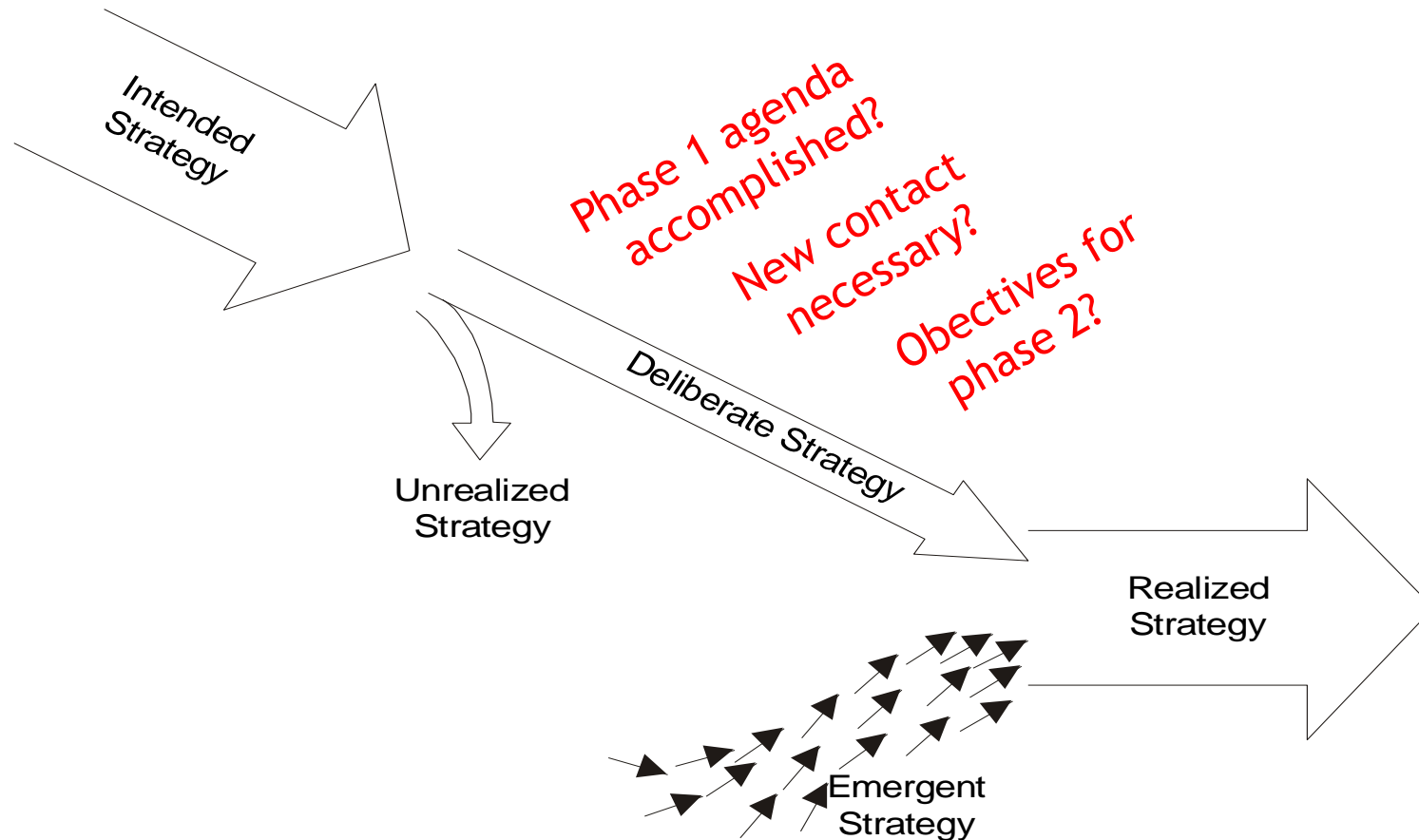


## RELEVANCE FOR THE RISK GOVERNANCE RESEARCH COMMUNITY

# Blow for halftime!

“The midpoint is a particularly important opportunity for groups and external managers to renew communication”.

## RELEVANCE FOR THE RISK GOVERNANCE RESEARCH COMMUNITY



Mintzberg, Henry (1994): The Rise and Fall of Strategic Planning, 24.



## TRAJECTORY #1: RESILIENCE

Stein, V., & Wiedemann, A. (2016). Risk Governance: Conceptualization, tasks, and research agenda. *Journal of Business Economics*, 86(8), 813-836.

“... a heightened awareness of mortality and a desire to use the remaining time more wisely”  
(Levinson 1978: 192)

Levinson, D.J. (1978): *The Seasons of a Man's Life*. New York: Alfred A. Knopf.