Cooperation versus Competition

- Competition - Mutually *Exclusive* Goal Attainment (MEGA)
- Cooperation - Mutually *Inclusive* Goal Attainment (MIGA)

Effects of Competition versus Cooperation

- Cooperative climates enhance group cohesiveness
- Cooperative climates build self-esteem of group members
- Cooperative climates improve character and ethics
- Cooperative climates improve achievement and performance

Why does cooperation promote achievement & performance?

- Attempting to achieve excellence and trying to beat others are different goals
- Resources are used more efficiently in a cooperative atmosphere than in a competitive one
- Competition diminishes performance because of the antagonism associated with beating others
So…. What does this mean?

- Should we eschew ALL forms of competition, replacing it with cooperation?
- No… Some competition is inevitable.
- Conditions under which competition can be constructive:
  - Winning is relatively unimportant
  - When opponents are equally matched
  - When there are rules that ensure fairness

Structuring Cooperation into the Group’s Framework

- Interdependence - success is defined in terms of the group
- Equality - equal distribution of rewards
- Participation - group members must participate
- Individual accountability - establish a minimum standard of performance to share rewards
- Cooperative communication patterns - supportive atmosphere

Specific Methods of Developing Teamwork

- Speak of “us” and “we,” rather than “I” and “you”
- Develop a name or another symbol of group identification
- Watch for evidence of hidden agenda items that conflict with group goals
- Use appropriate conflict management approaches and procedures
- Share rewards with the group
- Lighten up