

86 Title	Guanxi Networks and Creativity in Taiwanese Project Teams
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Abstract	<p>Personal connections, also called guanxi in Chinese culture, are embedded within a network of interdependent social exchanges, providing access to resources, information and supports, therefore facilitating performance. Building guanxi networks means building social networks. Project teams are commonly used as fundamental units in organizations, partly in order to generate more creative ideas, and so this paper evaluates how project teams use their guanxi networks within and outside of their teams and across boundaries to stimulate their creative performance. Fifty-four product development project teams with 293 members from high-tech Taiwanese firms participated in this study. Findings suggested that, in a guanxi culture such as Taiwan's, in order to facilitate a project team's creative performance, the most important task is to develop a more cohesive social unit before the team extends its external networks, since Chinese culture regards people first as members of groups, and secondly as individuals.</p>