"Once established, group norms are very difficult to change, and they will be enforced in order to ensure the survival of the team; to help it achieve its task; in order to clarify or simplify how members are expected to behave; to avoid embarrassing situations between members, and to clarify its central values or unique identity. Although norms can have a positive effect of team success, however, these norms can actively work against a team's ability to work together. They can also be ineffective for the company too. I have an example. Years ago, I worked for an anodising factory in Birmingham - which made shiny bits of metal to put on vending machines etc. I was a delivery driver for them, and when I started I was given a delivery in Manchester - which is roughly a 2 hour drive there and the same back, plus delivery time. So I get there and back in about 4 and half hours and ask the manager for another delivery and he sends me off to somewhere else - I can't remember where now. I get back from this delivery and the two other drivers are waiting for me. They tell me that a trip to Manchester from Birmingham takes ALL day, and that is the way they have always done it, and I needed to do the same if I wanted to be accepted within the driving team. So I took all day to get to Manchester and back - sitting in a lay by for 2 hours often to pass the time..... Not good for business but accepted ways of working for the team...."