J Richard Hackman Harvard University

The definitive classic on high-performance teams The Wisdom of Teams is the definitive work on how to create high-performance teams in any organization. Having sold nearly a half million copies and been translated into more than fifteen languages, the authors' clarion call that teams should be the basic unit of organization for most businesses has permanently shaped the way companies reach the highest levels of performance. Using engaging case studies and testimonials from both successful and failed teams—ranging from Fortune 500 companies to the U.S. Army to high school sports—the authors explain the dynamics of teams both in great detail and with a broad view. Their conclusions and prescriptions span the familiar to the counterintuitive: • Commitment to performance goals and common purpose is more important to team success than team building. • Opportunities for teams exist in all parts of the organization. • Real teams are the most successful spearheads of change at all levels. • Working in teams naturally integrates performance and learning. • Team "endings" can be as important to manage as team "beginnings." Wisdom lies in recognizing a team's unique potential to deliver results and in understanding its many benefits—development of individual members, team accomplishments, and stronger companywide performance. Katzenbach and Smith's comprehensive classic is the essential guide to unlocking the potential of teams in your organization.

An organisation's fate hinges on its CEO—right? Not according to the authors of Senior Leadership Teams. They argue that in today's world of neck-snapping change, demands on leaders in top roles are rapidly outdistancing the capabilities of any one person - no matter how talented. Result? Chief executives are turning to their enterprise's senior leaders for help. Yet many CEOs stumble when creatinga leadership team. One major challenge is that senior executives often focus more on their individual roles than on the top team's shared work. Without the CEO's careful attention to setting the team up correctly, these high-powered managers often have difficulty pulling together to move their organisation forward. Sometimes they don't even agree about what constitutes the right path forward.The authors explain how to determine whether your organisation needs a senior leadership team. Then, drawing on their study of 100+ top teams from around the world, they explain how to create a clear and compelling purpose for your team, get the right people on it, provide structure and support, and sharpen team members' competencies - and your own. Timely and practical, this book enables you to create and sustain a leadership team whose members learn from one another while collaborating to pursue your company's objectives.

Teamwork is essential to improving the quality of patient care and reducing medical errors and injuries. But how does teamwork really function? And what are the barriers that sometimes prevent smart, well-intentioned people from building and sustaining effective teams? Collaborative Caring takes an unusual approach to the topic of teamwork. Editors Suzanne Gordon, David L. Feldman, MD, and Michael Leonard, MD, have gathered fifty engaging first-person narratives provided by people from various health care professions. Each story vividly portrays a different dimension of teamwork, capturing the complexity—and sometimes messiness—of moving from theory to practice when it comes to creating genuine teams in health care. The stories help us understand what it means to be a team leader and an assertive team member. They vividly depict how patients are left out of or included on the team and what it means to bring teamwork training into a particular workplace. Exploring issues like psychological safety, patient advocacy, barriers to teamwork, and the kinds of institutional and organizational efforts that remove such barriers, the health care professionals who speak in this book ultimately have one consistent message: teamwork makes patient care safer and health care careers more satisfying. These stories are an invaluable tool for those moving toward genuine interprofessional and intraprofessional teamwork.

Teams have more talent and experience, more diverse resources, and greater operating flexibility than individual performers. So why do so many teams either struggle unpleasantly toward an unsatisfactory conclusion-or, worse, crash and burn shortly after launch? J. Richard Hackman, one of the world's leading experts on group and organizational behavior, argues that the answer to this puzzle is rooted in flawed thinking about team leadership. It is not a leader's management style that determines how well a team performs, but how well a leader designs and supports a team so that members can managethemselves. According to Hackman, cookie-cutter formulas and prescribed leadership styles often backfire because they place far too much emphasis on the leader as the primary cause of team behavior. InLeading Teams, he identifies the key conditions that any leader can put in place to increase the likelihood of team success-regardless of his or her personality or preferred style of operating. Through extensive research and compelling examples ranging from orchestras to economic analysts to airline cockpit crews, Hackman identifies five conditions that set the stage for great performances: a real team, a compelling direction, an enabling team structure, a supportive organizational context, and the availability of competent coaching. Leading Teamsoutlines what leaders can do to structure, support, and guide teams in a way that · enhances the social processes essential to collective work; · builds shared commitment, skills, and task-appropriate coordination strategies; · helps members troubleshoot problems and spot emerging opportunities; and · captures experiences and translates them into shared knowledge. Out of these conditions, Hackman argues, the very best teams emerge-teams that exceed client expectations, grow in capability over time, and contribute to the learning and personal fulfillment of individual members. Authoritative, practical, and astutely realistic,Leading Teamsoffers a new and provocative way of thinking about and leading work teams in any organizational setting. AUTHORBIO:J. Richard Hackmanis the Cahners-Rabb Professor of Social and Organizational Psychology at Harvard University. He resides in Bethany, Connecticut, and Cambridge, Massachusetts.

Leading any team involves managing people, technical oversight, and project administration, but leaders of virtual teams perform these functions from afar. Leading Virtual Teams walks you through the basics of: Connecting your people to each other--and to the team's mission Surmounting language, distance, and technology barriers Identifying and using the right communication channels Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series. Whether you need a crash course or a brief refresher, each book in the series is a concise, practical primer that will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.

"Mantle and Lichty have assembled a guide that will help you hire, motivate, and mentor a software development team that functions at the highest level. Their rules of thumb and coaching advice are great blueprints for new and experienced software engineering managers alike." —Tom Conrad, CTO, Pandora "I wish I'd had this material available years ago. I see lots and lots of 'meat' in here that I'll use over and over again as I try to become a better manager. The writing style is right on, and I love the

personal anecdotes." —Steve Johnson, VP, Custom Solutions, DigitalFish All too often, software development is deemed unmanageable. The news is filled with stories of projects that have run catastrophically over schedule and budget. Although adding some formal discipline to the development process has improved the situation, it has by no means solved the problem. How can it be, with so much time and money spent to get software development under control, that it remains so unmanageable? In Managing the Unmanageable: Rules, Tools, and Insights for Managing Software People and Teams , Mickey W. Mantle and Ron Lichty answer that persistent question with a simple observation: You first must make programmers and software teams manageable. That is, you need to begin by understanding your people—how to hire them, motivate them, and lead them to develop and deliver great products. Drawing on their combined seventy years of software development and management experience, and highlighting the insights and wisdom of other successful managers, Mantle and Lichty provide the guidance you need to manage people and teams in order to deliver software successfully. Whether you are new to software management, or have already been working in that role, you will appreciate the real-world knowledge and practical tools packed into this guide.

What really sets the best managers above the rest? It's their power to build a cadre of employees who have great inner work lives—consistently positive emotions; strong motivation; and favorable perceptions of the organization, their work, and their colleagues. The worst managers undermine inner work life, often unwittingly. As Teresa Amabile and Steven Kramer explain in The Progress Principle, seemingly mundane workday events can make or break employees' inner work lives. But it's forward momentum in meaningful work—progress—that creates the best inner work lives. Through rigorous analysis of nearly 12,000 diary entries provided by 238 employees in 7 companies, the authors explain how managers can foster progress and enhance inner work life every day. The book shows how to remove obstacles to progress, including meaningless tasks and toxic relationships. It also explains how to activate two forces that enable progress: (1) catalysts—events that directly facilitate project work, such as clear goals and autonomy—and (2) nourishers—interpersonal events that uplift workers, including encouragement and demonstrations of respect and collegiality. Brimming with honest examples from the companies studied, The Progress Principle equips aspiring and seasoned leaders alike with the insights they need to maximize their people's performance.

Most teams underperform. Yours can beat the odds. If you read nothing else on building better teams, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you assemble and steer teams that get results. Leading experts such as Jon Katzenbach, Teresa Amabile, and Tamara Erickson provide the insights and advice you need to: Boost team performance through mutual accountability Motivate large, diverse groups to tackle complex projects Increase your teams' emotional intelligence Prevent decision deadlock Extract results from a bunch of touchy superstars Fight constructively with top-management colleagues

This user-friendly guide presents the proven strategies of top experts on creating and guiding effective work teams From recruiting and motivating members to setting ground rules and mediating problems, Leading Teams arms managers with a step-by-step plan and practical tools for maximizing productivity in any team setting. Key features Instructs readers how to: Organize a team with complimentary skills Clarify team goals, roles, and responsibilities Foster trust, creativity, and risk-taking Get teams back on track after a setback Collaborate to achieve team objectives

Cockpit Resource Management (CRM) has gained increased attention from the airline industry in recent years due to the growing number of accidents and near misses in airline traffic. This book, authored by the first generation of CRM experts, is the first comprehensive work on CRM. Cockpit Resource Management is a far-reaching discussion of crew coordination, communication, and resources from both within and without the cockpit. A valuable resource for commercialand military airline training curriculum, the book is also a valuable reference for business professionals who are interested in effective communication among interactive personnel. Key Features * Discusses international and cultural aspects of CRM * Examines the design and implementation of Line-Oriented Flight Training (LOFT) * Explains CRM, LOFT, and cockpit automation * Provides a case history of CRM training which improved flight safety for a major airline

"How do you gain an edge in the digital age? In this lively, accessible guide, Ram Charan, bestselling author and advisor to some of the world's top CEOs, dissects the changing nature of competitive advantage, illustrating what it takes for companies--old and new alike--to compete against digital giants like Amazon, Alibaba, and Google. In today's business world, good strategy isn't just about preserving market share or building moats to ward off competitors. In the digital age, the most successful companies look at everything through a single lens: How can we create a better end-to-end consumer experience? As Jeff Bezos says, "When given the choice of obsessing over competitors or obsessing over customers, we always obsess over customers." Filled with behind-the-scenes stories of companies like Netflix, Amazon, Fidelity, and Alibaba, Rethinking Competitive Advantage highlights the tools these behemoths have relied on to reimagine customer experience and build competitive advantage: platform, data, and ecosystem. These companies don't just develop channels of distribution, they constantly crunch numbers, use algorithms to improve products, and create an ecosystem with outside sellers and their supply chain, where a stream of new innovations reinvigorates the customer's experience and creates new sources of revenue. Today's companies imagine market spaces that don't yet exist, ones with the potential to grow 10x or 100x--and they are willing to spend cash now on the promise of exponential profits down the road. To execute their objectives, these companies build strong, nimble, team-centered workforces that upend traditional hierarchy, forming a "social engine" that drives innovation under visionary leaders. Whether you're in the C-Suite of a Fortune 500 company or brainstorming the next digital start-up from your garage, Rethinking Competitive Advantage is the ultimate primer on competitive advantage today, revealing the "secret sauce" behind some of the world's leading companies--and showing you what you must do to compete"--

Teams can be a driving force for organizational performance--and managers can play a key role in teams' ultimate success or failure. Highlighting the latest research on team development and dynamics--and including hands-on tools for improving communication, resolving conflicts, promoting interdependence, and more--this guide helps managers at all

levels to motivate teams to achieve higher performance.

Research on small groups played an important role in the early formulation of social psychology. By the 1970s, however, the field had lost the interest of most social psychologists. Theory and Research on Small Groups reintegrates that work back into the mainstream of social psychology. The more recent `issues-oriented' approach has not only resulted in many interesting findings-it has also applied basic social psychological theory in new ways and, moreover, led to new theoretical developments that deserve more attention. This volume, which features the work of esteemed researchers from around the world, is a bountiful resource worthy of notice by all social psychologists.

The move to teams has largely failed, say Harvey Robbins and Michael Finley, mainly because teams themselves are failing to think through the human implications of teaming. The New Why Teams Don't Work is a handbook for team members and team leaders to maintain the highest possible level of team intelligence-the skills, attitudes, and emotional flexibility to get the most out of a team's inherent differences. Describing what teams are really like, not how they ought to be, the book teaches people how to work together to make decisions, stay in budget, and achieve team goals. Robbins and Finley show, for instance, how to get hidden agendas on the table, clarify individual roles, learn what team members expect and want from each other, choose the right decision-making process, and much more. Updated throughout, the book includes completely new material on team intelligence, team technology, collaboration vs. teamwork, team balance, teams at the top, the team of one, plus all new and updated examples.

In organizations today, getting work done requires political and collaborative skills. That's why the first edition of this book has been widely adopted as a guide for consultants, project leaders, staff experts, and anyone else who does not have direct authority but who is nevertheless accountable for results. In this revised edition, leadership gurus Allan Cohen and David Bradford explain how to get cooperation from those over whom you have no official authority by offering them help in the form of the "currencies" they value. This classic work, now revised and updated, gives you powerful techniques for cutting through interpersonal and interdepartmental barriers, and motivating people to lend you their support, time, and resources.

Publisher Description

Identifies what a "hot group" is, traces such hot groups through history, and discusses the type of leadership required by a hot group

Market societies have created more wealth, and more opportunities for more people, than any other system of social organization in history. Yet we still have a rudimentary understanding of how markets themselves are social constructions that require extensive institutional support. This groundbreaking work seeks to fill this gap, to make sense of modern capitalism by developing a sociological theory of market institutions. Addressing the unruly dynamism that capitalism brings with it, leading sociologist Neil Fligstein argues that the basic drift of any one market and its actors, even allowing for competition, is toward stabilization. The Architecture of Markets represents a major and timely step beyond recent, largely empirical studies that oppose the neoclassical model of perfect competition but provide sparse theory toward a coherent economic sociology. Fligstein offers this theory. With it he interprets not just globalization and the information economy, but developments more specific to American capitalism in the past two decades--among them, the 1980s merger movement. He makes new inroads into the "theory of fields," which links the formation of markets and firms to the problems of stability. His political-cultural approach explains why governments remain crucial to markets and why so many national variations of capitalism endure. States help make stable markets possible by, for example, establishing the rule of law and adjudicating the class struggle. State-building and market-building go hand in hand. Fligstein shows that market actors depend mightily upon governments and the members of society for the social conditions that produce wealth. He demonstrates that systems favoring more social justice and redistribution can yield stable markets and economic growth as readily as less egalitarian systems. This book will surely join the classics on capitalism. Economists, sociologists, policymakers, and all those interested in what makes markets function as they do will read it for many years to come.

Work as a human context; Technological change and the structure of work; The psychology of self-management in organzations; Career isseus throught the life span; Work, family, and the child.

Intelligence professionals are commonly viewed as solo operators. But these days intelligence work is mostly about collaboration. Interdisciplinary and even inter-organizational teams are necessary to solve the really hard problems intelligence professionals face. Tragically, these teams often devolve into wheel-spinning, contentious assemblies that get nothing done. Or members may disengage from a team if they find its work frustrating, trivial, or a waste of their time. Even teams with a spirit of camaraderie may take actions that are flat-out wrong. But there is also good news. This book draws on recent research findings as well as Harvard Professor Richard Hackman's own experience as an intelligence community researcher and advisor to show how leaders can create an environment where teamwork flourishes. Hackman identifies six enabling conditions – such as establishing clear norms of conduct and providing well-timed team coaching – that increase the likelihood that teams will be effective in any setting or type of organization.. Although written explicitly for intelligence, defense, crisis management, and law enforcement professionals it will also be valuable for improving team success in all kinds of leadership, management, service, and production teams in business, government, and nonprofit enterprises.

In this seminal work, published by the C.I.A. itself, produced by Intelligence veteran Richards Heuer discusses three pivotal points. First, human minds are ill-equipped ("poorly wired") to cope effectively with both inherent and induced uncertainty. Second, increased knowledge of our inherent biases tends to be of little assistance to the analyst. And lastly, tools and techniques that apply higher levels of critical thinking can substantially improve analysis on complex problems.

In The Discipline of Teams, Jon Katzenbach and Douglas Smith explore the often counter-intuitive features that make up high-performing

teams—such as selecting team members for skill, not compatibility—and explain how managers can set specific goals to foster team development. The result is improved productivity and teams that can be counted on to deliver more than just the sum of their parts. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world. Finding fulfillment in both love and work isn't easy--but it's possible. The majority of couples today are dual-career couples. As anyone who's part of such a relationship knows, this presents big challenges: trying to raise kids and achieve career goals while caring for and supporting your partner can seem impossible. Yet most advice for dual-career couples fails, framing the challenges as a zero-sum game in which one partner's gain is the other's loss and solutions feel like sacrifices or unsatisfactory trade-offs. This book is different. In Couples That Work, INSEAD professor Jennifer Petriglieri rejects conventional, one-size-fits-all solutions and instead focuses on how dual-career couples can tackle and resolve the challenges they face throughout their lives--together. She identifies three key phases of exploration and personal growth in every couple's work-life journey, showing how partners must navigate these together to strengthen their bond. Each phase is crystallized with a question: How can we make this work? The first phase focuses on the logistics of combining two busy lives and often involves the demands of young children. What do we really want? In the second phase, couples learn to navigate their midlife crises in ways that allow each partner to continue to feel happy and fulfilled. Who are we now? With careers winding down and kids grown up, this last phase offers new freedoms--and uncertainties. Based on a five-year research project, the book includes interviews with couples from over thirty countries--from executives to entrepreneurs and from twentysomething newlyweds to dual-career grandparents. Filled with vivid real-life stories, keen insights, and engaging exercises, Couples That Work will help couples develop their own unique answers to that most pressing question: How can we successfully combine love and work?

Wall Street Journal Bestseller "The pick of 2014's management books." –Andrew Hill, Financial Times "One of the top business books of the year." –Harvey Schacter, The Globe and Mail Bestselling author, Robert Sutton and Stanford colleague, Huggy Rao tackle a challenge that determines every organization's success: how to scale up farther, faster, and more effectively as an organization grows. Sutton and Rao have devoted much of the last decade to uncovering what it takes to build and uncover pockets of exemplary performance, to help spread them, and to keep recharging organizations with ever better work practices. Drawing on inside accounts and case studies and academic research from a wealth of industries-- including start-ups, pharmaceuticals, airlines, retail, financial services, high-tech, education, non-profits, government, and healthcare-- Sutton and Rao identify the key scaling challenges that confront every organization. They tackle the difficult trade-offs that organizations must make between whether to encourage individualized approaches tailored to local needs or to replicate the same practices and customs as an organization or program expands. They reveal how the best leaders and teams develop, spread, and instill the right mindsets in their people-- rather than ruining or watering down the very things that have fueled successful growth in the past. They unpack the principles that help to cascade excellence throughout an organization, as well as show how to eliminate destructive beliefs and behaviors that will hold them back. Scaling Up Excellence is the first major business book devoted to this universal and vexing challenge and it is destined to become the standard bearer in the field.

Anyone who has spent time in an organization knows that dysfunctional behavior abounds. Conflict is frequently avoided or pushed underground rather than dealt with openly. At the same time, the same arguments often burst out again and again, almost verbatim. Turf battles continue for extended periods without resolution. People nod their heads in agreement in meetings, and then rush out of the room to voice complaints to sympathetic ears in private. Worst of all, when people are asked if things will ever change, they throw up their hands in despair. They feel like victims trapped in an asylum. And people often are trapped. But they are not trapped by some oppressive regime or organizational structure that has been imposed on them. They are not victims. In fact, people themselves are responsible for making the status quo so resistant to change. We are trapped by our own behavior. Researchers and practitioners have often reflected on these things, but there is a puzzle. On the one hand, there is substantial agreement that these traps are counterproductive to effective performance. On the other hand, there is almost no focus on how organizational traps can be prevented or reduced. This book argues that whatever theory is used to describe and understand such organizational traps should be used to design and implement interventions that reduce and prevent them. Argyris is one of the world's leading management scholars whose work has consistently shed light on orgainzational problems. This book is essential reading for MBAs, managers, and consultants.

Guides CEOs on how to create a powerful senior leadership team that achieves the company's shared goals through methods such as assembling the right people for the team and providing support and structure.

In this landmark work on corporate power, especially as it relates to women, Rosabeth Moss Kanter, the distinguished Harvard management thinker and consultant, shows how the careers and self-images of the managers, professionals, and executives, and also those of the secretaries, wives of managers, and women looking for a way up, are determined by the distribution of power and powerlessness within the corporation. This new edition of her award-winning book has a major new afterward in which the author reviews and analyzes how attitudes and practices within the corporate power structure have changed in the 1990s.

Features a who's who of leading management scholars Takes a stand on a major controversy in academia: should organizational research aspire to be relevant to practitioners? A sequel to the seminal book, Doing Research That is Useful for Theory and Practice, also edited by Ed Lawler, Susan Mohrman, and Associates For decades there has been an ongoing, at times heated, debate over how relevant to real-world organizational concerns academic organizational research should be. The contributors to this book argue that in order to keep organizational research relevant to both theory and practice, research must deviate from the orthodoxy of traditional positivistic research. The true test of whether knowledge is useful to practice is not whether it is "theoretically" impactful but whether it is theoretically impactful and results in improved organizational effectiveness. The contributing authors were selected for their demonstrated ability to conduct useful research and their distinguished academic careers. Part I of the book features active scholars who describe the choices they make and the tactics they employ to ensure that their work advances both theory and practice. In part II, four highly respected researchers reflect on how they approached their careers so that they could have a broad impact on practice and still maintain academic rigor. Part III describes pathways to bring academic knowledge to practice—working with consultancies, executive PhD programs, OD specialists, and professional associations, as well as framing academic concepts in ways that are attention-grabbing, memorable, and credible to practitioners. Part IV looks at institutional constraints and enablers: the prospects for useful research in traditional academic settings like business schools, peer-reviewed journals, and the Academy of Management. Finally, part V sums up the themes of the book and the challenges and opportunities facing researchers who aspire to do research that advances both theory and practice. Contributors: Jean Bartunek, Michael Beer, George Benson, John Boudreau, Wayne Cascio, Thomas Cummings, Amy Edmondson, Lynda Gratton, J. Richard Hackman, Gary Latham, Phillip Mirvis, Allan M. Mohrman, David Nadler, James O'Toole, C. K. Prahalad, Denise Rousseau, Sara Rynes, Edgar Schein, Ramakrishnan V. Tenkasi, Michael Tushman, Andrew Van de Ven, Ruth Wageman, Ian Ziskin

Leading TeamsSetting the Stage for Great PerformancesHarvard Business Press

A range of expert contributors explores the design and leadership of groups, providing detailed descriptions of twenty-seven diverse work groups—including task forces, top management groups, production teams, and customer service teams—to offer insights into what factors affect group productivity, and what leaders and group members can do to improve work group

effectiveness.

This book is filled with the concepts, ideas, and practical suggestions that are needed for any manager to have at hand if he or she is a member or creator of a committee, team, task-force, or any other activity involving collaboration among several people. The ideas are proven by several decades of experience and well-supported in the text with numerous examples.

A member of the AWL OD Series! Work Redesign is a comprehensive, clearly written study of work design as a strategy for personal and organizational change. Linking theory and practical technologies, the book develops traditional and alternative approaches to work design that can benefit both individuals and organizations.

Extreme Teaming provides new insights into the world of increasingly complex, cross industry projects. Amy Edmondson and Jean-Francois Harvey show vividly through their international cases how the complex demands of collaboration impact on management and revolutionize our understanding of teams.

For undergraduate and graduate level Management Skills, and Organizational Behavior courses, as well as for Executive Education for beginning through mid-level managers and professionals. This text's engaging and practical, yet research-based style is designed to help students achieve the success they desire. Specifically, the ideas, tools, and techniques help students enhance their effectiveness (ability to achieve results), career potential (e.g., marketability, salaries, promotions, job satisfaction and job choice), and general well-being (e.g., happiness, health, work-life "balance"). As with the first edition, this second edition is based on the compelling assumptions that (1) IQ is not a big predictor of success and (2) the most successful people work smarter, not only harder, than less successful people. Students appreciate this book not only because it is written in an engaging and practical style, but because it provides them with many tools that will help them work smarter immediately, as well as in the long term. Instructors appreciate this book because if effectively translates solid research into concepts and tools that students find interesting and immediately useful.