

The Discipline Of Teams Harvard Business Review Classics

Addresses key questions about the nature of professional relationships, explaining how companies are irrevocably shaped by positive and negative relationships between colleagues, in a guide that shares strategies for building strong and flexible working relationships that can endure difficult interpersonal challenges.

Get your best work done, no matter where you do it.

Video calls from your couch. Project reports in a coffee shop. Presentations at your kitchen table. Working remotely gives you more flexibility in how and where you do your job. But being part of a far-flung team can be challenging. How can you make remote work work for you? The HBR Guide to Remote Work provides practical tips and advice to help you stay productive, avoid distractions, and collaborate with your team, despite the distance that separates you. You'll learn to: Create a regular work-from-home routine Identify the right technology for your needs Run better virtual meetings Avoid burnout and video-call fatigue Manage remote employees Conduct difficult conversations when you can't meet in person Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Long-term value creation—the board's new agenda. A big shift in public ownership has created a new set of challenges for boards. Much of the \$14 trillion of assets

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that firms like Vanguard, BlackRock, and State Street manage is now held in index funds, creating a huge class of permanent institutional investors who own almost 60 percent of the Fortune 500. These investors are stating in no uncertain terms that simply managing for short-term shareholder profit is not acceptable. Bill McNabb, Ram Charan, and Dennis Carey have been on the front lines of these changes with the investment community, corporate boards, and top-level management teams. Since TSR (total shareholder return) cannot keep the short and long term in balance, the authors argue, boards should focus on a different kind of TSR—talent, strategy, and risk—because decisions and actions around these factors, more than any others, determine whether or not a company creates long-term value. This book redefines the board's agenda and explains how to: Build and incentivize the right leadership team Help leaders take a longer view and communicate it to investors Refresh board composition and create diversity to meet the new challenges Keep major risks, such as cyberattacks and sexual harassment allegations, front and center Analyze the business through the eyes of a shareholder activist With the new realities of corporate ownership, boards need to lead for the long term. This authoritative book shows them how.

Effective managers know that timely coaching can dramatically enhance their teams' performance. Coaching and Mentoring offers managers comprehensive advice on how to help employees grow professionally and achieve their goals. This volume

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covers the full spectrum of effective mentoring and the nuts and bolts of coaching. Managers learn how to master special mentoring challenges, improve listening skills, and provide ongoing support to their employees. The Harvard Business Essentials series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. Drawing on rich content from Harvard Business School Publishing and other sources, these concise guides are carefully crafted to provide a highly practical resource for readers with all levels of experience and are especially valuable for the new manager. To assure quality and accuracy, a specialized content adviser from a world-class business school closely reviews each volume. Whether you are a new manager seeking to expand your skills or a seasoned professional looking to broaden your knowledge base, these solution-oriented books put reliable answers at your fingertips.

MEET YOUR GOALS—ON TIME AND ON BUDGET.

How do you rein in the scope of your project when you've got a group of demanding stakeholders breathing down your neck? And map out a schedule everyone can stick to? And motivate team members who have competing demands on their time and attention? Whether you're managing your first project or just tired of improvising, this guide will give you the tools and confidence you need to define smart goals, meet them, and capture lessons learned so future projects go even more smoothly. The HBR Guide to Project Management will help you: Build a strong, focused team Break major

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objectives into manageable tasks Create a schedule that keeps all the moving parts under control Monitor progress toward your goals Manage stakeholders' expectations Wrap up your project and gauge its success

The Discipline of Teams Harvard Business Review Press Change is the one constant in business, and we must adapt or face obsolescence. Yet certain challenges never go away. That's what makes this book "must read." These are the 10 seminal articles by management's most influential experts, on topics of perennial concern to ambitious managers and leaders hungry for inspiration--and ready to run with big ideas to accelerate their own and their companies' success. If you read nothing else - full stop - read: Michael Porter on creating competitive advantage and distinguishing your company from rivals John Kotter on leading change through eight critical stages Daniel Goleman on using emotional intelligence to maximize performance Peter Drucker on managing your career by evaluating your own strengths and weaknesses Clay Christensen on orchestrating innovation within established organizations Tom Davenport on using analytics to determine how to keep your customers loyal Robert Kaplan and David Norton on measuring your company's strategy with the Balanced Scorecard Rosabeth Moss Kanter on avoiding common mistakes when pushing innovation forward Ted Levitt on understanding who your customers are and what they really want C. K. Prahalad and Gary Hamel on identifying the unique, integrated systems that support your strategy

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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.

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.

ARE YOUR WORKING RELATIONSHIPS WORKING AGAINST YOU? To achieve your goals and get ahead, you need to rally people behind you and your ideas. But how do you do that when you lack formal authority? Or when you have a boss who

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gets in your way? Or when you're juggling others' needs at the expense of your own? By managing up, down, and across the organization. Your success depends on it, whether you're a young professional or an experienced leader. The HBR Guide to Managing Up and Across will help you: Advance your agenda—and your career—with smarter networking Build relationships that bring targets and deadlines within reach Persuade decision makers to champion your initiatives Collaborate more effectively with colleagues Deal with new, challenging, or incompetent bosses Navigate office politics

Quick, practical management advice from Harvard Business Review to help you do your job better. Drawing from HBR's popular Management Tip of the Day newsletter, this concise, handy guide is packed with easy-to-read tips on a broad range of topics, organized into three major skills every manager must master: Managing yourself Managing your team Managing your business Management Tips 2: From Harvard Business Review puts the best management practices and insights, from top thinkers in the field, right at your fingertips. Pick it up any time you have a few minutes to spare, and you'll have a fresh, powerful idea you can immediately put into action. With this handy book as your guide, you'll stand the best chance of succeeding in your role as a manager.

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An all-new approach to understanding the (in)formal connections of an organization From the bestselling coauthor of the business classic *The Wisdom of Teams* comes an all-new exploration of the modern workplace, and how leaders and managers must embrace it for success. Katzenbach and Khan examine how two distinct factions together form the bigger picture for how organizations actually work: the more defined "formal" organization of a company—the management structure, performance metrics, and processes—and the "informal"—the culture, social networks, and ad hoc communities that spring up naturally and can accelerate or hinder how the organization works. With dynamic examples from enterprises around the world, this book takes a timeless organizational approach and creates a powerful paradigm-shifting tool set for applying it. Includes self-assessment guidelines for senior leaders, front-line managers, and individual contributors Features organizations in business, government, the nonprofit sector, and academia—including the New York City schools system, Aetna, the Marines, United Nations, Orpheus Chamber Orchestra, Home Depot, Bell Canada, and the Houston Police Department *Leading Outside the Lines* illustrates how leaders can make the two distinct factions work together to get the best of both. Conflict in the workplace is natural—and even necessary. Colleagues who challenge one another's

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thinking tend to consider a richer range of options, which ultimately leads to better business decisions. How Management Teams Can Have a Good Fight reveals the tactics managers can use to ensure that these healthy back-and-forth moments remain constructive and focused on the issues. Managers who embrace this kind of positive conflict will find increasingly engaged, productive teams—and discover that they themselves are better positioned to lead these teams to success. 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. Teams That Succeed Managers at all levels strive to develop effective teams while avoiding the pitfalls so common in team management. This invaluable collection of articles explores teamwork from a variety of angles, including emotional intelligence, creativity, and decision making. Every reader will gain insight on how to create and manage teams that work efficiently, effectively, and collaboratively. Teams are fast becoming a flexible and efficient way to enhance organizational performance. This Harvard Business Review collection brings together

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the ideas and research from Jon Katzenbach and Douglas Smith, who argue that we cannot meet the challenges ahead, from total quality to customer service to innovation, without teams. This collection includes *The Wisdom of Teams* and *The Discipline of Teams*.

Introduction : the "long voyage of discovery" -- The big stuck in state capability -- Looking like a state : the seduction of isomorphic mimicry -- Premature load bearing : doing too much too soon -- Capability for policy implementation -- What type of organization capability is needed? -- The challenge of building (real) state capability for implementation -- Doing problem-driven work -- The searchframe : doing experimental iterations -- Managing your authorizing environment -- Building state capability at scale through groups.

True North shows how anyone who follows their internal compass can become an authentic leader. This leadership tour de force is based on research and first-person interviews with 125 of today's top leaders—with some surprising results. In this important book, acclaimed former Medtronic CEO Bill George and coauthor Peter Sims share the wisdom of these outstanding leaders and describe how you can develop as an authentic leader. *True North* presents a concrete and comprehensive program for leadership success and shows how to create your own Personal Leadership Development Plan centered on five key areas: Knowing your authentic self Defining your values and leadership

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principles Understanding your motivations Building your support team Staying grounded by integrating all aspects of your life True North offers an opportunity for anyone to transform their leadership path and become the authentic leader they were born to be. Personal, original, and illuminating stories from Warren Bennis, Sir Adrian Cadbury, George Shultz (former U.S. secretary of state), Charles Schwab, John Whitehead (Cochairman, Goldman Sachs), Anne Mulcahy (CEO, Xerox), Howard Schultz (CEO, Starbucks), Dan Vasella (CEO, Novartis), John Brennan (Chairman, Vanguard), Carol Tome (CFO, Home Depot), Donna Dubinsky (CEO/cofounder, Palm), Alan Horn (President, Warner Brothers), Ann Moore (CEO, Time, Inc.) and many others illustrate the transitions that shape the type of leaders who will thrive in the 21st century. Bill George (Cambridge, MA) has spent over 30 years in executive leadership positions at Litton, Honeywell, and Medtronic. As CEO of Medtronic, he built the company into the world's leading medical technology company as its market capitalization increased from \$1.1 billion to \$60 billion. Since 2004, he has been a professor at the Harvard Business School. His 2004 book *Authentic Leadership* (0-7879-7528-1) was a BusinessWeek bestseller. Peter Sims (San Francisco, CA) established "Leadership Perspectives," a course on leadership development at the Stanford Graduate School of Business and cofounded the London office of Summit Partners, a leading investment firm. Their Web site is www.truenorthleaders.com. Most teams underperform. Yours can beat the odds. If you read nothing else on building better teams, read

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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

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:

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Managing Projects Large and Small: The Fundamental Skills for Delivering on Cost and On Time When it comes to project management, success lies in the details. This book walks managers through every step of project oversight from start to finish. Thanks to the book's

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comprehensive information on everything from planning and budgeting to team building and after-project reviews, managers will master the discipline and skills they need to achieve stellar results without wasting time and money. The Harvard Business Essentials series is for managers at all levels but is especially relevant for new managers. It offers on-the-spot guidance, coaching, and tools on the most relevant topics in business. Each book includes the critical information that managers need on a given topic-from budgeting to hiring to communication to strategy-and offers interactive tools and worksheets that translate advice into action. Providing ready answers to day-to-day issues, these guides make sound, trusted mentoring advice available whenever managers need it. Other Books in the HBE Series: Managing Change and Transition Hiring and Keeping the Best People Finance for Managers Business Communications Innovation Negotiation

A manager's job is getting harder to do. But the central question for all managers - the one that separates great managers from the rest- is how to get the most from your people. What do you do when your most talented people fall short of their potential, or worse, fall off their game for awhile? How do you inspire a solid contributor to even more stellar performance? How do you find that spark? And turn it into a burning flame? According to best-selling author and psychiatrist, Ned Hallowell, it's all in the brain. Creating that spark and inspiring someone to perform at their highest levels isn't rocket science; but it is brain science, and it has yet to be codified into a simple and reliable process that all managers can use.

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Drawing from his expertise helping people reach their full potential and synthesizing the latest research on happiness, brain science, and performance, Hallowell does exactly that -- he offers a five step process that leads to peak performance. Based on the latest findings in the fast-moving field of high performance research and rooted in the work of Martin Seligman, Dan Gilbert, Marcus Buckingham, Mihaly Csikszentmihalyi, John Ratey, and many other experts in psychology and neuroscience, this book gives managers a simple and coherent framework for getting the best out of people: (1) Selection - how to put people in the right job, and give them the responsibilities that literally make their brains "light up;" (2) Connection - how to overcome the powerful forces that disconnect us interpersonally in today's workplace, and how to restore the positive connections that fuel superior performance; (3) Play - why play is essential to peak performance, and how managers can get it right; (4) Progress - when the pressure is on, how to challenge the right person at the right time; (5) Recognition - why reward systems always decrease peak performance, and how managers can finally get this right

The value of the five steps is that each step builds on another. For instance, there's no point in challenging an employee to go beyond their personal best if you haven't bothered to ensure first that you've got them in the right job. And there's no way to successfully get someone to think more creatively if you haven't first established the personal connection with her so that she knows her wild ideas will be taken seriously. And there's no point in demanding more, if you haven't

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first given employees a chance to engage their imagination and play around with the things that "light up their brains." Especially in times of mental overload and stress, when invoking people to suck it up or work even harder isn't an effective management tool, managers need a new game plan, like the one in this book, for helping their people perform at their best.

Great teams don't just happen. How often have you sat in team meetings complaining to yourself, "Why does it take forever for this group to make a simple decision? What are we even trying to achieve?" As a team leader, you have the power to improve things. It's up to you to get people to work well together and produce results. Written by team expert Mary Shapiro, the HBR Guide to Leading Teams will help you avoid the pitfalls you've experienced in the past by focusing on the often-neglected people side of teams. With practical exercises, guidelines for structured team conversations, and step-by-step advice, this guide will help you: Pick the right team members Set clear, smart goals Foster camaraderie and cooperation Hold people accountable Address and correct bad behavior Keep your team focused and motivated

Are your employees meeting their goals? Is their work improving over time? Understanding where your employees are succeeding—and falling short—is a pivotal part of ensuring you have the right talent to meet organizational objectives. In order to work with your people and effectively monitor their progress, you need a system in place. The HBR Guide to Performance Management provides a new multi-step, cyclical process

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to help you keep track of your employees' work, identify where they need to improve, and ensure they're growing with the organization. You'll learn to: Set clear employee goals that align with company objectives Monitor progress and check in regularly Close performance gaps Understand when to use performance analytics Create opportunities for growth, tailored to the individual Overcome and avoid burnout on your team Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges. Stay on top of your leadership game. Leadership isn't something you're born with or gifted as a reward for an abundance of charisma; true leadership stems from core skills that can be learned. Get more of the leadership ideas you want, from the authors you trust, with HBR's 10 Must Reads on Leadership (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you maximize your own and your organization's performance. With insights from leading experts including Michael D. Watkins, Herminia Ibarra, and Michael E. Porter, this book will inspire you to: Identify areas for personal growth Build trust with and among your employees Develop a more dynamic and sophisticated communication style Try out different leadership styles and behaviors to find the right approach for you--and your organization Transform yourself from a problem solver to an agenda setter Harness the power of connections Become an adaptive

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and strategic leader This collection of articles includes "Leadership Is a Conversation," by Boris Groysberg and Michael Slind; "How Managers Become Leaders: The Seven Seismic Shifts of Perspective and Responsibility," by Michael D. Watkins; "Strategic Leadership: The Essential Skills," by Paul J.H. Schoemaker, Steve Krupp, and Samantha Howland; "The Authenticity Paradox," by Herminia Ibarra; "'Both/And' Leadership," by Wendy K. Smith, Marianne W. Lewis, and Michael L. Tushman; "Are You a Collaborative Leader?" by Herminia Ibarra and Morten T. Hansen; "Cross-Silo Leadership," by Tiziana Casciaro, Amy C. Edmondson, and Sujin Jang; "How CEOs Manage Time," by Michael E. Porter and Nitin Nohria; "The Best Leaders Are Great Teachers," by Sydney Finkelstein; "Nimble Leadership," by Deborah Ancona, Elaine Backman, and Kate Isaacs; and "The Focused Leader," by Daniel Goleman.

When Business and Personal Values Collide

"Defining moments" occur when managers face business decisions that trigger conflicts with their personal values. These moments test a person's commitment to those values and ultimately shape their character. But these are also the decisions that can make or break a career. Is there a thoughtful, yet pragmatic, way to make the right choice?

Bestselling author Joseph Badaracco shows how to approach these dilemmas using three case examples that, when taken together, represent the escalating responsibilities and personal tests managers face as they advance in their careers. The

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first story presents a young manager whose choice will affect him only as an individual; the second, a department head whose decision will influence his organization; the third, a corporate executive whose actions will have much larger, societal ramifications. To guide the decision-making process, the book draws on the insights of four philosophers—Aristotle, Machiavelli, Nietzsche, and James—who offer distinctly practical, rather than theoretical, advice. *Defining Moments* is the ultimate manager's guide for resolving issues of conflicting responsibility in practical ways.

An essential guide for any small group that must deliver team performance. With the demand for project-oriented work and faster, more nimble responses, successful small-group performance is more crucial than ever. Katzenbach and Smith, authors of the international bestseller *The Wisdom of Teams*, have again joined forces, revealing how to implement the disciplines, frameworks, tools, and techniques required for team- and small-group performance. Combining their insights and practical strategies, they offer concepts and pragmatic, doable exercises for team leaders and team members to deliver results. Hot topics covered include: why small-group performance demands expertise at two disciplines, team level and leader level, instead of one; virtual teams; and global teams. This book combines practical exercises with

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cutting-edge insights, and both authors are authorities on the subject. Attend a featured author workshop at the 13th International Conference on Work Teams: Collaborating for Competitive Advantage, September 23-25, 2002, in Dallas, TX. For information, contact the Center for the Study of Work Teams at 940 565 3096 or visit them online at www.workteams.unt.edu.

Are you a good boss--or a great one? Get more of the management ideas you want, from the authors you trust, with HBR's 10 Must Reads on Managing People (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you master the innumerable challenges of being a manager. With insights from leading experts including Marcus Buckingham, Michael D. Watkins, and Linda Hill, this book will inspire you to: Draw out your employees' signature strengths Support a culture of honesty and civility Cultivate better communication and deeper trust among global teams Give feedback that will help your people excel Hire, reward, and tolerate only fully formed adults Motivate your employees through small wins Foster collaboration and break down silos across your company This collection of articles includes "Are You a Good Boss--or a Great One?," by Linda A. Hill and Kent Lineback; "Let Your Workers Rebel," by Francesca Gino; "The Feedback Fallacy," by Marcus Buckingham and Ashley

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Goodall; "The Power of Small Wins," by Teresa M. Amabile and Steven J. Kramer; "The Price of Incivility," by Christine Porath and Christine Pearson; "What Most People Get Wrong About Men and Women," by Catherine H. Tinsley and Robin J. Ely; "How Netflix Reinvented HR," by Patty McCord; "Leading the Team You Inherit," by Michael D. Watkins; "The Overcommitted Organization," by Mark Mortensen and Heidi K. Gardner; "Global Teams That Work," by Tsedal Neeley; "Creating the Best Workplace on Earth," by Rob Goffee and Gareth Jones.

Why do good teams fail? Very often, argue Deborah Ancona and Henrik Bresman, it is because they are looking inward instead of outward. Based on years of research examining teams across many industries, Ancona and Bresman show that traditional team models are falling short, and that what's needed--and what works--is a new brand of team that emphasizes external outreach to stakeholders, extensive ties, expandable tiers, and flexible membership. The authors highlight that X-teams not only are able to adapt in ways that traditional teams aren't, but that they actually improve an organization's ability to produce creative ideas and execute them—increasing the entrepreneurial and innovative capacity within the firm. What's more, the new environment demands what the authors call "distributed leadership," and the book highlights how

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X-teams powerfully embody this idea.

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.

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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.

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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

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and Smith's comprehensive classic is the essential guide to unlocking the potential of teams in your organization.

Projects generally require skills and effort from multiple disciplines to develop project deliverables. Projects are executed in teams, as project tasks require multiple skills, judgment, and experience. Project teams roles should be assigned based on strengths of individuals. Project team process is a mediating mechanism linking variables such as members, team, and organizational characteristics that include structure, culture, supporting systems, performance and incentive systems, employee morality, and top management support. Team performance or teamwork is impacted by the structure of a team. Team structural characteristics include the number of team members, the status hierarchy, roles and responsibilities, and accepted norms for behaviors of individuals within the team. Further, understanding characteristics of virtual teams and their key attributes for improving global project performance are of critical importance. Social and behavioral skills that each person brings are important influencing factors in interactions with other team members and in forming a cohesive and productive team. Also, organization and national cultures influence their behaviors. Project Teams is an attempt to address all these topics in detail and offer a practical approach to managing projects

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successfully in the current business environment by including concepts, processes, techniques, and tools to manage and enhance performance of project teams and projects. This book would be meaningful for project management professionals and project managers in any organization and can be a useful resource for academic institutions in teaching management and project management disciplines. Profound organizational transformation takes years and, in most cases is unsuccessful, right? Not according to change expert Behnam Tabrizi. In *Rapid Transformation: A 90-Day Plan for Fast and Effective Change*, Tabrizi shows you how to accomplish successful transformational change in your firm in just 90 days. Based on ten years of research into more than 500 leading companies including 3M, IBM, GE, Nissan, Apple, Bay Networks, Verisign, HP and Best Buy--this book demystifies fast, effective change and lays out a clear roadmap for achieving it. Tabrizi's 90-day transformational model comprises three main phases, each lasting 30 days. The model enables you to analyze your company's specific challenge, develop a new course of action, and carry out the plan. Moreover, you apply the model in parallel with the normal workings of your organization--so you don't have to put your company on hold for the sake of the change effort. With its detailed recipe and insightful stories from actual corporate reinventions,

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this book defies long-held assumptions about change and provides a practical and immediately actionable guide.

Innovation principles to bring about meaningful and sustainable growth in your organization Using a list of more than 2,000 successful innovations, including Cirque du Soleil, early IBM mainframes, the Ford Model-T, and many more, the authors applied a proprietary algorithm and determined ten meaningful groupings—the Ten Types of Innovation—that provided insight into innovation. The Ten Types of Innovation explores these insights to diagnose patterns of innovation within industries, to identify innovation opportunities, and to evaluate how firms are performing against competitors. The framework has proven to be one of the most enduring and useful ways to start thinking about transformation. Details how you can use these innovation principles to bring about meaningful—and sustainable—growth within your organization Author Larry Keeley is a world renowned speaker, innovation consultant, and president and co-founder of Doblin, the innovation practice of Monitor Group; BusinessWeek named Keeley one of seven Innovation Gurus who are changing the field The Ten Types of Innovation concept has influenced thousands of executives and companies around the world since its discovery in 1998. The Ten Types of Innovation is the first book explaining how to implement it.

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This lively and well-written book will provoke management scholars, students, executive consultants and especially team members themselves to consider how the discipline of teamwork affects them and what they ought to do about it.

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.

You never dreamed being the boss would be so hard.

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You're caught in a web of conflicting expectations from subordinates, your supervisor, peers, and customers. You're not alone. As Linda Hill and Kent Lineback reveal in *Being the Boss*, becoming an effective manager is a painful, difficult journey. It's trial and error, endless effort, and slowly acquired personal insight. Many managers never complete the journey. At best, they just learn to get by. At worst, they become terrible bosses. This new book explains how to avoid that fate, by mastering three imperatives:

- **Manage yourself:** Learn that management isn't about getting things done yourself. It's about accomplishing things through others.
- **Manage a network:** Understand how power and influence work in your organization and build a network of mutually beneficial relationships to navigate your company's complex political environment.
- **Manage a team:** Forge a high-performing "we" out of all the "I"s who report to you.

Packed with compelling stories and practical guidance, *Being the Boss* is an indispensable guide for not only first-time managers but all managers seeking to master the most daunting challenges of leadership.

In a global survey by the Katzenbach Center, 80 percent of respondents believed that their organization must evolve to succeed. But a full quarter of them reported that a change effort at their organization had resulted in no visible results. Why? The fate of any change effort depends on whether and how leaders engage their culture: the self-sustaining patterns of behaving, feeling, thinking, and believing that determine how things are done in an organization. Culture is implicit rather than explicit, emotional rather than rational—that's what makes

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it so hard to work with, but that's also what makes it so powerful. For the first time, this book lays out the Katzenbach Center's proven methodology for identifying your culture's three most critical elements: traits, characteristics that are at the heart of people's emotional connection to what they do; keystone behaviors, actions that would lead your company to succeed if they were replicated at a greater scale; and authentic informal leaders, people who have a high degree of “emotional intuition” or social connectedness. By leveraging these critical few elements, you can tap into a source of catalytic change within your organization. People will make an emotional, not just a rational, commitment to new initiatives. You will elicit enthusiasm and creativity and build the kind of powerful company that people recognize for its innate value and effectiveness.

Peter F. Drucker argues that what underlies the current malaise of so many large and successful organizations worldwide is that their theory of the business no longer works. The story is a familiar one: a company that was a superstar only yesterday finds itself stagnating and frustrated, in trouble and, often, in a seemingly unmanageable crisis. The root cause of nearly every one of these crises is not that things are being done poorly. It is not even that the wrong things are being done. Indeed, in most cases, the right things are being done—but fruitlessly. What accounts for this apparent paradox? The assumptions on which the organization has been built and is being run no longer fit reality. These are the assumptions that shape any organization's behavior, dictate its decisions about what to do and what not to do,

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and define what an organization considers meaningful results. These assumptions are what Drucker calls a company's theory of the business. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles 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—and will have a direct impact on you today and for years to come.

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 manage themselves. 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.

In *Leading 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

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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 Teams* outlines 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 Teams* offers a new and provocative way of thinking about and leading work teams in any organizational setting. AUTHOR BIO: J. Richard Hackman is the Cahners-Rabb Professor of Social and Organizational Psychology at Harvard University. He resides in Bethany, Connecticut, and Cambridge, Massachusetts.

The book that turns our understanding of motivation on its head . . . and shows why most companies get it wrong. There are few people with more experience and accumulated wisdom about the inner workings of business and how people can work together more effectively than Jon Katzenbach. His groundbreaking research has resulted in several important books, including *The Wisdom of Teams* and *Real Change*

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Leaders. Over the past several years he has turned his attention to one of the perennial questions of leaders everywhere: How do I motivate my employees? Most everyone frets about how to devise schemes that will keep the troops revved up. Conventional wisdom—or at least the practice at most companies—often centers on money as the primary motivating force. Many also rely on intimidation, which like money generally has a short-term impact. But what Katzenbach has found in his research at many organizations is that both of these practices do little to build the long-term sustainability of an organization. For that you need a powerful force that has been—until this point—understood by few managers and implemented by fewer still: pride. From the front lines to the executive suite, most people are motivated by feelings of accomplishment, approval, and camaraderie. It's why the best employees strive well beyond performance levels that will yield them higher pay and why most true professionals relentlessly avoid retirement. Why does Southwest Airlines consistently turn in the highest levels of performance and profitability of any company in the airline business? What can the U.S. Marines teach us about individual commitment that can be used in the for-profit world? How is General Motors overcoming its history of labor-management enmity through the efforts of “pride-builders” from both the union and the management side? By drawing on what he has learned from these and many other organizations, Jon Katzenbach provides a practical program for understanding the role of pride:

- Money is not the motivator most people think it is: Katzenbach

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shows why pay-for-performance programs by themselves result in employees who focus on self-serving behavior and skin-deep organizational commitment. • Money tends to be a short-term motivational device and works best during times of growth, but pride works in bad times as well as good. • Cultivating pride is an investment that yields high returns on workforce performance over time and is not nearly as costly as relying solely on monetary compensation and the turnover risks that accompany a “show me the money” culture. Katzenbach shares unique insights and specifics about how the best mid-level pride-builders take advantage of the world’s greatest motivational force even in environments as challenging as General Motors and Aetna. He shows how managers at every level are missing a powerful lever if they are not instilling pride as a primary force for building their organization. Also available as an eBook.

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