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Think of it as a working definition or, better still, an essential discipline that real teams share. A team is a small number of people with complementary skills who are committed to a common...

*The Discipline of Teams - Harvard Business Review*

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.

*The Discipline of Teams (Harvard Business Review Classics) ...*

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A team's essential discipline comprises five characteristics: 1. A meaningful common purpose that the team has helped shape. Most teams are responding to an initial mandate from outside the team.

*The Discipline of Teams - Harvard Business Review*

The Discipline of Teams (Harvard Business Review Classics) by Katzenbach, Jon R.; Smith, Douglas K. at AbeBooks.co.uk - ISBN 10: 1422179753 - ISBN 13: 9781422179758 - Harvard Business Review Press - 2009 - Softcover

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*(THE DISCIPLINE OF TEAMS (HARVARD BUSINESS REVIEW CLASSICS) ...*

The Discipline of Teams\* BEST OF HBR nition or, better still, an essential disci- piine that real teams share: A team is a smalt number of people with complemen- tary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable. The essence of a team is common commitment.

*The Discipline of Teams - ????*

A set of VALUES : that encourage listening and responding constructively to views expressed by others. Providing Support & recognizing the interest and achievements of others These values help teams perform, promote individual performance & that of the entire organization. The essence of a TEAM is Common Commitment: without it , groups perform as individuals and with it, they perform as powerful unit of collective performance. Teams fall apart if a common goal is missing, but on the contrary ...

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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.

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In this article, drawn from their recent book *The Wisdom of Teams*, McKinsey partners Jon Katzenbach and Douglas Smith answer these questions and outline the discipline that makes a real team. The...

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The Discipline of Teams helps small groups implement the disciplines, frameworks, tools, and techniques that enable performance. With detailed guidance and dozens of indispensable exercises, they present a regimen proven to improve performance and help groups adhere to the Six Basic Principles of Team Discipline:

*The Discipline of Teams : Jon R. Katzenbach : 9781422179758*

Free shipping on orders of \$35+ from Target. Read reviews and buy *The Discipline of Teams - (Harvard Business Review Classics)* by Jon R Katzenbach & Douglas K Smith (Paperback) at Target. Get it today with Same Day Delivery, Order Pickup or Drive Up.

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.

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.

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

Teams are fast becoming a flexible and efficient way to enhance organizational performance. This Harvard Business Review collection brings together 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*.

Conflict in the workplace is natural--and even necessary. Colleagues who challenge one another's 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.

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 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

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.

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. 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 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. AUTHORBIO:J. Richard Hackman is the Cahners-Rabb Professor of Social and Organizational Psychology at Harvard University. He resides in Bethany, Connecticut, and Cambridge, Massachusetts.

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

Completely Updated and Revised This revised edition of Peter Senge's bestselling classic, *The Fifth Discipline*, is based on fifteen years of experience in putting the book's ideas into practice. As Senge makes clear, in the long run the only sustainable competitive advantage is your organization's ability to learn

faster than the competition. The leadership stories in the book demonstrate the many ways that the core ideas in The Fifth Discipline, many of which seemed radical when first published in 1990, have become deeply integrated into people's ways of seeing the world and their managerial practices. In The Fifth Discipline, Senge describes how companies can rid themselves of the learning "disabilities" that threaten their productivity and success by adopting the strategies of learning organizations—ones in which new and expansive patterns of thinking are nurtured, collective aspiration is set free, and people are continually learning how to create results they truly desire. The updated and revised Currency edition of this business classic contains over one hundred pages of new material based on interviews with dozens of practitioners at companies like BP, Unilever, Intel, Ford, HP, Saudi Aramco, and organizations like Roca, Oxfam, and The World Bank. It features a new Foreword about the success Peter Senge has achieved with learning organizations since the book's inception, as well as new chapters on Impetus (getting started), Strategies, Leaders' New Work, Systems Citizens, and Frontiers for the Future. Mastering the disciplines Senge outlines in the book will:

- Reignite the spark of genuine learning driven by people focused on what truly matters to them
- Bridge teamwork into macro-creativity
- Free you of confining assumptions and mindsets
- Teach you to see the forest and the trees
- End the struggle between work and personal time

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