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Nota di contenuto	LEADING TEAMS; CONTENTS; Foreword; Introduction; 1 Why Sport and Management?; SPORT AND THE FIRM: IS A MEANINGFUL METAPHOR POSSIBLE?; The main differences between sports and firms; Distinctive features of sports teams to consider for transferring team leadership models and practices to business teams; WHAT MAKES A SUCCESSFUL COACH? HOW SPORTS CAN LEARN FROM MANAGEMENT; TRANSFERRING IDEAS, METHODS, AND PRACTICES FROM SPORTS TO MANAGEMENT: SOME GENERAL GUIDELINES; OUR RESEARCH; NOTES; 2 Management Models of Team Leadership; THE EVOLUTION OF THE CONCEPT OF LEADERSHIP Leadership as personality, skills, behavior, and functions Leadership styles: situational and personalized leadership; Relational leadership; DETERMINANTS OF MOTIVATION; TEAM LEADERSHIP; The functions of a team leader; Behaviors of the team leader; How the team leader can influence processes and performance; NOTES; 3 A New Team Leadership Model; INTRODUCTION; CREDIBILITY AND TEAM PERFORMANCE; IMPACT ON THE INDIVIDUAL: MOTIVATION; IMPACT ON

THE GROUP: TEAM SPIRIT; IMPACT ON THE ORGANIZATION: SYNCHRONIZATION OF RESOURCES; IMPACT ON THE ENVIRONMENT: REPUTATION; THE SITUATIONAL PERSPECTIVE; NOTES

4 The Team Leader as Manager DEALING WITH COMPLEXITY TO ENSURE SUSTAINABILITY; SETTING GOALS, PLANNING, AND EXECUTING THE SEASON; NEGOTIATE RESOURCES, ROLES, AND AUTONOMY WITH THE CLUB AND ITS INTERLOCUTORS; ORGANIZING STAFF ACTIVITIES; SELECTING ATHLETES AND ENHANCING THEIR VALUE; MANAGING RELATIONSHIPS WITH STAKEHOLDERS: THE MEDIA AND THE FANS; THE STAKEHOLDERS-ORIENTED TEAM LEADER; NOTES;

5 The Team Leader as Coach; TEAM COACHING; THE HEART OF TEAM COACHING: MANAGING INTERDEPENDENCIES AND PROMOTING SOCIAL SUPPORT HOW TO MANAGE TEAM COACHING: LEADERSHIP STYLE, LEADER FOCUS, AND COMMUNICATION PROCESSES Directive and democratic decision-making styles; Task/people orientation; Managing communication; THE MOTIVATIONAL TOOLKIT FOR SPORTS COACHES; Collecting and selecting information; Providing feedback to the team; Establishing rules; Managing rewards and punishments; Giving personalized attention; Providing role models; Managing workloads on the basis of results; Designing tasks that are absorbing and fun; Encouraging competition among players; Encouraging socialization among players

HOW TEAM MOTIVATION PROCESSES WORK A good coach motivates the team by increasing perceived individual and collective self-efficacy, setting higher goals, and helping the team see those goals as attainable; A good coach motivates the team by creating clear expectations that are shared with and embraced by all team members; A good coach motivates the team by building a shared perception of justice, not equality, among team members; A good coach motivates the team by making team members' work more meaningful A good coach motivates the team by leveraging the quality of interpersonal relationships with and among team members

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Sommario/riassunto

Important new insights on team leadership and motivation, along with powerful tools and techniques taken from the world of sports How do the sports world's most successful coaches instill their teams with esprit de corps, a collaborative mindset, and an unbeatable desire to win? More importantly, what can business leaders and managers learn from their example? This book answers these and a host of key questions about what it takes to be a successful leader in business or in sports. Drawing upon their unique experiences working with top sports coaches, as well as some of the world's le

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