. Record Nr.	UNINA9910154783303321
Autore	Thompson Leigh L.
Titolo	Making the team : a guide for managers / / Leigh L. Thompson, Kellogg School of Management, Northwestern University
Pubbl/distr/stampa	Boston : , : Pearson, , [2015] ©2015
ISBN	1-292-07034-X
Edizione	[Fifth edition, Global edition.]
Descrizione fisica	1 online resource (480 pages) : illustrations (some color), tables
Collana	Always Learning
Disciplina	658.4/022
Soggetti	Teams in the workplace
	Performance
	Leadership
	Organizational effectiveness
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Bibliographic Level Mode of Issuance: Monograph
Nota di bibliografia	Includes bibliographical references (pages 381-440) and index.
Nota di contenuto	Cover Title Copyright Contents Preface Part 1 The Basics of Teamwork Chapter 1 Teams in Organizations: Facts and Myths What Is a Team? Why Should Organizations Have Teams? Information Technology Competition Globalization and Culture Multigenerational Teams Types of Teams in Organizations Manager-Led Teams Self-Managing Teams Self-Directing Teams Self-Governing Teams Some Observations about Teams and Teamwork Teams Are Not Always the Answer Managers Fault the Wrong Causes for Team Failure Managers Fail to Recognize Their Team-Building Responsibilities Experimenting with Failures Leads to Better Teams Conflict Among Team Members Is Not Always a Bad Thing Strong Leadership Is Not Always Necessary for Strong Teams Good Teams Can Still Fail Under the Wrong Circumstances Retreats Will Not Fix All the Conflicts Between Team Members What Leaders Tell Us about Their Teams Most Common Type of Team Team Size Team Autonomy Versus Manager Control Team Longevity The Most Frustrating Aspect of Teamwork Developing Your Team-Building Skills Skill 1: Accurate Diagnosis of Team Problems Skill 2: Research-Based Intervention Skill 3: Expert

1.

Learning -- A Warning -- Chapter Capstone -- Chapter 2 Performance and Productivity: Team Performance Criteria and Threats to Productivity -- An Integrated Model of Successful Team Performance -- Team Context -- Essential Conditions for Successful Team Performance --Performance Criteria -- The Team Performance Equation -- Chapter Capstone -- Chapter 3 Rewarding Teamwork: Compensation and Performance Apraisals -- Types of Team Pay -- Incentive Pay --Recognition -- Profit Sharing -- Gainsharing -- Teams and Pay for Performance -- Team Performance Appraisal -- What Is Measured? --Who Does the Measuring?. Developing a 360-Degree Program -- Rater Bias -- Inflation Bias --Extrinsic Incentives Bias -- Homogeneity Bias -- Halo Bias --Fundamental Attribution Error -- Communication Medium --Experience Effect -- Reciprocity Bias -- Bandwagon Bias -- Primacy and Recency Bias -- Conflict of Interest Bias -- Ratee Bias -- Egocentric Bias -- Intrinsic Interest -- Social Comparison -- Fairness -- Listening to Advice -- Guiding Principles -- Principle 1: Goals Should Cover Areas That Team Members Can Directly Affect -- Principle 2: Balance the Mix of Individual and Team-Based Pay -- Principle 3: Consult the Team Members Who Will Be Affected -- Principle 4: Avoid Organizational Myopia -- Principle 5: Determine Eligibility (Who Qualifies for the Plan) -- Principle 6: Determine Equity Method --Principle 7: Quantify the Criteria Used to Determine Payout -- Principle 8: Determine How Target Levels of Performance Are Established and Updated -- Principle 9: Develop a Budget for the Plan -- Principle 10: Determine Timing of Measurements and Payments -- Principle 11: Communicate with Those Involved -- Principle 12: Plan for the Future -- Chapter Capstone -- Part 2 Internal Dynamics -- Chapter 4 Designing the Team: Tasks, People, and Processes -- Building the Team -- The Task: What Work Needs to Be Done? -- Is the Goal Clearly Defined? -- How Much Authority Does the Team Have? -- What Is the Focus of the Work the Team Will Do? -- What Is the Degree of Task Interdependence Among Team Members? -- Is There a Correct Solution That Can Be Readily Demonstrated and Communicated to Members? --Are Team Members' Interests Perfectly Aligned (Cooperative), Opposing (Competitive), or Mixed-Motive in Nature? -- How Big Should the Team Be? -- Time Pressure: Good or Bad? -- The People: Who Is Ideally Suited to Do the Work? -- Member-Initiated Team Selection -- Diversity. Processes: How to Work Together? -- Team Structure -- Team Norms -- Team Coaching -- Chapter Capstone -- Chapter 5 Team Identity, Emotion, and Development -- Are We a Team? -- Group Entitativity --Group Identity -- Self-verification and Group-verification -- Groupserving Attributions -- Group Potency and Collective Efficacy -- Group Mood and Emotion -- How Emotions Get Shared in Groups --Emotional Intelligence in Teams -- Leadership and Group Emotion --Group Cohesion -- Cohesion and Team Behavior -- Building Cohesion in Groups -- Trust -- Types of Trust -- Psychological Safety -- Status -- Perceptions of status -- Status competition -- Team Development and Socialization -- Group Socialization -- The Phases of Group Socialization -- Old-timers' Reactions to Newcomers -- Newcomer Innovation -- Turnover and Reorganizations -- Chapter Capstone --Chapter 6 Sharpening the Team Mind: Communication and Collective Intelligence -- Team Communication -- Message Tuning -- Message Distortion -- Saying Is Believing -- Biased Interpretation --Perspective-Taking Failures -- Illusion of Transparency -- Indirect Speech Acts -- Uneven Communication -- Absorptive Capacity -- The Information Dependence Problem -- The Common Information Effect -- Hidden Profile -- Best Practices for Optimal Information Sharing --

Collaborative Problem Solving -- Collective Intelligence -- Team Mental Models -- The Team Mind: Transactive Memory Systems -- Team Learning -- Learning from the Environment -- Learning from Newcomers and Rotators -- Learning from Vicarious Versus in Vivo Experience -- Learning from Threat, Change, and Failure -- Team Longevity: Routinization Versus Innovation Trade-Offs -- Chapter Capstone -- Chapter 7 Team Decision Making: Pitfalls and Solutions --Decision Making in Teams -- Individual Decision-Making Biases --Framing Bias -- Overconfidence. Confirmation Bias -- Decision Fatigue -- Individual versus Group

Decision Making in Demonstrable Tasks -- Group Decision Rules --Decision-Making Pitfall 1: Groupthink -- Learning from History -- How to Avoid Groupthink -- Decision-Making Pitfall 2: Escalation of Commitment -- Project Determinants -- Psychological Determinants --Social Determinants -- Structural Determinants -- Avoiding Escalation of Commitment to a Losing Course of Action -- Decision-Making Pitfall 3: The Abilene Paradox -- How to Avoid the Abilene Paradox --Decision-Making Pitfall 4: Group Polarization -- The Need to Be Right -- The Need to Be Liked -- Conformity Pressure -- Decision-Making Pitfall 5: Unethical Decision Making -- Rational Expectations Model --False Consensus -- Vicarious Licensing -- Desensitization -- Chapter Capstone -- Chapter 8 Conflict in Teams: Leveraging Diferences to Create Opportunity -- Types of Conflict -- Relationship, Task, and Process Conflict -- Proportional and Perceptual Conflict -- Types of Conflict and Work Team Effectiveness -- Conflict In Teams -- Power and Conflict -- Conflict in Cross-Functional Teams -- Minority and Majority Conflicts in Teams -- Conflict in Culturally Diverse Teams --Work-Family Conflict in Teams -- Conflict Management Approaches --The Managerial Grid -- A Contingency Theory of Task Conflict and Performance in Teams -- Interests, Rights, and Power Model of Disputing -- Wageman and Donnenfelds' Conflict Intervention Model --Fairness and Conflict -- Norms of Fairness -- Distributive and Procedural Justice -- Chapter Capstone -- Chapter 9 Creativity: Mastering Strategies for High Performance -- Creative Realism --Measuring Creativity -- Convergent and Divergent Thinking --Exploration and Exploitation -- Creative People or Creative Teams? --Brainstorming -- Brainstorming on Trial -- Threats to Team Creativity. Social Loafing -- Conformity -- Production Blocking -- Performance Matching -- What Goes on During a Typical Group Brainstorming Session? -- Enhancing Team Creativity -- Cognitive-Goal Instructions -- Social-Organizational Methods -- Structural-Environmental Methods -- Electronic Brainstorming -- Advantages of Electronic Brainstorming -- Disadvantages of Electronic Brainstorming -- Chapter Capstone --Part 3 External Dynamics -- Chapter 10 Networking, Social Capital, and Integrating across Teams -- Team Boundaries -- Insulating Teams --Broadcasting Teams -- Marketing Teams -- Surveying Teams -- X-Teams -- External Roles of Team Members -- Networking: A Key to Successful Teamwork -- Communication -- Human Capital and Social Capital -- Boundary Spanning -- Cliques Versus Boundary-Spanning Networks -- Team Social Capital -- Leadership Ties -- Increasing Your Social Capital -- Analyze Your Social Network -- Identify Structural Holes in Your Organization -- Expand the Size of the Network --Diversify Networks -- Build Hierarchical Networks -- Understand Gender Scripts in Networks -- Multiteam Systems -- Types of Ties in Teams -- Knowledge Valuation -- Chapter Capstone -- Chapter 11 Leadership: Managing the Paradox -- The Leadership Paradox --Leadership and Management -- Leaders and the Nature-Nurture Debate -- Trait Theories of Leadership -- Incremental Theories of

	Leadership Leadership Styles Task Versus Person Leadership Transactional Versus Transformational Leadership Autocratic Versus Democratic Leadership Leader Mood What Teams Expect of leaders Implicit Leadership Theories Status, Uncertainty, and Leadership Expectations Perceptions of Male and Female Leaders Leader-Member Exchange Key Attributes That Influence Differential Treatment Advantages of Differential Treatment Disadvantages of Differential Treatment. Leadership and Power.
Sommario/riassunto	For undergraduate or graduate management courses in Organization Behavior, Group Dynamics, or Teamwork; also appropriate for executives enrolled in degree and non-degree short courses on general management. Gain inside insight to help team leaders and team members maximize their success in business. Making the Team: A Guide for Managers combines cutting-edge theory with the latest research and real-world applications in order to help team leaders and team members succeed in the business world. Every chapter of this edition contains new information, new research, updated examples, and more.