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| Nota di contenuto | Cover; Contents; Preface and Acknowledgments; Part I - Theoretical Frameworks for Understanding the Performance of Self-Managed Work Teams; Chapter 1 - The Classical and Human Relations Theories; Chapter 2 - Systems Theories and the Emergence of the Sociotechnical and SMWT Perspectives; Chapter 3 - Contingency Theories: The Importance of Individual, Technical, and Environmental Differences; Chapter 4 - Contemporary Theories Explaining SMWT Performance; Chapter 5 - Development of a Theoretical Framework to Explain SMWT Performance Part II - The Work Process: Actually Doing the Work with Effort, Talent, Procedures, and ResourcesChapter 6 - Effort Placed Directly on the Work; Chapter 7 - Talent, Resources, and Procedures for Doing the Work; Part III - The Interpersonal Process: The 6 Cs Plus Trust within and outside the Team; Chapter 8 - Communication and Coordination; Chapter 9 - Cooperation, Collaboration, and Conflict; Chapter 10 - Cohesion and Trust; Chapter 11 - Interpersonal Processes between the Team and Others; Part IV - The Environment Surrounding the SMWT within and outside the Organization Chapter 12 - The Organization's Philosophy, Culture, and Mission for |

the SMWTsChapter 13 - Performance Measurement: Appraisal and Assessment Systems; Chapter 14 - The Reward System; Chapter 15 - Types of Rewards; Chapter 16 - Education and Training Systems; Chapter 17 - Information Systems; Chapter 18 - Management Support, Encouragement, and Roles; Chapter 19 - Union, Customer, Supplier, and Ancillary Support within the Organization; Chapter 20 - The Environment outside the Organization; Part V - Team Member Characteristics; Chapter 21 - Talents, Values, Needs, Interests, and Prejudices
Chapter 22 - Personality and Demographic CharacteristicsPart VI - Team Design Characteristics; Chapter 23 - Team Goals and Job Design; Chapter 24 - Team Size and Composition; Chapter 25 - Roles of Self-Managed Teams; Chapter 26 - Decision-Making Methods and Processes; Chapter 27 - Team Leader Roles and Responsibilities; Appendix A: Research Methods; Appendix B: In-Person Survey Instrument for All Team Members; Appendix C: In-Person Survey Instrument for All Relevant Managers
Appendix D: Survey Instrument Completed by Observer/Interviewer after Multiple Observations of the Team and in-Person InterviewsAppendix E: Self-Administered Survey Instrument Completed by All Team Members; References; Other Suggested Readings; Index; About the Authors

Sommario/riassunto

Since the mid-1970s, pressure from international competition has forced business in the United States to look for better ways to achieve and maintain a competitive position. One popular tool is the self-managed work-team (SMWT). This book provides a thorough examination of SMWT both at the level of theory and at the practical level of when to use work teams to find solutions and how to develop successful teams.
