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Descrizione fisica	1 online resource (xiii, 334 pages) : illustrations
Disciplina	658.4/022
Soggetti	Teams in the workplace Organizational learning Leadership Organizational Innovation Collective Efficacy
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Introduction -- Part one. Teaming -- 1. A new way of working -- Teaming is a verb -- Organizing to execute -- The learning imperative -- Learning to team, teaming to learn -- Organizing to learn -- Execution-as-learning -- The process knowledge spectrum -- A new way of leading -- Leadership summary -- Lessons and actions -- 2. Teaming to learn, innovate, and compete -- The teaming process -- Four pillars of effective teaming -- The benefits of teaming -- Social and cognitive barriers to teaming -- When conflict heats up -- Leadership actions that promote teaming -- Leadership summary -- Lessons and actions -- Part two. Organizing to learn -- 3. The power of framing -- Cognitive frames -- Framing a change project -- The

leader's role -- Team members' roles -- The project purpose -- A learning frame versus an execution frame -- Changing frames -- Leadership summary -- Lessons and actions -- 4. Making it safe to team -- Trust and respect -- Psychological safety for teaming and learning -- The effect of hierarchy on psychological safety -- Cultivating psychological safety -- Leadership summary -- Lessons and actions -- 5. Failing better to succeed faster -- The inevitability of failure -- The importance of small failures -- Why it's difficult to learn from failure -- Failure across the process knowledge spectrum -- Matching failure cause and context -- Developing a learning approach to failure -- Strategies for learning from failures -- Leadership summary -- Lessons and actions -- 6. Teaming across boundaries -- Teaming despite boundaries -- Visible and invisible boundaries -- Three types of boundaries -- Teaming across common boundaries -- Leading communication across boundaries -- Leadership summary -- Lessons and actions -- Part three. Execution-as-learning -- 7. Putting teaming and learning to work -- Execution-as-learning -- Using the process knowledge spectrum -- Facing a shifting context at Telco -- Learning that never ends -- Keeping learning alive -- Leadership summary -- Lessons and actions -- 8. Leadership makes it happen -- Leading teaming in routine production at Simmons -- Leading teaming in complex operations at Children's Hospital -- Leading teaming for innovation at IDEO -- Leadership summary -- Moving forward.

Sommario/riassunto

"New breakthrough thinking in organizational learning, leadership, and change. Continuous improvement, understanding complex systems, and promoting innovation are all part of the landscape of learning challenges today's companies face. Amy Edmondson shows that organizations thrive, or fail to thrive, based on how well the small groups within those organizations work. In most organizations, the work that produces value for customers is carried out by teams, and increasingly, by flexible team-like entities. The pace of change and the fluidity of most work structures means that it's not really about creating effective teams anymore, but instead about leading effective teaming. Teaming shows that organizations learn when the flexible, fluid collaborations they encompass are able to learn. The problem is teams, and other dynamic groups, don't learn naturally. Edmondson outlines the factors that prevent them from doing so, such as interpersonal fear, irrational beliefs about failure, groupthink, problematic power dynamics, and information hoarding. With Teaming, leaders can shape these factors by encouraging reflection, creating psychological safety, and overcoming defensive interpersonal dynamics that inhibit the sharing of ideas. Further, they can use practical management strategies to help organizations realize the benefits inherent in both success and failure. Presents a clear explanation of practical management concepts for increasing learning capability for business results; Introduces a framework that clarifies how learning processes must be altered for different kinds of work; Explains how Collaborative Learning works, and gives tips for how to do it well; Includes case-study research on Intermountain healthcare, Prudential, GM, Toyota, IDEO, the IRS, and both Cincinnati and Minneapolis Children's Hospitals, among others. Based on years of research, this book shows how leaders can make organizational learning happen by building teams that learn." --
