

1. Record Nr.	UNISA996208214303316
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Titolo	Building team-based working [[electronic resource]] : a practical guide to organizational transformation // Michael A. West and Lynn Markiewicz
Pubbl/distr/stampa	Malden, MA, : Blackwell Publishing, c2004
ISBN	1-281-31938-4 9786611319380 0-470-77470-3 0-470-77768-0
Descrizione fisica	1 online resource (186 p.)
Collana	One Stop Training
Altri autori (Persone)	MarkiewiczLynn
Disciplina	658.402
Soggetti	Teams in the workplace
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Contents; Acknowledgements; 1 Introduction to Team-based Organizations; 1.1 The Six Stages of TBW; 1.2 Managing Expectations and Timescales; 1.3 Failures of TBW; 2 Deciding on Team-based Working (TBW); 2.1 Developing an Understanding of TBW; 2.2 Forming an Implementation Steering Group; 2.3 Diagnosing the Organization; 2.4 Designing an Implementation Process; 3 Developing Support Systems; 3.1 Human Resource Management; 3.2 Appraisal and Performance Review Systems; 3.3 Reward Systems; 3.4 Recruitment and Selection Systems; 3.5 Education and Training Systems; 3.6 Communication Systems 3.7 Team-process Support Systems3.8 Feedback Systems; 3.9 Interteam Processes; 3.10 Evaluating the Support Systems; 4 Team Leader and Team Member Selection; 4.1 Implementation Steering Group Planning; 4.2 Defining Appropriate Criteria for the Selection of Team Leaders; 4.3 Competencies Required by Team Leaders; 4.4 Team Leader Training; 4.5 Setting up Action Learning Sets for Team Leaders; 4.6 Selecting Team Members; 5 Developing Effective Teams; 5.1 Team Tasks, Visions and Objectives; 5.2 Team Participation; 5.3 Quality of Decision Making; 5.4 Support for Innovation

5.5 Team Conflict Resolution; 6 Reviewing and Sustaining Team Effectiveness; 6.1 Steps in Designing an Effective Evaluation System; 6.2 Questionnaires for Evaluating Team Functioning and Performance; 6.3 Sustaining and Improving Performance: Encouraging Reflexivity; 7 Organization-level Assessment; 7.1 Goal Achievement or Financial Performance; 7.2 Customer or Service Receiver Perspectives; 7.3 Business Processes or Internal Efficiency; 7.4 Innovation; 7.5 Intergroup Relations; 7.6 Relationships Between Teams and Organizations; 7.7 Long-term Review; 7.8 Beyond Team-based Organizing; Index

Sommario/riassunto

This book gives managers and consultants practical guidance on how to build organizations that are structured around effective teamworking. This text focuses on how to build organizations that are structured around teams. Ideal for managers or consultants who are introducing team-based working into organizations. Examines the psychological and social processes that can facilitate or obstruct successful teamwork. Each chapter contains aims, activities, support materials and tools. Support materials can also be downloaded from an accompanying website.
