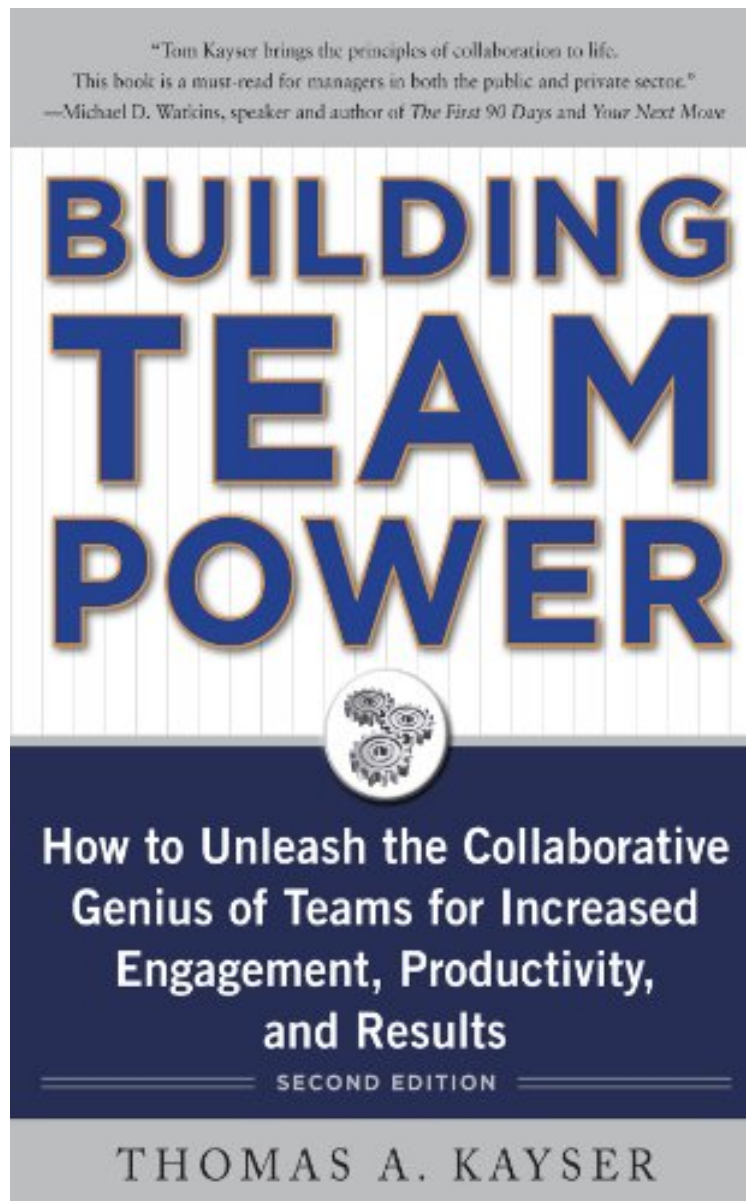


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Building Team Power: How to Unleash the Collaborative Genius of Teams for Increased Engagement, Productivity, and Results

Thomas A. Kayser

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The collaborative team-building guidebook that takes Mining Group Gold one step further "Now more than ever before, organizations need to build and maintain a culture of trust and collaboration. This updated edition of Building Team Power brings Tom Kayser's important concepts to a new generation of leaders. Read this book and take its lessons to heart--you can't afford not to." --Ken Blanchard, coauthor of The One Minute Manager; and Lead with LUV "A must-read for individuals wishing to build successful teams in today's complex, highly interconnected, and global environments. Having worked directly with Tom over the years, I can confirm that his principles work!" --Jim Stoffel, Executive Partner, Trillium-Group, LLC, and previously Senior Vice President, Eastman Kodak and Vice President and General Manager, Xerox "A well-organized toolkit of ready-to-use techniques to enable fast, cross-silo, team-based problem solving and value creation--critical new capabilities in our increasingly competitive industry!" --Dr. Jean A. Dames, Senior Manager, Strategic Sales Leadership Effectiveness, American Express "Tom Kayser is an author worth reading. His book, Building Team Power, is about how to help teams collaborate and win in today's highly competitive marketplace. This is a significant addition to the existing business literature on work team collaboration. Read it and become a better leader." --John Vester III, Principal, Ernst Young Transaction Advisory Service "Tom Kayser delves into the intrinsic values that unleash the full potential of teams. Building Team Power is a must for every leader!" --Rose Fass, Founder and CEO, Fassforward consulting group "Building Team Power is to your team what the owner's manual is to your car: the one-stop resource for how it works, how to maintain it, and what to do first if it breaks down." --Ed Muzio, CEO, Group Harmonics, Inc.; author of Make Work Great After 30 years at Xerox and in the course of his consulting work, Tom Kayser discovered a major shift in how people work. The old school of rigid "command-and-control" management no longer gets results. To stay productive and competitive in today's world, the key word is "collaboration." By studying and isolating what makes teams succeed in the workplace, Kayser has developed a system of proven team-building techniques that anyone can apply to his or her own group situations. His step-by-step program shows you how to: Solve problems faster, smarter, and better Delegate work more effectively and efficiently Manage conflicts and interpersonal issues Build mutual trust among your people Make wiser decisions at every level Building Team Power is filled with clear examples and powerful exercises to help you put theory into practice. You'll discover seven proven strategies for improving your team, key brainstorming techniques for group meetings, analytic tools for problem solving, and a six-step collaborative model for all occasions. You'll learn how to capture your market, reduce costs, and improve quality by unleashing the untapped, collaborative genius of your people and your teams. You'll find out how to do things right the first time, every time, adding value to your products and services while being more agile and responsive than your competitors. Plus, you'll read a fascinating case study of one company dealing with budget cuts in today's tough economy. This is how you unlock the collaborative power of the people around you.

Tom Kayser brings the principles of collaboration to life. This book is a must read for managers in both the public and private sector. -- Michael D. Watkins, speaker and author of The First 90 Days and Your Next Move Building Team Power is to your team what the owner's manual is to your car: the one-stop source for how it works, how to maintain it, and what to do if it breaks down. --Ed Muzio, CEO, Group Harmonics, Inc.; author of Make Work Great This updated edition of Building Team Power brings Kayser's important concepts to a new generation of leaders. Read BTP and take its lessons to heart; you can't afford not to. --Ken Blanchard, coauthor, The One Minute Manager; and Lead with LUV Building Team Power systematically breaks down the barriers keeping groups from being effective. It promises to be a useful reference for diagnosing and healing dysfunctional work groups. --Bob Nelson, author of 1001 Ways to Reward Employees From the Author THE NEED FOR THIS BOOK. After the publication and favorable reception accorded the three editions of my first book, Mining Group Gold: How to Cash in on the Collaborative Brain Power of a Team for Innovation and Results (NY: McGraw-Hill, 1990, 1995, 2011), and the popularity of the first edition of Building Team Power (Burr Ridge, IL: Irwin, 1994), I knew I was on to something that went beyond casual interest. My 30 years of experience at Xerox leading and facilitating every possible type of organization effectiveness intervention, my debates with colleagues both inside and outside of Xerox, my interactions with clients as part of my current consulting practice, my discussions with my wife, Carol, who has worked with a number of school districts and industrial firms teaching and applying collaborative principles, along with my review of the business literature, all have validated the same thing time after time. New and

experienced managers alike lack the necessary mental maps, the keen understanding, and the crisp fundamentals for being a collaborative leader building collaborative partnerships within and across teams. New managers most often do not have this know-how simply because of their managerial inexperience. Many experienced managers, on the other hand, lack collaborative skills and insights because they grew up in the centralized, command-and-control bureaucracy where large merit increases, promotions, bonuses, lavish offices, and other forms of reward and recognition went to those managers who were best at dictating and directing. In those order-giving organizations, nurturing collaboration and teamwork was not a highly valued managerial behavior. Because it was looked upon as being soft and weak, as well as a sure-fire career killer, skill development in building and facilitating collaborative partnerships was squashed. While this medieval thinking still exists in many places today, you can no longer allow it to predominate and drive your company's culture. If your organization does not understand or believe in utilizing the power of collaboration--or dismisses it as some passing fad--you are riding the same highway to marketplace failure or irrelevancy as _____ (fill in the blank). Figuring out ways to do things right the first time, every time; creating products and services that delight your customers and distress your competitors; forming and implementing strategies and structures to capture and hold market share; and studying and reconfiguring work processes to slice costs and improve quality are huge tasks requiring the collaborative genius of your entire organization. It is irrelevant whether your establishment is in the public sector or private sector, is a producer of goods or services, or is for profit or is nonprofit--a culture of collaboration up, down, sideways, and diagonally within and across every corner of your organization is mandatory for success in today's global marketplace. You cannot afford to have it any other way.

From the Inside Flap: During his 30 years at Xerox, pioneering numerous organization effectiveness techniques, processes, and methods, plus his current consulting work, Tom Kayser has discovered a major shift in how people work. The old school of rigid "command-and-control" management no longer gets satisfactory marketplace results. To stay productive and competitive in today's fierce global marketplace, the key word is "collaboration". By studying and isolating what makes teams succeed in the marketplace, Kayser has developed a system of proven leadership team-building techniques that anyone can apply to his or her own group situation. He has broken his findings into three sections that flow and integrate into a true learning experience for the reader.

The Pressure for Collaborative Leadership and Partnerships in Organization
The Call for Collaborative Leadership: Whitewater Global Markets and the Need to Transform Organizational Structures
The Six Core Elements of Collaborative Partnerships: Six Ingredients for Success
An Integrative Framework Linking the Book's Chapters:
Your Pathway to Unleashing the Collaborative Genius of Work Teams
Seven "How to" Collaborative Leadership Behaviors for Building Team Power
Mutual Trust: The Heart of Collaborative Leadership
Decision Making: The Range of Options and the Forces Impacting Your Decision
Choice
Consensus Building: Facilitating Whole Group Support
Conflict Management: Facilitating Seven Steps to Collaborative Conflict Resolution
Delegation Effectiveness: Increasing the Capacity of Others to Act
Team Problem Solving I: A Systematic, Collaborative Model for All Occasions
Team Problem Solving II: Structured Methods for Creating, Displaying, and Analyzing Problem Solving Data
A Collaborative Leader in Action Building a Collaborative Partnership
"The Budget Cut": A Case Study Integrating What has Been Learned