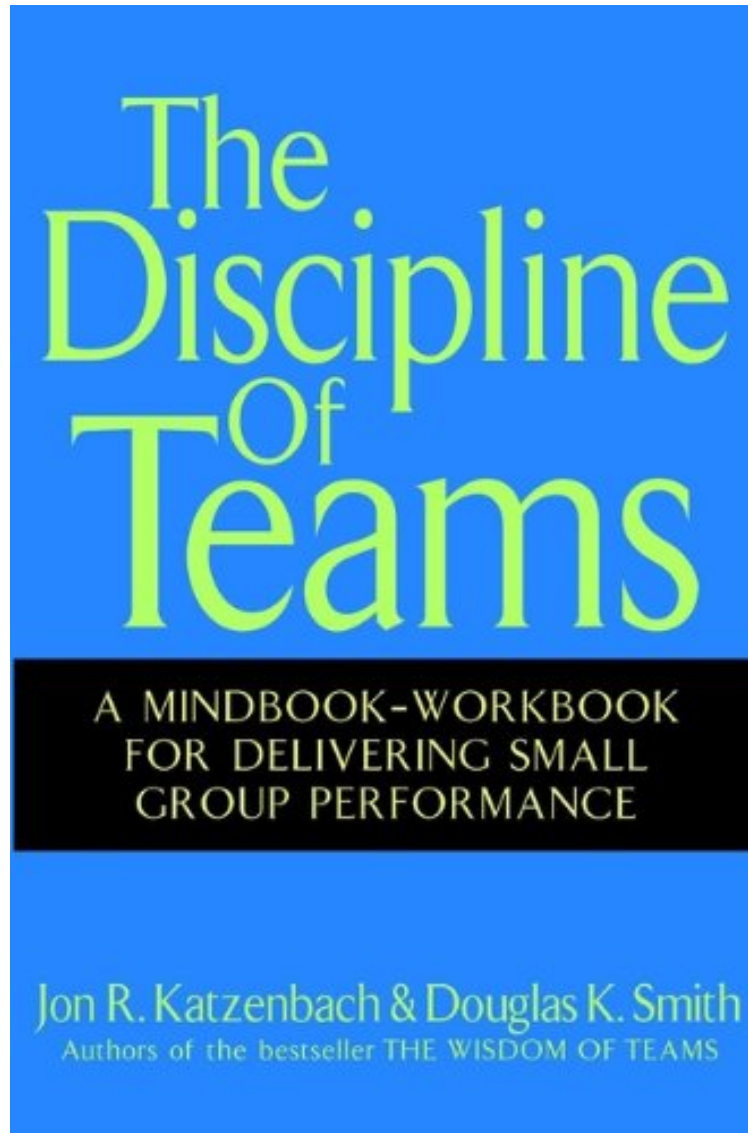


[Download] The Discipline of Teams: A Mindbook-Workbook for Delivering Small Group Performance

The Discipline of Teams: A Mindbook-Workbook for Delivering Small Group Performance

Jon R. Katzenbach, Douglas K. Smith
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Jon R. Katzenbach, Douglas K. Smith : The Discipline of Teams: A Mindbook-Workbook for Delivering Small Group Performance before purchasing it in order to gage whether or not it would be worth my time, and all praised The Discipline of Teams: A Mindbook-Workbook for Delivering Small Group Performance:

3 of 3 people found the following review helpful. A very useful sequel to "wisdom of teams" By Bas Vodde "The discipline of teams" is the sequel of "Wisdom of teams" by the same author. Wisdom of teams is considered to probably be the standard on teams, so making a sequel that's as good as wisdom, is pretty hard. One of the key

messages in the book is that a group of people will need to choose between either the team discipline or the single-leader discipline. It's not just a matter of which one is better since that depends on the type of work. Some work is better done using team discipline and some work is better done using single-leader discipline. The first four chapters were a disappointment for me. The first chapter was talking a lot about the choice between team discipline and single-leader discipline. The second chapter was an introduction to virtual teams. The third and the fourth talked about setting goals and performance of teams and groups. I felt the book didn't really add anything to wisdom or other team literature. Luckily things changed in the 5th chapter when the focus switched from the choice between the two disciplines to how to get the team discipline to work. Chapter 5 talked about the cross-learning that will need to happen within a team to make it work well. The sixth chapter about agreeing on a common purpose and on shared working agreements and chapter 7 talked about the hard topic of shared responsibility and individual responsibility. For me, these three chapters made the book worthwhile and a worthy sequel to *Wisdom of Teams*. Chapter 8 then talked again about virtual teams, chapter 9 about helping teams to get unstuck and the last chapter is about the change (as always...) In the end, I felt the book was worth reading and a worthy sequel to *Wisdom of Teams*. It taught me some more about teams and also gave me some tools and exercises. Worth reading.

0 of 0 people found the following review helpful. A 'must have' for any consultant who works with teams. By Aidan Fachtna I won't write a detailed review, here's what I found helpful:- the distinction between performance and activity goals. A re-cap of their original research into the five basic elements of effective group work. 1. Have or develop an understandable charter. 2. Communicate and co-ordinate effectively. 3. Establish clear roles and responsibilities. 4. Create time-efficient processes. 5. Develop a sense of accountability. Clear distinction between when a single leader 'discipline' is warranted or when a real team discipline is warranted. Great re-cap about establishing clear outcomes. Once the background is set-up, it becomes an issue of delving deeper into the application of their recommendations. It is great stuff! But you'll have to buy the book to 'get it'! They do a good job in dissecting how virtual teams are different and similar to teams with co-located members. Finally, I really like their road to getting a team 'unstuck'. Their observation that teams that become stuck revert to single-leader leadership is absolutely true. They posit that it's necessary for a good team to become stuck. As painful as it might be, you have a great opportunity to: - clarify goals - identify missing skills - address attitude issues - grapple with changing members - address time pressures - work on lack of discipline. The chapter on change is pretty decent, the rest of the content is golden. I've rated this five stars as it's a must for anyone who works with teams. Damien Faughnan 0 of 0 people found the following review helpful. Five Stars By Ashley Great book in excellent condition. Used in my Management class.

An essential guide for any small group that must deliver team performance. With the demand for project-oriented work and faster, more nimble responses, successful small-group performance is more crucial than ever. Katzenbach and Smith, authors of the international bestseller *The Wisdom of Teams*, have again joined forces, revealing how to implement the disciplines, frameworks, tools, and techniques required for team- and small-group performance. Combining their insights and practical strategies, they offer concepts and pragmatic, doable exercises for team leaders and team members to deliver results. Hot topics covered include: why small-group performance demands expertise at two disciplines, team level and leader level, instead of one; virtual teams; and global teams. This book combines practical exercises with cutting-edge insights, and both authors are authorities on the subject. Attend a featured author workshop at the 13th International Conference on Work Teams: Collaborating for Competitive Advantage, September 23-25, 2002, in Dallas, TX. For information, contact the Center for the Study of Work Teams at 940 565 3096 or visit them online at www.workteams.unt.edu.

From the Inside Flap They took the world by storm with *The Wisdom of Teams*, the overwhelmingly successful bestseller that was translated into fifteen languages and sold more than 400,000 copies worldwide. Now, the world's two leading authorities on teams and team dynamics join forces once again to help organizations large and small implement the disciplines, frameworks, tools, and techniques that raise small-group performance to a whole new level. In *The Discipline of Teams*, Jon Katzenbach and Douglas Smith present significant insights on team performance that they have gained in the near-decade since the publication of *Wisdom of Teams*. They explore the two critical disciplines that drive performance in small groups, providing concrete steps that groups can take to ensure the use of the right discipline at the right time. They also address new developments such as virtual teaming and global teaming that both amplify the importance of team performance and present new challenges to achieving it. Providing detailed guidance and dozens of exercises that help reinforce team discipline, this mindbook-workbook helps small groups distinguish between outcome- and activity-based goals. It also provides the tools teams need to create and manage themselves according to a performance-based agenda. The authors detail the six basic principles of team discipline and offer guidance on applying these principles to team performance challenges. An important additional purpose of this book is to help teams exploit the opportunities presented by modern communication technology to accomplish group work and performance-while illustrating how team discipline plays just as critical a role in the achievements of global and virtual teams. Performance is key to team success-and *The Discipline of Teams* provides the conceptual and practical

guidance that will help any team in any organization set and achieve performance goals beyond their wildest dreams. From the Back Cover Concepts, Principles, and Practical Techniques for Improving Small-Group Performance

The authors of the phenomenal bestseller, *The Wisdom of Teams*, are back. This time Jon Katzenbach and Doug Smith focus on the issues of small group discipline and performance and the challenges presented by revolutionary technologies that enable the creation of virtual teams and global teams. *The Discipline of Teams* helps small groups implement the disciplines, frameworks, tools, and techniques that enable performance. With detailed guidance and dozens of indispensable exercises, they present a regimen proven to improve performance and help groups adhere to the Six Basic Principles of Team Discipline:

- Keep team membership small
- Ensure that members have complementary skills
- Develop a common purpose
- Set common goals
- Establish a commonly agreed upon working approach
- Integrate mutual and individual accountability

The Discipline of Teams is an indispensable resource for any small group in any organization that wants to raise the bar by setting and achieving more ambitious performance goals again and again. Katzenbach and Smith's work on teams over the past decade has been called "essential", "path breaking", and "the best ever" by *Business Week*, *Harvard Business*, the *Wall Street Journal*, the *New York Times*, the *Washington Post*, the *Los Angeles Times*, *Leader to Leader*, *Fast Company*, the *Financial Times*, and other publications around the world. Tens of thousands of teams, from the executive suite to the front lines, have applied the Katzenbach and Smith disciplines to increase the performance of their organizations and themselves.