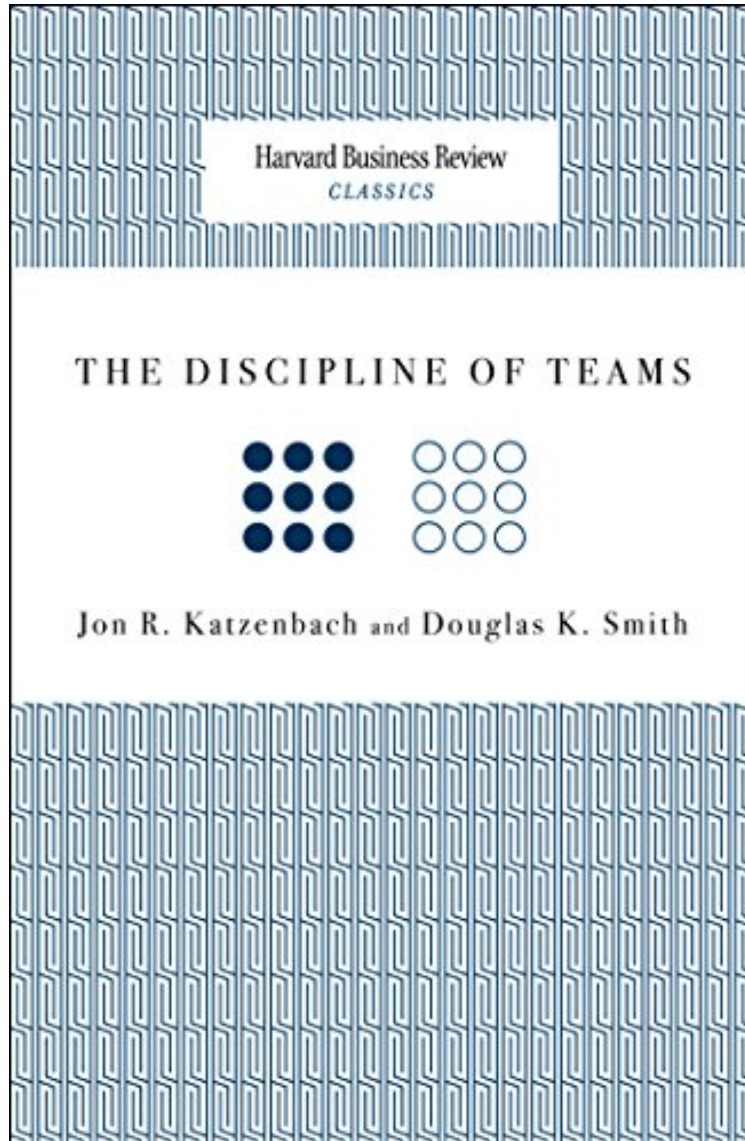


The Discipline of Teams (Harvard Business Review Classics)

Jon R. Katzenbach, Jon Katzenbach, Douglas K. Smith, Douglas Smith
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Jon R. Katzenbach, Jon Katzenbach, Douglas K. Smith, Douglas Smith : The Discipline of Teams (Harvard Business Review Classics) before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Discipline of Teams (Harvard Business Review Classics):

11 of 11 people found the following review helpful. Introduction into the discipline of successful teamwork By Gerard Kroese Jon R. Katzenbach and Douglas K. Smith are partners at McKinsey Co., the famous management-consulting firm. This article was published in the March-April 1993 issue of the Harvard Business Review. The authors report on their research into teamwork, in particular "to discover what differentiates various levels of team performance, where

and how teams work best, and what top management can do to enhance their effectiveness." Katzenbach and Smith define "a team as a small number of people, with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable." They discuss all the elements within this definition in detail. The authors then continue to classify teams in three ways: First, teams that recommend things, second, teams that make or do things, and, third, teams that run things. Each type of team face a characteristic set of challenges. The authors also believe that teams will become the primary unit of performance in high-performance organizations and that these teams will enhance existing structures without actually replacing them. The article is complemented with a useful short summary on approaches that are shared by many successful teams. In this article the authors discuss teams, which they believe is a basic discipline. By discussing all the different elements of this discipline Katzenbach and Smith provide great insights and tools for better teamwork. The authors have written several good books on teamwork. Recommended to leaders, managers, team members, and MBA-students. The authors use simple US-English.

In *The Discipline of Teams*, Jon Katzenbach and Douglas Smith explore the often counter-intuitive features that make up high-performing teams—such as selecting team members for skill, not compatibility—and explain how managers can set specific goals to foster team development. The result is improved productivity and teams that can be counted on to deliver more than just the sum of their parts. Since 1922, *Harvard Business Review* has been a leading source of breakthrough ideas in management practice. The *Harvard Business Review Classics* series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

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*. 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 Review*, *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.

About the Author Jon R. Katzenbach is a founder and co-leader of the Katzenbach Center at Booz Company, which focuses on cultural and leadership joint research within client situations. He has authored several articles and books, including *The Wisdom of Teams* and *Leading Outside the Lines*. Douglas K. Smith is Chairman of the Board of *The Rapid Results Institute* as well as the author of *On Value and Values: Thinking Differently About*

We In An Age Of Me.