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Michael A. West, Lynn Markiewicz
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BUILDING TEAM-BASED WORKING

A PRACTICAL GUIDE TO
ORGANIZATIONAL TRANSFORMATION

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Michael A. West, Lynn Markiewicz : Building Team-Based Working: A Practical Guide to Organizational Transformation (One Stop Training) before purchasing it in order to gage whether or not it would be worth my time, and all praised Building Team-Based Working: A Practical Guide to Organizational Transformation (One Stop

Training):

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. Based on evidence gathered by the authors over 20 years of practical management experience, research in organizations, and consultancy.

"This gem of a book is a must for all those managers and HR professionals who are striving to improve the structure and performance of their organisations through effective team-based working. Coming from a sound academic base, it is packed with useful insights and practical advice that will make you go away and think carefully about how your organisation is working." Roger Williams, Operations Strategy Manager, United Utilities PLC "Building Team-based Working is a masterful account of how to get things right. It provides tested tools to support the implementation process and maintains a crisp focus without oversimplifying. Any organisation that wants to take advantage of the power of teams, either for the first time or to revitalise teams in place, will find great value here." Rick Guzzo Ph.D., Worldwide Partner, Mercer Human Resource Consulting "Building Team-based Working provides clear, practical steps for organisations seeking to establish a team-based approach. The specific issues of how to achieve it, why it is required, what to do to get there, when to do it and roles and responsibilities are clearly covered. The strength of the book is its ability to set out clearly the role of the leader on one hand and on the other provide detailed questionnaires to give a framework for managers to follow to deliver team-based working." Jo Moran, Programme Manager, Marks and Spencer "The book provides a comprehensive guide behind the concepts of Team Based Working. It links the theory to a practical guide to implementing Team Based Working and its potential role in developing high performing organisations." Peter Colclough, Chief Executive, Torbay Primary Care Trust

From the Back Cover Building Team-based Working is designed for use by managers and consultants who are introducing team-based working into organizations. The book synthesizes knowledge about how to build team-based organizations, focusing particularly on the psychological and social processes that can facilitate or obstruct successful teamwork. Rather than advise managers on how to build effective teams, as most books in this area tend to do, this book instead focuses on how to build organizations structured around teams. The text is divided into six sections describing the six main stages of developing team-based working in an organization. The chapters follow a common structure. Each one opens with a summary of the aims and activities relevant to that stage and concludes with a selection of appropriate support materials and tools. These materials can also be downloaded from the CD accompanying the text. The advice given is based on evidence gathered by the authors over 20 years of practical management experience, research work in organizations, and consultancy across the public, manufacturing and service sectors.

About the Author Michael A. West is Professor of Organizational Psychology and Director of Research at Aston Business School, Aston University. Lynn Markiewicz is Director of Aston Organization Development Ltd, a consultancy specializing in the effective application of research findings to improve organizational performance and employee well-being.