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Think of it as a working definition or, better still, an essential discipline that real teams share. A team is a small number of people with complementary skills who are committed to a common...

The Discipline of Teams - Harvard Business Review

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.

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The Discipline of Teams (Harvard Business Review Classics)

eBook: Katzenbach, Jon R., Smith, Douglas K.:

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A team's essential discipline comprises five characteristics:

1. A meaningful common purpose that the team has helped shape. Most teams are responding to an initial mandate from outside the team.

The Discipline of Teams - Harvard Business Review

The Discipline of Teams (Harvard Business Review Classics)

by Katzenbach, Jon R.; Smith, Douglas K. at AbeBooks.co.uk

- ISBN 10: 1422179753 - ISBN 13: 9781422179758 - Harvard Business Review Press - 2009 - Softcover

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The Discipline of Teams* BEST OF HBR nition or, better still, an essential disci- piine that real teams share: A team is a small number of people with complemen- tary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable. The essence of a team is common commitment.

The Discipline of Teams - ?????

A set of VALUES : that encourage listening and responding constructively to views expressed by others. Providing Support & recognizing the interest and achievements of others These values help teams perform, promote individual performance & that of the entire organization. The essence of a TEAM is Common Commitment: without it , groups perform as individuals and with it, they perform as powerful unit of collective performance. Teams fall apart if a common goal is missing, but on the contrary ...

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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.

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In this article, drawn from their recent book *The Wisdom of Teams*, McKinsey partners Jon Katzenbach and Douglas Smith answer these questions and outline the discipline that makes a real team. The...

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The Discipline of Teams : Jon R. Katzenbach :
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