Yet again, in the third edition of this deservedly popular pocket book, Michael West has produced a masterly digest of knowledge from a sprawling literature on this vitally important topic. Insights, examples and learning points emerge from first page to last, including, new to this edition, the very latest research on virtual and top management teams. It is unusual for books to successfully bridge the academic and practical divide, but this one has equal appeal for scholars wanting to sit down on the state of the field, and for practicing managers trying to figure out what goes right and what goes wrong with teams in their organisations. You will not find a finer, more concise, authoritative and clearer assembly of available knowledge on teams anywhere.

Nigel Nicholson, Professor of Organisational Behavior, London Business School, UK; author of Managing the Human Animal and Family Wars

This new edition of Michael West's book helps us understand what a team is and what we can do to improve teams' functioning. The book covers the most important factors impacting on teams' operation and outcomes. It is based on solid scientific knowledge and the author's extensive applied experience in the field. It provides readers with useful tools that can be implemented to help managers lead and develop their teams. Based on my own experience as director of a university service, I can tell that these tools, and the knowledge on which they are based, really work.

Vicente González-Romá, Director of the Observatory of Job Insertion and Occupational Guidance, University of Valencia, Spain; Editor of the European Journal of Work & Organizational Psychology

Once again Michael has brought together the great management and leadership concepts of this decade to provide a practical, well evidenced contribution to leading successful organisations. With a clear and insightful understanding of organisation realities, Michael's understanding of team work, staff engagement and health and well being are combined to provide an extremely helpful practitioner and leadership guide supported by all the research, evidence and exercise material we've come to expect. In a world where the focus of personal and organisational psychology is often remedial, this book engages us in using positive psychology to enhance the quality of life for staff through the achievement of shared goals.

Dean Royles, Director, NHS Employers, UK

Imagine seven billion individuals on earth...most of whom at some time experience life as members of teams, especially at work but elsewhere as well...and imagine the incalculable combinations of people and situations that make for teams. Where can we possibly look for advice on how to get so many different teams to be effective? Look first to Michael West's new book. It maintains a laser focus on what it really means for a team to be effective. It embraces the complexity of things that matter: leadership, goals, support, technology to name just a few – and it consistently delivers evidence-based advice on the surest ways of making teamwork effective.

Rick Guzzo, Principal and Worldwide Partner, Mercer Human Resources Consulting

More organizations than ever before have come to the realization that effective teamwork is essential to success. Yet businesses still find that the reality of working in teams is fraught with psychological barriers and practical difficulties. Utilizing the most up-to-date research evidence, the third edition of Effective Teamwork provides business managers with the necessary tools to build and maintain effective teamwork strategies in order to maximize efficiencies and further their organizational objectives.

Psychologist and business expert Michael West provides an in-depth examination of the range of positive and negative factors that can affect team functioning. Reflecting the newest developments in the field, the third edition features new chapters on top management teams and virtual team working, as well as increased coverage of such areas as team appraisal rationale, training for team working, 'shared mental models,' dealing with typical failures, and contributions of positive psychology to effective teamwork. Consideration of ethics and values in team functioning – a theme that emerged during the recent financial crisis – is also incorporated into all chapters.

With its clear insights and careful balance of rigorous science with organizational practicalities, Effective Teamwork is an invaluable guide to the establishment and maintenance of effective management teams today.

Michael A. West is Professor of Organizational Psychology at Lancaster University Management School, UK. Previously Executive Dean of Aston Business School, he has authored, edited or co-edited seventeen books. He has also published over 200 articles for scientific and practitioner publications, and numerous chapters in scholarly books. He is a Fellow of the British Psychological Society (BPS), the American Psychological Association (APA), the Society for Industrial & Organizational Psychology (SIOP), the British Academy of Management (BAM) and the Chartered Institute of Personnel and Development (CIPD).

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Effective Teamwork
Effective Teamwork

Practical Lessons from Organizational Research

Third Edition

Michael A. West
Lancaster University Management School
Bailrigg, Lancaster

and

The Work Foundation
London
To: Rosa Hardy

for being a wonderful example of the supportiveness, courage and creativity that are essential for great teamwork
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*Michael West*

*Lancaster University Management School, and The Work Foundation*

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Part 1

Team Effectiveness

In this first section of the book, we examine what effective teamwork means. The first chapter looks at what is required for effective teamwork, identifying two themes that run through the book. These are team task functioning and team socio-emotional climate. The chapter explains how effective teams take time to review their performance in these areas and to adapt accordingly. Ensuring the team is functioning well both as a task group and as a social group is vital to ensuring team effectiveness. Reflecting on these areas of teamwork regularly and making changes in objectives, strategies and team processes as necessary are vital for the long-term effectiveness of the team.

The second chapter focuses on the research evidence about whether teams work or not. Are teams effective in getting work done and does teamwork in organizations lead to improved organizational performance? Effectiveness includes the well-being and development of team members as well as the level of innovation in the team. The chapter reviews the research on the problems of team working to show the circumstances in which teams perform badly. However, the chapter also shows that teams outperform the aggregate of individuals working alone and are essential for the performance of many tasks in organizations. The key is knowing how to create the conditions for teams to work effectively – the subject of this book.