



# Effective Teamwork: Practical Lessons from Organizational Research

By Michael A. West

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**Effective Teamwork: Practical Lessons from Organizational Research** By Michael A. West

Updated to reflect the latest research evidence, the third edition of *Effective Teamwork* provides business managers with the necessary guidance and tools to build and maintain effective teamwork strategies.

- A new edition of a bestselling book on teamwork from an acknowledged leader in the field
- Offers a unique integration of rigorous research with practical guidance to develop effective leadership teams
- Features new chapters on virtual teams and top management teams, plus contemporary themes of ethics and values
- Utilizes research based on positive psychology techniques

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### Editorial Review

#### Review

"The book provides an in-depth examination of the range of positive and negative factors which can affect team functioning. The ethics and values in team performance are considered and form a fundamental part within each section." (*The British Psychological Society*, 1 September 2012)

#### Review

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*

Yet again, in the 4<sup>th</sup> 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 the lowdown 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**

#### From the Back Cover

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.

### Users Review

#### From reader reviews:

##### **Robert Stewart:**

Have you spare time for just a day? What do you do when you have a lot more or little spare time? Sure, you can choose the suitable activity for spend your time. Any person spent their particular spare time to take a go walking, shopping, or went to the actual Mall. How about open or perhaps read a book titled Effective Teamwork: Practical Lessons from Organizational Research? Maybe it is to be best activity for you. You recognize beside you can spend your time along with your favorite's book, you can more intelligent than before. Do you agree with it has the opinion or you have other opinion?

##### **Janice Wilson:**

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