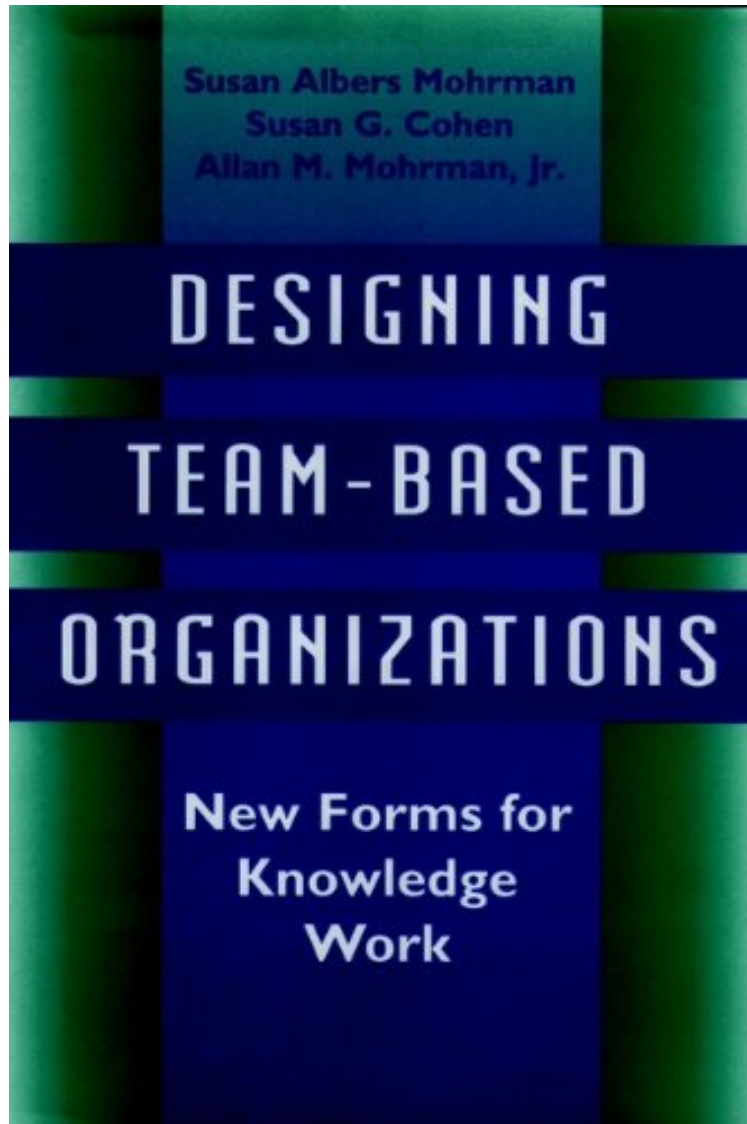


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Designing Team-Based Organizations: New Forms for Knowledge Work

Susan Albers Mohrman, Susan G. Cohen, Allan M. Mohrman
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Susan Albers Mohrman, Susan G. Cohen, Allan M. Mohrman : Designing Team-Based Organizations: New Forms for Knowledge Work before purchasing it in order to gauge whether or not it would be worth my time, and all praised Designing Team-Based Organizations: New Forms for Knowledge Work:

5 of 5 people found the following review helpful. Some good ideas
By Bas Vodde
Designing Team-Based Organizations is a book with a more exciting title than content... though, the book is pretty good. It's not written in a very engaging style. Also the authors seem to have some assumptions about how to design new organizations which

seemed weird to me. The book consists of three parts. The first part is an introduction to teams and to the book. The second part talks about designing new organizations and the third part covers some implementation concerns. The first two chapters provide an introduction in the rest of the book (and are probably two of the more interesting chapters). The first chapter covers different models of thinking about organizations and also introduces the three step model for designing organizations (basically: research, design, implement). The second chapter covers different organizations, teams and starts exploring how team-based organizations look like. The second part has chapters called "Step one, Step two" etc. This is what bothered me most about the book. It suggested that you just follow five steps in designing a new organization and then just implement it (which is just one chapter). I got the impression that the authors were ONLY researchers and have never actually worked in or with organizations (though, they say they did research in organizations). Anyways.. The first step is to identify the teams. The second to discuss interteam issues and find ways for teams to work together. Interestingly enough, the authors seemed to be of opinion that management needs to create this structure more than the teams need to... (do the authors also have a traditional mindset?) Step three clarifies roles of management and roles of teams. Step four focuses on integration with the rest of the organization and... Step five on managing performance. This chapter contains some interesting info on different HR systems and is certainly worth reading. Part three are *other* chapters that clarify issues. The first clarifies the different skill needs for teams and how this can be reached. The next (ninth) chapter talks about the concept of *empowerment*. The authors are of the opinion that the word is misused and want to clarify what they mean by this word. Some of the chapter is pretty good. The next chapter talks about different IT support. Though important, I found this chapter boring. Then with 40 pages left in the book, the authors move to "the implementation" and talk about different ways of transitioning to team-based organizations and in the last chapter, summarize the challenges. Interestingly, the book ends with a couple pages for researchers on what they think are future areas for research. I was excited about the book when I started, though I had trouble finishing it (a bad sign). The writing was fairly dry and hard to follow. Some chapters were excellent, some chapters were boring (different authors wrote different chapters?). I was annoyed by the assumptions of the authors about the three simple steps of organizational design. This didn't seem to be equal to my reality. The authors did point that out, but still insist to structure their work like that. Also, the authors warn about traditional assumptions and yet they seem to have lots of traditional assumptions also related to the roles of management compared to teams. Management is responsible for planning and designing the organizations, there was very little to suggest that the actual teams should be involved in the design... Anyways, I did enjoy the book and learned some new things from it. I was going for four stars, but the last three chapters ruined it and I switched to three stars. This book is worth reading only if you are very interested in the subject. If you are looking for more general team books, then this is probably not the right book.

"A terrific book!" — David A. Nadler, chairman, Delta Consulting Group Tackle the organizational issues related to implementing teams. Learn new designs to support the knowledge work components of organizations. Drawing on over fifteen years of research and consulting with such companies as Honeywell, Hewlett-Packard, Pacific Bell, General Mills, Pratt and Whitney, Pfizer, and Texas Instruments, the authors shows you how to create new organization designs that empower teams so that they make a real difference. You'll discover how to: Design new work teams Identify new roles and responsibilities Manage team performance Create an empowering team environment Over 50 tables, figures, and exhibits reinforce the practical text. Even if teams already exist at your organization, you'll use this well-researched guide to push your teams to higher levels of performance!

"A terrific book! It makes a tremendous contribution by moving forward the state of the art in organization design." (David A. Nadler, chairman, Delta Consulting Group Inc.) "In an era when competitive forces demand that corporations move toward a team-based organization, this book is must reading for executives. Based on careful research, it provides the best and most comprehensive road map I have seen for designing and implementing the paradigm shift companies must make to survive and prosper in the decades ahead." (Michael Beer, professor of business administration, Graduate School of Business Administration, Harvard University) "This book is enormously important and timely. It is a scholarly, yet highly practical, guide to the future design of the 21st century organization—where organizations will be predominantly team-based and designed for high performance knowledge management." (Stuart S. Winby, director, Product Processes Change Management, Hewlett-Packard Company) From the Inside Flap Breaks new ground in tackling the organization design issues related to the implementation of teams, with a specific focus on the new designs required to support the knowledge work components of organizations. Offers a field-tested design framework to help managers, consultants, design teams, human resource specialists, and students of systems effectively support the strategic employment of teams. Drawing on over fifteen years of research and consulting with such companies as Honeywell, Hewlett-Packard, Pacific Bell, General Mills, Pratt and Whitney, Pfizer, and Texas Instruments, they present a groundbreaking guide to creating new organization designs that empower teams so that they make a real difference. From the Back Cover Designing Team-Based Organizations breaks new ground in tackling the organization design issues related to the implementation of teams, with a specific focus on

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