
J Richard Hackman Harvard University

Leading Teams

The Progress Principle

Collaborative Caring

Succeeding from Anywhere

Leading Teams

Leading Virtual Teams (HBR 20-Minute Manager Series)

How Dual-Career Couples Can Thrive in Love and Work

Remote Work Revolution

Groups That Work (and Those That Don't)

Using Teams to Solve Hard Problems [Standard Large Print 16 Pt Edition]

Cracking the Leadership Code

Theory and Research on Small Groups

Expert Solutions to Everyday Challenges

Organizational Traps

Psychology of Intelligence Analysis

HBR's 10 Must Reads on Teams (with featured article "The Discipline of Teams," by Jon R. Katzenbach and Douglas K. Smith)

Creating the High-Performance Organization

High Performance Nonprofit Organizations

Group Dynamics for Teams

Senior Leadership Teams

Collective Genius

Management Skills for Everyday Life

Using Small Wins to Ignite Joy, Engagement, and Creativity at Work

Influence Without Authority

Creating Conditions for Effective Teamwork

The Discipline of Teams

What It Takes to Make Them Great

Managing Upstream for Greater Impact

Stories and Reflections on Teamwork in Health Care

Designing Effective Work Groups

Advancing Theory and Practice

The Complete Skill Set to Build Powerful and Influential Teams

How Management Teams Can Have a Good Fight

Groups That Work (and Those That Don't)

Creating Conditions for Effective Teamwork

Leading Teams

The Architecture of Markets

Handbook of Organizational Behavior

Collaborative Intelligence

Productivity, Change, and Employment

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Hackman
Harvard
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Leading Teams Reading, Mass. : Addison-Wesley
The definitive classic on high-performance teams
The Wisdom of Teams is the definitive work on how to create high-performance teams in any organization. Having sold nearly a half million copies and been translated into more than fifteen languages, the authors' clarion call that teams should be the basic unit of organization for most businesses has permanently shaped the way companies reach the highest levels of performance. Using engaging case studies and testimonials from both successful and failed teams—ranging from Fortune 500 companies to the U.S. Army to high school sports—the authors explain the dynamics of teams both in great detail and with a broad view. Their conclusions and prescriptions span the familiar to the counterintuitive: • Commitment to performance goals and common purpose is more

important to team success than team building. • Opportunities for teams exist in all parts of the organization. • Real teams are the most successful spearheads of change at all levels. • Working in teams naturally integrates performance and learning. • Team “endings” can be as important to manage as team “beginnings.” Wisdom lies in recognizing a team's unique potential to deliver results and in understanding its many benefits—development of individual members, team accomplishments, and stronger companywide performance. Katzenbach and Smith's comprehensive classic is the essential guide to unlocking the potential of teams in your organization.

The Progress Principle
Princeton University Press
Conflict in the workplace is natural—and even necessary. Colleagues who challenge one another's thinking tend to consider a richer range of options, which ultimately leads to better business decisions. How Management Teams Can Have a Good Fight reveals the tactics managers can

use to ensure that these healthy back-and-forth moments remain constructive and focused on the issues. Managers who embrace this kind of positive conflict will find increasingly engaged, productive teams—and discover that they themselves are better positioned to lead these teams to success. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

Collaborative Caring
Harvard Business Press
Research on small groups played an important role in the early formulation of social psychology. By the 1970s, however, the field had lost the interest of most social psychologists. Theory and Research on Small Groups reintegrates that work back into the

mainstream of social psychology. The more recent 'issues-oriented' approach has not only resulted in many interesting findings-it has also applied basic social psychological theory in new ways and, moreover, led to new theoretical developments that deserve more attention. This volume, which features the work of esteemed researchers from around the world, is a bountiful resource worthy of notice by all social psychologists.

Succeeding from Anywhere SAGE

Incorporating the latest research throughout, Daniel Levi's Fifth Edition of *Group Dynamics for Teams* explains the basic psychological concepts of group dynamics, focusing on their application with teams in the workplace. Grounded in psychology research and a practical focus on organizational behavior issues, this engaging book helps readers understand and more effectively participate in teams.

Leading Teams Jossey-Bass

Intelligence professionals are commonly viewed as solo operators. But these days intelligence work is mostly about collaboration.

Interdisciplinary and even inter-organizational teams are necessary to solve the really hard problems intelligence professionals face. Tragically, these teams often devolve into wheel-spinning, contentious assemblies that get nothing done. Or members may disengage from a team if they find its work frustrating, trivial, or a waste of their time. Even teams with a spirit of camaraderie may take actions that are flat-out wrong. But there is also good news. This book draws on recent research findings as well as Harvard Professor Richard Hackman's own experience as an intelligence community researcher and advisor to show how leaders can create an environment where teamwork flourishes. Hackman identifies six enabling conditions - such as establishing clear norms of conduct and providing well-timed team coaching - that increase the likelihood that teams will be effective in any setting or type of organization.. Although written explicitly for intelligence, defense, crisis management, and law enforcement professionals it will also

be valuable for improving team success in all kinds of leadership, management, service, and production teams in business, government, and nonprofit enterprises.

Leading Virtual Teams (HBR 20-Minute Manager Series) John Wiley & Sons

Teamwork is essential to improving the quality of patient care and reducing medical errors and injuries. But how does teamwork really function? And what are the barriers that sometimes prevent smart, well-intentioned people from building and sustaining effective teams? Collaborative Caring takes an unusual approach to the topic of teamwork. Editors Suzanne Gordon, David L. Feldman, MD, and Michael Leonard, MD, have gathered fifty engaging first-person narratives provided by people from various health care professions. Each story vividly portrays a different dimension of teamwork, capturing the complexity—and sometimes messiness—of moving from theory to practice when it comes to creating genuine teams in health care. The stories help us understand what it means to be a team leader and an assertive

team member. They vividly depict how patients are left out of or included on the team and what it means to bring teamwork training into a particular workplace. Exploring issues like psychological safety, patient advocacy, barriers to teamwork, and the kinds of institutional and organizational efforts that remove such barriers, the health care professionals who speak in this book ultimately have one consistent message: teamwork makes patient care safer and health care careers more satisfying. These stories are an invaluable tool for those moving toward genuine interprofessional and intraprofessional teamwork.

How Dual-Career Couples Can Thrive in Love and Work Harvard Business Press

Teams can be a driving force for organizational performance--and managers can play a key role in teams' ultimate success or failure. Highlighting the latest research on team development and dynamics--and including hands-on tools for improving communication, resolving conflicts, promoting interdependence, and

more--this guide helps managers at all levels to motivate teams to achieve higher performance.

Remote Work

Revolution Harvard Business Review Press
Anyone who has spent time in an organization knows that dysfunctional behavior abounds. Conflict is frequently avoided or pushed underground rather than dealt with openly. At the same time, the same arguments often burst out again and again, almost verbatim. Turf battles continue for extended periods without resolution. People nod their heads in agreement in meetings, and then rush out of the room to voice complaints to sympathetic ears in private. Worst of all, when people are asked if things will ever change, they throw up their hands in despair. They feel like victims trapped in an asylum. And people often are trapped. But they are not trapped by some oppressive regime or organizational structure that has been imposed on them. They are not victims. In fact, people themselves are responsible for making the status quo so resistant to change. We

are trapped by our own behavior. Researchers and practitioners have often reflected on these things, but there is a puzzle. On the one hand, there is substantial agreement that these traps are counterproductive to effective performance. On the other hand, there is almost no focus on how organizational traps can be prevented or reduced. This book argues that whatever theory is used to describe and understand such organizational traps should be used to design and implement interventions that reduce and prevent them. Argyris is one of the world's leading management scholars whose work has consistently shed light on organizational problems. This book is essential reading for MBAs, managers, and consultants.

Groups That Work (and Those That Don't) John Wiley & Sons

An organisation's fate hinges on its CEO—right? Not according to the authors of *Senior Leadership Teams*. They argue that in today's world of neck-snapping change, demands on leaders in top roles are rapidly outdistancing the

capabilities of any one person - no matter how talented. Result? Chief executives are turning to their enterprise's senior leaders for help. Yet many CEOs stumble when creating a leadership team. One major challenge is that senior executives often focus more on their individual roles than on the top team's shared work. Without the CEO's careful attention to setting the team up correctly, these high-powered managers often have difficulty pulling together to move their organisation forward. Sometimes they don't even agree about what constitutes the right path forward. The authors explain how to determine whether your organisation needs a senior leadership team. Then, drawing on their study of 100+ top teams from around the world, they explain how to create a clear and compelling purpose for your team, get the right people on it, provide structure and support, and sharpen team members' competencies - and your own. Timely and practical, this book enables you to create and sustain a leadership team whose members learn from one another while collaborating to pursue

your company's objectives.

Using Teams to Solve Hard Problems [Standard Large Print 16 Pt Edition] HarperCollins

Features a who's who of leading management scholars Takes a stand on a major controversy in academia: should organizational research aspire to be relevant to practitioners? A sequel to the seminal book, *Doing Research That is Useful for Theory and Practice*, also edited by Ed Lawler, Susan Mohrman, and Associates For decades there has been an ongoing, at times heated, debate over how relevant to real-world organizational concerns academic organizational research should be. The contributors to this book argue that in order to keep organizational research relevant to both theory and practice, research must deviate from the orthodoxy of traditional positivistic research. The true test of whether knowledge is useful to practice is not whether it is "theoretically" impactful but whether it is theoretically impactful and results in improved organizational effectiveness. The contributing authors were

selected for their demonstrated ability to conduct useful research and their distinguished academic careers. Part I of the book features active scholars who describe the choices they make and the tactics they employ to ensure that their work advances both theory and practice. In part II, four highly respected researchers reflect on how they approached their careers so that they could have a broad impact on practice and still maintain academic rigor. Part III describes pathways to bring academic knowledge to practice—working with consultancies, executive PhD programs, OD specialists, and professional associations, as well as framing academic concepts in ways that are attention-grabbing, memorable, and credible to practitioners. Part IV looks at institutional constraints and enablers: the prospects for useful research in traditional academic settings like business schools, peer-reviewed journals, and the Academy of Management. Finally, part V sums up the themes of the book and the challenges and opportunities facing

researchers who aspire to do research that advances both theory and practice. Contributors: Jean Bartunek, Michael Beer, George Benson, John Boudreau, Wayne Cascio, Thomas Cummings, Amy Edmondson, Lynda Gratton, J. Richard Hackman, Gary Latham, Phillip Mirvis, Allan M. Mohrman, David Nadler, James O'Toole, C. K. Prahalad, Denise Rousseau, Sara Rynes, Edgar Schein, Ramakrishnan V. Tenkasi, Michael Tushman, Andrew Van de Ven, Ruth Wageman, Ian Ziskin

Cracking the Leadership Code Harvard Business Press

The blockbuster best seller *Primal Leadership* introduced us to "resonant" leaders-- individuals who manage their own and others' emotions in ways that drive success. Leaders everywhere recognized the validity of resonant leadership, but struggled with how to achieve and sustain resonance amid the relentless demands of work and life. Now, Richard Boyatzis and Annie McKee provide an indispensable guide to overcoming the vicious cycle of stress, sacrifice, and dissonance that

afflicts many leaders. Drawing from extensive multidisciplinary research and real-life stories, *Resonant Leadership* offers a field-tested framework for creating the resonance that fuels great leadership. Rather than constantly sacrificing themselves to workplace demands, leaders can manage the cycle using specific techniques to combat stress, avoid burnout, and renew themselves physically, mentally, and emotionally. The book reveals that the path to resonance is through mindfulness, hope, and compassion and shows how intentionally employing these qualities creates effective and enduring leadership. Great leaders are resonant leaders. *Resonant Leadership* offers the inspiration--and tools--to spark and sustain resonance in ourselves and in those we lead.

[Theory and Research on Small Groups](#) Nicholas Brealey

Market societies have created more wealth, and more opportunities for more people, than any other system of social organization in history. Yet we still have a rudimentary understanding of how

markets themselves are social constructions that require extensive institutional support. This groundbreaking work seeks to fill this gap, to make sense of modern capitalism by developing a sociological theory of market institutions. Addressing the unruly dynamism that capitalism brings with it, leading sociologist Neil Fligstein argues that the basic drift of any one market and its actors, even allowing for competition, is toward stabilization. The *Architecture of Markets* represents a major and timely step beyond recent, largely empirical studies that oppose the neoclassical model of perfect competition but provide sparse theory toward a coherent economic sociology. Fligstein offers this theory. With it he interprets not just globalization and the information economy, but developments more specific to American capitalism in the past two decades--among them, the 1980s merger movement. He makes new inroads into the "theory of fields," which links the formation of markets and firms to the problems of stability. His political-cultural approach

explains why governments remain crucial to markets and why so many national variations of capitalism endure. States help make stable markets possible by, for example, establishing the rule of law and adjudicating the class struggle. State-building and market-building go hand in hand. Fligstein shows that market actors depend mightily upon governments and the members of society for the social conditions that produce wealth. He demonstrates that systems favoring more social justice and redistribution can yield stable markets and economic growth as readily as less egalitarian systems. This book will surely join the classics on capitalism. Economists, sociologists, policymakers, and all those interested in what makes markets function as they do will read it for many years to come.

Expert Solutions to Everyday Challenges

Harvard Business Review Press

Extreme Teaming

provides new insights into the world of increasingly complex, cross industry projects. Amy Edmondson and Jean-Francois Harvey

show vividly through their international cases how the complex demands of collaboration impact on management and revolutionize our understanding of teams. Organizational Traps Harvard Business Press The teaching of organization theory and the conduct of organizational research have been dominated by a focus on decision-making and the concept of strategic rationality. However, the rational model ignores the inherent complexity and ambiguity of real-world organizations and their environments. In this landmark volume, Karl E Weick highlights how the 'sensemaking' process shapes organizational structure and behaviour. The process is seen as the creation of reality as an ongoing accomplishment that takes form when people make retrospective sense of the situations in which they find themselves.

Psychology of Intelligence

Analysis McGraw-Hill

Humanities, Social Sciences & World Languages

For undergraduate and graduate level Management Skills, and Organizational Behavior courses, as well as for

Executive Education for beginning through mid-level managers and professionals. This text's engaging and practical, yet research-based style is designed to help students achieve the success they desire. Specifically, the ideas, tools, and techniques help students enhance their effectiveness (ability to achieve results), career potential (e.g., marketability, salaries, promotions, job satisfaction and job choice), and general well-being (e.g., happiness, health, work-life "balance"). As with the first edition, this second edition is based on the compelling assumptions that (1) IQ is not a big predictor of success and (2) the most successful people work smarter, not only harder, than less successful people. Students appreciate this book not only because it is written in an engaging and practical style, but because it provides them with many tools that will help them work smarter immediately, as well as in the long term. Instructors appreciate this book because it effectively translates solid research into concepts and tools that students find interesting and

immediately useful.

HBR's 10 Must Reads on Teams (with featured article "The Discipline of Teams," by Jon R. Katzenbach and Douglas K. Smith)

Jossey-Bass

Intelligence professionals are commonly viewed as solo operators. But these days intelligence work is mostly about collaboration.

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Creating the High-Performance

Organization Berrett-Koehler Publishers

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. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business

Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

High Performance

Nonprofit Organizations

SAGE Publications

What really sets the best managers above the rest? It's their power to build a cadre of employees who have great inner work lives—consistently positive emotions; strong motivation; and favorable perceptions of the organization, their work, and their colleagues. The worst managers undermine inner work life, often unwittingly. As Teresa Amabile and Steven Kramer explain in *The Progress Principle*, seemingly mundane workday events can make or break employees' inner work lives. But it's forward momentum in meaningful work—progress—that creates the best inner work lives. Through rigorous analysis of nearly 12,000 diary entries provided by 238 employees in 7 companies, the authors

explain how managers can foster progress and enhance inner work life every day. The book shows how to remove obstacles to progress, including meaningless tasks and toxic relationships. It also explains how to activate two forces that enable progress: (1) catalysts—events that directly facilitate project work, such as clear goals and autonomy—and (2) nourishers—interpersonal events that uplift workers, including encouragement and demonstrations of respect and collegiality. Brimming with honest examples from the companies studied, *The Progress Principle* equips aspiring and seasoned leaders alike with the insights they need to maximize their people's performance.

Group Dynamics for Teams Amer

Psychological Assn
 LONGLISTED FOR THE
 FINANCIAL TIMES &
 MCKINSEY BUSINESS
 BOOK OF THE YEAR “I
 often talk about the
 importance of trust when
 it comes to work: the trust
 of your employees and
 building trust with your
 customers. This book
 provides a blueprint for
 how to build and maintain
 that trust and connection

in a digital environment.”
 —Eric S. Yuan, founder
 and CEO of Zoom A
 Harvard Business School
 professor and leading
 expert in virtual and
 global work provides
 remote workers and
 leaders with the best
 practices necessary to
 perform at the highest
 levels in their
 organizations. The rapid
 and unprecedented
 changes brought on by
 Covid-19 have
 accelerated the transition
 to remote working,
 requiring the wholesale
 migration of nearly entire
 companies to virtual work
 in just weeks, leaving
 managers and employees
 scrambling to adjust. This
 massive transition has
 forced companies to
 rapidly advance their
 digital footprint, using
 cloud, storage,
 cybersecurity, and device
 tools to accommodate
 their new remote
 workforce. Experiencing
 the benefits of remote
 working—including
 nonexistent commute
 times, lower operational
 costs, and a larger pool of
 global job
 applicants—many
 companies, including
 Twitter and Google, plan
 to permanently
 incorporate remote days
 or give employees the
 option to work from home

full-time. But virtual work
 has its challenges.
 Employees feel lost,
 isolated, out of sync, and
 out of sight. They want to
 know how to build trust,
 maintain connections
 without in-person
 interactions, and a proper
 work/life balance.
 Managers want to know
 how to lead virtually, how
 to keep their teams
 motivated, what digital
 tools they'll need, and
 how to keep employees
 productive. Providing
 compelling, evidence-
 based answers to these
 and other pressing issues,
Remote Work Revolution
 is essential for navigating
 the enduring challenges
 teams and managers
 face. Filled with specific
 actionable steps and
 interactive tools, this
 timely book will help team
 members deliver results
 previously out of reach.
 Following Neeley's advice,
 employees will be able to
 break through routine
 norms to successfully use
 remote work to benefit
 themselves, their groups,
 and ultimately their
 organizations.
Senior Leadership Teams
 Harvard Business Review
 Press
 Become the effective,
 proactive leader you
 aspire to be with this
 practical tool kit for
 leading people and

organizations Yes, you can learn the skills to effectively lead people, organizations, and employees. With the right motivation and knowledge, you can be a leader who knows what it takes to succeed. Throughout his extensive experience in training leaders, author Alain Hunkins discovered that many leaders shared a common trait. They were mainly focused on what they were doing but not so focused on how they were doing it, especially when it came to working with other people. By strengthening their leadership capabilities, they could become trusted leaders within their organization,

improve employee communications, and build bridges across hierarchies. Cracking the Leadership Code shares the valuable principles and practices that Hunkins developed and refined during the 20+ years he's worked with leaders. When you crack the code, you'll have a new operating model for organizational leadership that will help your teams thrive in a 21st century economy. Discover the brain science behind leading people Get inspired by real life leadership stories Use a practical leadership tool kit to become a better leader Learn how to communicate, influence,

and persuade others, more effectively than ever before With this book as a resource, you'll have a new perspective, a new framework, and new tools at your disposal, readily available to guide your leadership. You'll learn to establish proactive, leader-follower relationships. To do this, you'll use the interconnected elements of Connection, Communication, and Collaboration. When you learn from the author's insightful experiences working with organizations around the world, you can accelerate your leadership development and become the leader you've always aspired to be.

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