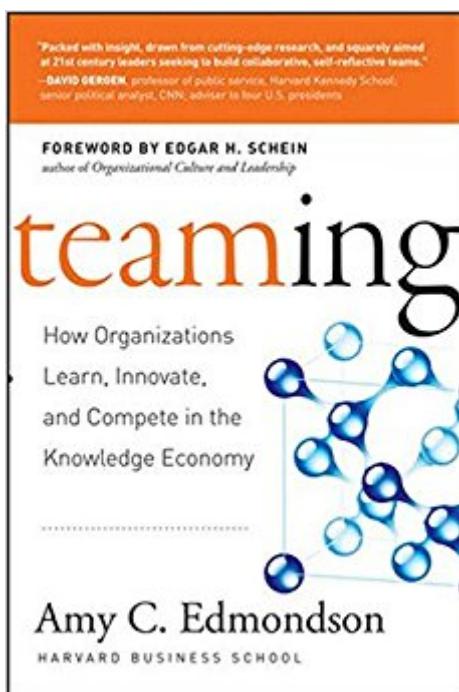


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# Teaming: How Organizations Learn, Innovate, And Compete In The Knowledge Economy



## Synopsis

New breakthrough thinking in organizational learning, leadership, and changeContinuous improvement, understanding complex systems, and promoting innovation are all part of the landscape of learning challenges today's companies face. Amy Edmondson shows that organizations thrive, or fail to thrive, based on how well the small groups within those organizations work. In most organizations, the work that produces value for customers is carried out by teams, and increasingly, by flexible team-like entities. The pace of change and the fluidity of most work structures means that it's not really about creating effective teams anymore, but instead about leading effective teaming. Teaming shows that organizations learn when the flexible, fluid collaborations they encompass are able to learn. The problem is teams, and other dynamic groups, don't learn naturally. Edmondson outlines the factors that prevent them from doing so, such as interpersonal fear, irrational beliefs about failure, groupthink, problematic power dynamics, and information hoarding. With Teaming, leaders can shape these factors by encouraging reflection, creating psychological safety, and overcoming defensive interpersonal dynamics that inhibit the sharing of ideas. Further, they can use practical management strategies to help organizations realize the benefits inherent in both success and failure.Presents a clear explanation of practical management concepts for increasing learning capability for business resultsIntroduces a framework that clarifies how learning processes must be altered for different kinds of workExplains how Collaborative Learning works, and gives tips for how to do it wellIncludes case-study research on Intermountain healthcare, Prudential, GM, Toyota, IDEO, the IRS, and both Cincinnati and Minneapolis Children's Hospitals, among othersBased on years of research, this book shows how leaders can make organizational learning happen by building teams that learn.

## Book Information

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## **Customer Reviews**

Amy C. Edmondson is the Novartis Professor of Leadership and Management at the Harvard Business School, where she teaches courses in leadership, organizational learning, and operations management in the MBA and Executive Education programs.

Bravo! This is a wonderful book for anyone who is interested in changing organizations, or the world at large! I've been doing Organizational Development work and have stacks of books on the topic of change, leadership, organizational improvement etc. etc. Amy's book takes her many years of wonderful experience and points us in a clear direction for moving forward into a more complex era of organizational and planetary change. Teaming is just the starting point. It's really about learning as we seek to execute strategies in increasingly complex environments and times. What a pleasure to come across a "management" and/or "Business/Organizational" book that is not boring and insipid as about 95% of what is written in these categories usually is. Most highly recommended.

Professor Edmondson has taken years of observation and insight and brought to the workplace a new way to think about learning - through teamwork. Just like technology is changing the way business works, this new approach to teaming can deliver leverage far beyond the traditional positive effects of teaming; it builds on teaming by super-charging it with learning and ultimately creating a cycle that delivers more with each iteration. The highly pragmatic examples make it come to life and the comparisons of success vs. failure make it clear that more than anything, this is a learning paradigm. It applies to organizations of any size, shape or objective; in fact I can't think of an organization from the Boy Scouts to IBM that couldn't benefit from the insights in this book. Bill Hewitt President & CEO, Kalido

This book presents interesting concepts but would be a much better academic article than a book. Not enough substance and very repetitive. Wish I didn't buy it.

This book can be really helpful if one is sincerely trying to improve as a team leader. Doesn't

provide quick fixes, but fixes that will pay off if you are willing to put the effort in.

A good book to read. Fully focused on defining what teaming is and what it is not. Very clear examples, tools and frameworks.

Terrific read! Edmondson moves far beyond the literature that address teams as static entities. Instead, she shows how teams can be the means through which organizations learn. If you're looking for an innovative approach to driving high- performance in your organization, look no further. Edmondson has nailed it!

Teaming is written in such a way that a leader in any setting will be encouraged to work with others rather than dictate from on high. Edmondson describes a work environment where respect for the talents of others rules the day.

The moment you understand, you need other people and that working with them for some reason isn't successful - read it! Åf Å Å, Å Å'

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