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Provide your organization with a blueprint for implementing self-directed work teams—the most productive and best held secret and organization can promote. Loaded with practical tips and strategies, explore a four-step process for managing cultural change to work team environment and keep the transition on track. Keywords: teamworking skills, team training, manufacturing management, training elements, industrial training, empowered teams, self-managed teams, self-directed teams, business skills, technical skills. Implement successful self-managed teams in your organization. Teach team leaders and team members how to resolve conflict, assess their performance, hold meetings, build trust, solve problems, and get results. 'This book is a must for scholars and practitioners interested in managing work teams in organizations.... Yeatts and Hyten have written an excellent reference work. The book synthesizes a wealth of prior research into a testable model of Self-Managed Work Team performance' - Management Learning 'The work is wide-ranging in its scope but retains a clear focus and coherence throughout.' International Journal of Public-Private Partnerships Since the mid-1970s, pressure from international competition has forced business in the United States to look for better ways to achieve and maintain a competitive position. One popular tool is the self-managed work-team (SMWT). This book provides a thorough examination of SMWT both at the level of theory and at the practical level of when to use work teams to find solutions and how to develop successful teams. By examining the most widely accepted theories of work-team performance, illustrated by 10 case studies from the areas of manufacturing, public service and health care, the authors define: how high-performing self-managed work teams differ from work groups and short-term teams; the problems which compel an organization to create such teams; the factors which explain successful self-managed work teams; and how to develop high performing cost-effective teams. Empowerment is essential! Self-directed work teams create an environment that empower employees to contribute to the improvement of products and services. In the face of this challenge, employees experience greater opportunities and greater satisfaction. And they do a better job! Successful work teams call for a new kind of leadership and a bold new attitude about workforce organization. Self-Directed Work Teams shows how this leadership style changes the role of the supervisor and the way that work is managed. You'll learn to help workers feel like partners in their organizations by contributing to the improvement of products and services. Use these guiding principles, working models, key strategies, and action steps to create successful self-directed teams! This hands-on book guides results-hungry managers, human resource pros, and team facilitators through a full, detailed process for changing any top-down organization into a self-directed, team-controlled work

structure that boosts morale, maximizes resources and dramatically reduces costs. The book is based upon the proprietary teams-implementation program developed by Dr. Ray. The three volumes in *The Encyclopedia of Human Resource Management* offer a comprehensive review of the essential issues and most important information available on the topic. Each volume in the encyclopedia contains contributions from some of the most celebrated names in the field of human resource management (HRM) and addresses the myriad challenges faced by today's human resource professionals. Volume 3 highlights three main topics HR professionals have identified as critical issues in today's workplace: Leadership and Learning; Strategy and Measurement; and The Evolution of Human Resources. Many of the articles in this volume provide an in-depth discussion of a current human resource topic while others introduce a new way of approaching a familiar HR challenge. Each article is designed to stimulate critical thinking and reflection. The topics covered include: Best Practices in Leadership Development; Leadership is Going Global; Web 2.0 Applications in Corporate Training; The Social Construction of Productive Organizations; Leadership Versatility; Strategy and Measurement; Strategic Business Partner Role; Human Resource Metrics; The HR Transition to Strategic Partner; Workplace Bullying; Lost Wisdom, Lost ROI; The Role of HR in Fostering Innovation in Organizations; Closing Critical Skills Gaps; Employee Engagement and Corporate Social Responsibility; The Implications of Situational Strength for HRM; and more. *The Encyclopedia of Human Resource Management* gives human resource professionals the knowledge, information, and tools needed to implement the best practices in the field. Today one in five organizations has implemented (or is in the process of implementing) self-directed work teams. Experts predict that by the end of the century, 40 to 50 percent of all workers will be managing themselves in teams. There's good reason for this trend - teams that work well together can achieve some of the greatest breakthroughs in organizational history. But with the rapid growth in popularity of teams can come failures, and every organization has known those teams that are disorganized, unmotivated, and ultimately, short-lived. *Why Teams Can Fail* identifies the most common problems faced by high-performance, self-directed teams, offering specific suggestions for spotting and solving the problems and creating teams that really work. This unique troubleshooting guide shows how to: turn fear and intimidation into confidence and motivation; overcome lack of faith and commitment and set positive, reachable goals; and smooth out adversarial relationships and handle the problem of anarchy. "The most complete treatment I've seen on the subject...If you're making the move to self-directed work teams, this is the book to read!"--Chuck Day, editor-in-chief, *Industry Week*

*Empowered Teams* provides the frank answers to questions about how teams work, what makes them effective, when they are useful, how to get them going, and how to maintain their vigor and productivity over the long haul. Draws on a survey of over five hundred organizations and an in-depth study of twenty-eight companies (conducted jointly by *Industry Week* and the Association for Quality and Participation). Self-directed work teams (SDWTs) are groups of employees who manage themselves and their work. They are unique in that they perform all of the tasks necessary to produce a product or service and they govern themselves. Team members - not supervisors - decide how best to perform the work. For example, team members determine work schedules and assign work roles - tasks more typically performed by a supervisor. However, SDWTs do have limits to their decision-making. While they organize their own work they do not have control over policy and procedures that affect colleagues in other work units. Other names for SDWTs include self-managed work groups, self-regulating work groups, autonomous work groups, socio-technical systems and empowered teams (Cohen & Bailey, 1997; Manz & Sims, 1987; Sundstrom, McIntyre, Halfhill, & Richards, 2000). A new edition of the book that led the self-directed work teams revolution. *Leading Self-Directed Work Teams* is one of the best-selling books on teams ever published. Now, the perfect guide for any team leader has been revised and expanded to reflect the new realities of team-based organizations. By explaining how team leaders differ from conventional supervisors, this informative volume which is based on the author's successful seminars and workshops is especially useful for those managers who move from hierarchical to participatory structures. This edition features more practical examples and techniques than in the previous edition, new research, dozens of tips and checklists, case studies, and valuable training exercises. It has been used and praised by experts at Motorola, M.I.T., AT&T and many other organizations. The purpose of this research is to (1) show the effectiveness and success of self-directed work teams within the organization, (2) emphasize the importance of team building in the success of the team, and (3) assist organizations in building self-directed work teams. The researcher used a direct survey and studied the following team building techniques: (1) Is the team's mission clearly defined to each team member? (2) Are the goals clearly

defined and achievable by all team members? (3) Will empowerment (decision-making power) be given equally to all team members? (4) Will open and honest communication be allowed among team members? (5) Will each team member be respected and valued for his/her position on the team? (6) Are self-directed work teams effectively rewarded for accomplishments? (7) Have team members received adequate training to effectively complete their job tasks? Upon completion of the literature review and statistical data, and after analyzing the seven areas of team building techniques, it was determined three of the four teams were successful and effective. The only area of concern to the organization is that the participants felt they did not have true ownership of their teams; that is, team members were not given full empowerment. According to this study and the review of literature, full empowerment must be given to achieve successful and effective teams. If true empowerment is not given, the team will suffer in other areas of team building, and the organization will lose a valuable tool. The three volumes in The Encyclopedia of Human Resource Management offer a comprehensive review of the essential issues and most important information available on the topic. Each volume in the encyclopedia contains contributions from some of the most celebrated names in the field of human resource management (HRM) and addresses the myriad challenges faced by today's human resource professionals. Volume 1 puts the focus on the definition of terms and practices that are most relevant to today's human resource management (HRM) professionals. The contributors bring an up-to-date perspective of HRM definitions and practices and for ease of access, the terms are presented in alphabetical order. Each contributor includes the most recent research on a particular topic and summarizes a new and progressive definition of these important terms. The book begins with an enlightening discussion of the evolving practice of talent management and contains the following topics: Affirmative Action, Assessment, Business Ethics, Campus Recruitment, Career Development, Compensation, Drug Tests, Employee Relations, Flexible Benefits, Glass Ceiling, HR Metrics and Analytics, Mergers and Acquisitions, National Labor Relations Act, Quality Circles, Recruitment and Selection, Self-Directed Work Teams, Social Responsibility, Strategic Human Resource Management, Training Needs Analysis, Work Family Balance, and more. The Encyclopedia of Human Resource Management gives human resource professionals the knowledge, information, and tools needed to implement the best practices in the field. This revised edition of the text provides guidance on creating self-directed work teams. It includes examples and case studies and examines the best practices of teams from service and manufacturing industries, government and health care. Traditional pay models are no longer effective methods for compensating employees working in a self-directed work-team environment. This study tries to identify the most important elements of a team pay plan and then design a model that will help an organization realize the benefits of self-directed work-teams.

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