

Second Edition

LEARNING TEAM SKILLS

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Dedication

*We dedicate this book with love to our children,
Arthur James Bell, Lauren Elizabeth Bell, and
Madeleine Alexis Bell—our favorite team.*

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PREFACE

This second edition of *Learning Team Skills* takes seriously the fact that teams have become even more important in U.S. and international business since the publication of the first edition. Companies large and small have discovered that work teams offer immense productivity advantages in terms of employee morale, cross-training for various company roles, accountability, organizational “buy-in,” and innovation. To serve this surge of interest in teams, we have added many new topics and instruments to this thoroughly revised second edition, including best practices for virtual teams, ways to diagnose team problems, measurement instruments for evaluating the motivation of team members, cultural considerations when building a strong team, effective inclusion of Millennial team members (born since 1985), and more than a dozen online resources for forming and managing excellent teams.

As with other books in this series, we intend this discussion of teams to be more of a conversation than a lecture. At dozens of points throughout these chapters, you will have the chance to “talk back” in the Your Turn exercises. We hope that you will use these opportunities to write down your own experience, attitudes, opinions, objections, and feedback. In this way, you will participate with us in learning about the importance of teams in organizations and understanding the workings of actual teams to which you’ve belonged. You can also talk back to us in a more immediate way by e-mailing us with your questions, comments, thoughts, and reflections about the contents of this book. Please contact us at bell@usfca.edu.

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We are grateful for the decades of scholarship of thousands of professors, researchers, and social scientists that allow us to speak more confidently now about the proven advantages of teams in organizations, the skills of team leaders and members, and the ways team problems can be overcome. Our current academic colleagues at the School of Business and Professional Studies, University of San Francisco and past academic colleagues at Harvard University, University of Southern California, and Georgetown University have been generous over the years in sharing their insights about the nature and workings of teams. Equally generous with their ideas and experiences have been the many executives and managers we have met in our consulting work for teams in dozens of companies and organizations, including PriceWaterhouse Coopers, TRW, Lockheed Martin, IBM, Citicorp, PaineWebber, the U.S. State Department, China Resources, Charles Schwab, Sun Microsystems, Cost Plus World Market, the Colonial Williamburg Foundation, American Stores, Deutsche Telekom, New York Life, the U.S. Coast Guard, Infogenics, Apple Computer, Nations Bank, Santa Fe Railroad, Marriott Corporation, the Central Intelligence Agency, the Private Industry Council, Bain & Co., and Quaker Oats.

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