Contents

Acknowledgments ix

Prologue A Note About What to Expect 1

Part One Understanding Teams 9
Chapter 1 Why Teams? 11
Chapter 2 One Team: A Story of Performance 27
Chapter 3 Team Basics: A Working Definition and Discipline 43
Chapter 4 High-Performance Teams: Very Useful Models 65

Part Two Becoming a Team 85
Chapter 5 The Team Performance Curve 87
Chapter 6 Moving up the Curve: From Individual to Team Performance 109
Chapter 7 Team Leaders 130
Chapter 8 Teams, Obstacles, and Endings: Getting Unstuck 149

Part Three Exploiting the Potential 173
Chapter 9 Teams and Performance: The Reinforcing Cycle 175
Chapter 10 Teams and Major Change: An Inevitable Combination 195
Chapter 11 Teams at the Top: A Difficult Choice 212
| Chapter 12 | Top Management’s Role: Leading to the High-Performance Organization | 239 |
| Epilogue | A Call to Action | 259 |
| Appendix | Teams Researched for Book | 267 |
| Selected Readings | | 275 |
| Index | | 279 |