



Effective Teamwork: Practical Lessons from Organizational Research (Psychology of Work and Organizations)

By Michael A. West

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- Drawing on psychological research, the text examines those factors which prevent and promote team effectiveness.
- The second edition includes new chapters on creating teams and on conflicts in teams.
- Now includes more material on team leadership, on the sorts of tasks that are best done by teams, and on the relationship between working in teams and mental health.
- Contains new sections on introducing teamwork, on virtual team working and team working across national boundaries, on emotions in teams, and on trust within and between teams.

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Editorial Review

Review

"A marvellous work of integration, retaining the authoritative, imaginative and intensely practical character of the first edition, this new edition has incorporated the very latest insights into a complex and challenging area with great clarity. It is full of interesting ideas and applications, lucidly expounded and creatively formatted for students and practitioners alike." *Nigel Nicholson, London Business School*

"In a very accessible style this book conveys essential research about why teams are the way they are. On this strong foundation it offers clear prescriptions for making teams better - for their members, for the organisations in which they work. This deep-rooted advice-giving is enlivened with lots of first-hand wisdom, proving West to be the rare master of research and practice." *Rick Guzzo Ph.D., Worldwide Partner, Mercer Human Resource Consulting*

"The second edition of *Effective Teamwork* is a gem - easy to read, comprehensive, and authoritative. Mike West covers all of the main issues of team formation, functioning, innovation, and performance from a distinctly psychological perspective. Essential reading for any introductory course into teamworking on BSc Management, MBA modules, or MSc in Occupational Psychology." *Neil Anderson, PhD, Professor of Organizational Psychology, University of Amsterdam*

"I found this book an excellent read. It manages to pack in all the relevant information and ideas that would be useful to a busy line manager looking for all the critical points that would help to develop or maintain a team. It also cuts through a lot of the mythology associated with "what makes a good team" and I'm sure most line managers and HR professionals will find it valuable." *Roger Williams, Operations Strategy Manager, United Utilities PLC*

"*Effective Teamwork* is applied psychology at its best, without jargon, self-importance or intellectual pomposity. West is never guilty of 'overcomplicating what are relatively simple aspects of human behaviour'. His brief asides on complex topics such as strategy, listening, emotional intelligence, leadership and trust are absolute gems, conveying significant wisdom in a single paragraph. Fundamental to great teamworking is 'practice and reflect', a mantra that West has honed to perfection. Although the book is immensely rich in content, it is also easy to assimilate ... If you have any interest whatsoever in the pursuit of shared human endeavour in business, read *Effective Teamwork*. This is an indispensable reference work by an expert. It is also an extremely good read." *Janey Howl, founding partner of First Class Coach, The Psychologist, October 2004, Vol. 17, No. 10*

From the Back Cover

Most organizations see effective teamwork as essential to their success, but find that the reality of working in teams presents many practical difficulties. This text, based on rigorous research evidence, provides all the tools necessary to help teams overcome these difficulties, including case studies, discussion questions, exercises and questionnaires.

Drawing on the latest psychological research, *Effective Teamwork* examines the factors which affect team functioning both positively and negatively. For the second edition, the text has been updated to include:-

- New chapters on creating teams and conflicts in teams.
- New sections on introducing teamwork, on virtual team working and team working across national boundaries, on emotions in teams, and on trust within and between teams.
- More material on team leadership, on the sorts of tasks that are best done by teams, and on the relationship between working in teams and mental health.

About the Author

Michael West is Professor of Organizational Psychology and Director of Research at Aston Business School. He is also a member of the Centre for Economic Performance at the London School of Economics and Political Science. He has authored or edited 14 previous books including *The International Handbook of Organizational Teamwork and Co-operation* (2003), *Effective Top Management Teams* (2001), *Developing Creativity in Organizations* (1997) and the *Handbook of Workgroup Psychology* (1996).

Users Review

From reader reviews:

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