

*Sixth Edition*

# MAKING THE TEAM: A GUIDE FOR MANAGERS

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*For my home team: Bob, Sam, Ray, and Anna*

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# PREFACE

*Making the Team* has two audiences: leaders and team members. For leaders, the book provides direction about how teams can be designed to function optimally; for team members, the book focuses on the skills necessary to be productive.

Since the publication of the first five editions, many advances have occurred in team and group research. Every chapter has new information, new research, updated examples, and more. Specifically, I have made the following major changes to the sixth edition of *Making the Team*:

1. **Revised chapter structure:** The order of the chapters is slightly changed to reflect the revised three-part structure of the book: Building the Team, Team Performance, and Teams in Organizations. The book still contains 13 chapters (suitable for semester or quarter-length courses). Rewarding Teamwork is now an appendix. And Virtual Teams and Multicultural Teams are each separate chapters.
2. **Internal structure of chapters:** Most of the chapters have new subheads that reflect new theories, research, and topics.
3. **New, updated research:** True to the book's defining characteristic—providing managers with the most up-to-date research in a digestible fashion—I have included the latest research about teamwork and group behavior, thus keeping the book true to its strong research focus and theory-driven approach.
4. **Surveys of managers and executives:** The updated research also reports on the survey of executives that we have conducted at Kellogg for the past 17 years. The survey in the first edition reported the responses of 149 managers and executives; the sixth edition has a database of more than 1,200 team managers.
5. **New research studies:** More than 220 new research studies have been cited.
6. **More case studies:** I have included more examples and illustrations of effective (as well as ineffective) teamwork. More than 160 new case studies and examples of actual company teams have been added. And, each chapter has a new, updated opening example.
7. **Illustrations and examples:** Many of the concepts and techniques in the chapters are supplemented with illustrations and examples from real teams, both contemporary and historical. I do not use these examples to prove a theory; rather, I use them to illustrate how many of the concepts in the book are borne out in real-world situations.

**New exercises, cases, and supplemental material:** The supplemental material and teaching support materials have been greatly improved so as to complement the text. This allows students to have a more integrated experience inside and outside of the classroom. The book strongly advocates experientially based teaching, and the instructor now has even more options for making the concepts come alive in the classroom. All of the supplements are available on Pearson's Instructor's Resource Center; instructors should contact a Pearson sales representative to be assigned a user name and password. I have also developed a MOOC (massive online open course) that anybody, anywhere in the world can enroll in for no charge: *High Performance Collaboration: Leadership, Teamwork, and Negotiation* (on coursera). In addition, I have developed Teamwork

101, which contains four 15-minute videos about teamwork, accessible by: [http://www.kellogg.northwestern.edu/news\\_articles/2014/12202014-teamwork-101.aspx](http://www.kellogg.northwestern.edu/news_articles/2014/12202014-teamwork-101.aspx), or simply Google “teamwork 101 Kellogg.”

The revision was sparked not only by advances—as well as calamities—in the corporate world, but even more, by the great scientific research about teamwork that my colleagues have relentlessly contributed to the field of management science in the years since the first edition was published.

One of the reasons why I love this field is that there are so many wonderful people with whom to collaborate. The following people have had a major impact on my thinking and have brought joy and meaning to the word collaboration: Cameron Anderson, Linda Babcock, Max Bazerman, Terry Boles, Jeanne Brett, Susan Brodt, John Carroll, Hoon-Seok Choi, Taya Cohen, Jennifer Crocker, Susan Crotty, Jeanne Egmon, Hal Ersner-Hershfield, Gary Allen Fine, Craig Fox, Adam Galinsky, Wendi Gardner, Dedre Gentner, Robert Gibbons, Kevin Gibson, James Gillespie, Rich Gonzalez, Deborah Gruenfeld, Brian Gunia, Erika Hall, Reid Hastie, Andy Hoffman, Elizabeth Seeley Howard, Molly Kern, Peter Kim, Shirli Kopelman, Rod Kramer, Laura Kray, Terri Kurtzburg, Sujin Lee, Geoffrey Leonardelli, John Levine, Allan Lind, George Loewenstein, Jeff Loewenstein, Bob Lount, Denise Lewin Loyd, Brian Lucas, Beta Mannix, Kathleen McGinn, Vicki Medvec, Tanya Menon, Dave Messick, Terry Mitchell, Don Moore, Michael Morris, Keith Murnighan, Janice Nadler, Maggie Neale, Erika Petersen, Kathy Phillips, Jason Pierce, Robin Pinkley, Jo-Ellen Pozner, Mark Rittenberg, Ashleigh Rosette, Ken Savitsky, David Schonthal, Vanessa Seiden, Catherine Shea, Marwan Sinaceur, Ned Smith, Harris Sondak, Tom Tyler, Leaf Van Boven, Kimberly Wade-Benzoni, Cindy Wang, Juinwen Wang, Laurie Weingart, Judith White, and Elizabeth Ruth Wilson.

The revision of this book would not have been possible without the dedication, organization, and creativity of Ellen Hampton, Larissa Tripp, and Joel Erickson, who created the layout, organized the information, edited the hundreds of drafts, mastered the figures, organized the permissions for the exhibits in each chapter, and researched many of the case studies for this book.

In the book, I talk quite a bit about the “power of the situation” and how strongly the environment shapes behavior. The Kellogg School of Management is one of the most supportive, dynamic environments that I have ever had the pleasure to be a part of. My colleagues across the Kellogg School are uniquely warm, constructive, and generous. Directing the KTAG (Kellogg Team and Group) Center has been a pleasure beyond compare. I am very grateful for the generous grants I have received through the years from the National Science Foundation’s Decision, Risk and Management Program, the Kellogg Team and Group Center, and its sister, the Dispute Resolution Research Center.

This book is very much a team effort of the people I have mentioned here; their talents are diverse, broad, and extraordinarily impressive. I am deeply indebted to my colleagues and students, and I am grateful that they have touched my life. I would like to thank Paul Capobianco for the photograph of the University of Wisconsin Men’s Heavy Weight Varsity rowing team: Cox: Brandt Roen, 8: Sam Weeks, 7: Sebastian Amberger, 6: James Lueken, 5: Christoph Bub, 4: Jonah van der Weide, 3: George Perrett, 2: Nick Montalvo, Bow: Jacob Hurlbutt.