

Contents

Foreword	vii
Edgar H. Schein	
Introduction	ix
The Authors	xvii

Part One:

The Four Cs of Team Development

1	The Search for the High-Performing Team	3
2	Context: Laying the Foundation for Team Success	13
3	Composition: Getting the Right People on the Bus	29
4	Competencies: Developing Team Skills for High Performance	47
5	Change: Devising More Effective Ways of Working Together	75
6	Bringing the Four Cs Together: Designing a Team-Building Program	91

Part Two:

Solving Specific Problems Through Team Building

7	Managing Conflict in the Team	117
8	Overcoming Unhealthy Agreement	141
9	Reducing Conflict Between Teams	153

**Part Three:
Team Building in Different Kinds of Teams**

10	Managing the Temporary Team	167
11	High-Performing Virtual Teams	179
12	Managing Interorganizational (Alliance) Teams	197

**Part Four:
The Challenge of Team Building for the Future**

13	Challenges for Building Effective Teams	217
	Notes	225
	Index	233