

iTeam

"Imagine that your task is to form a Little League baseball team . . . With more than a touch of irony, you name your start-up team the Cellar Dwellers, and set out to find a team manager. The best candidate is a go-get-'em father who wants his kids to play baseball (even though they do not appear to be in the least bit enthusiastic), and so you appoint him team manager. Without conducting tryouts, your new team manager puts his kids and his friends' kids on the team, encouraging each father to lobby for the position he wants his kid to play. 'Strategic planning' consists of discussing how much time each kid will play the position his or her dad has chosen. . . .

"Now imagine how the League-Leader Yankees approach team activities at the start of each season. First, they recruit a manager with baseball-coaching experience who has proven he can win. The manager organizes a camp to test players for each position, and then recruits the best players to join his team. Players practice their positions and improve their skills. The manager develops a game plan and motivates individuals to play their position to the best of their ability. The manager states first that he is 100-percent responsible for game outcome, whether the team wins or loses, and second, that the team members are responsible for playing their position as instructed. It should be no surprise that the League-Leader Yankees win the championship once again.

" . . . selecting the best people, planning strategically, practicing skill sets, and giving individuals responsibility for 'playing their position' can help sports teams to succeed . . . Getting all components to work is not simple, however, generally because business-team members erroneously believe 'there is no 'I' in team.'

—from Chapter 1

About the Author



William E. Perry's early association with quality-pioneer W. Edwards Deming and his work with teams convince him that top-down management is counterproductive to success. He founded and manages two successful businesses: Quality Assurance Institute and Internal Control Institute. Bill is author or coauthor of more than fifty books on quality assurance in information systems, including *Surviving the Top-Ten Challenges of Software Testing* (Dorset House Publishing, 1997).

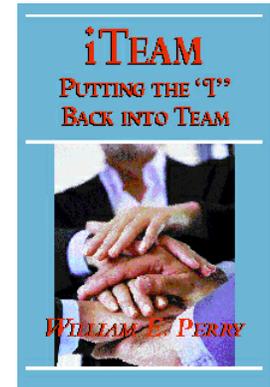
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iTeam

Putting the "I" Back into Team

by William E. Perry



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Who Says There Is No 'I' in Team?

The premise of *iTeam: Putting the "I" Back into Team* is that teams in many business organizations are ineffective. Perhaps the best evidence of a flawed team theory is signs posted throughout many business organizations that state, "There is no 'I' in 'team.'" If there is no 'I' in 'team,' what are individuals supposed to do during team meetings? Does each team member have a role? Will each team member receive recognition and reward for their work? Are individuals unique, or just part of a groupthink process?

From his own team participation experience and interviews with hundreds of individuals who have spent hundreds of thousands of hours in teams Perry diagnoses the attributes of great teamwork. This book contains fifty building blocks called best team practices anyone

can use to build great teams in an organization.

"Most of us have a love-hate relationship with teams. We love sports teams, for example—Yea! Go Team!—but few of us genuinely enjoy having to participate in team activities at work. Although I have had the best of times as a team member, accomplishing much more than the sum of each person's input, I've also had the worst of times as a team member, when a poor group dynamic actually diminished team-member contributions.

"I have concluded, after thousands of hours sitting through team meetings, that there are very, very few great teams. I am convinced, however, that great teams can and do exist, and that it is possible to transform a good team into a great team.

—from Chapter 1

Read more about this book at
www.dorsethouse.com/books/iteam.html