

# Readers' Corner

by Michèle Auger, Fred Longley and Edward Popoff  
Departmental Library



## Workplace Teams—Current Trends

Edwards, Abigail and John R. Wilson  
*Implementing Virtual Teams: a Guide to Organizational and Human Factors*  
Aldershot, Hants, England; Burlington, VT: Gower Publishing, 2004  
HD66 E38

Virtual teams are groups of people working across space, time, and organizational boundaries, linked by electronic communication technology, and committed to the achievement of a common purpose. This book offers practical guidance in developing virtual teams, concentrating on organizational and human factors issues. Case studies illustrate how virtual teams work and provide examples of best and worst practices. The book includes a set of specific guidelines based on the concepts and strategies that must be considered when establishing a virtual team.

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Keen, Thomas R.  
*Creating Effective & Successful Teams*  
West Lafayette, IN: Ichor Business Books, an imprint of Purdue University Press, 2003  
HD66 K43

This short primer instructs the manager in the profit or non-profit organization concerning all aspects of organizing, directing, and maintaining successful work teams. The practical advice can be used to improve existing teams and provides a framework for developing a team-oriented organizational environment in organizations that do not use teams. The wide range of topics addressed include developing a team infrastructure, identifying tasks, matching the mission with the appropriate kind of team, matching the right people to the right team, resolving team issues, and monitoring team success. "Practical Tips" highlight the content of each chapter.

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Thompson, Leigh L.  
*Making the Team: a Guide for Managers*, 2nd ed.  
Upper Saddle River, NJ: Pearson Prentice Hall, 2004  
HD66 T43 2004

Based on the latest research in team work and group behaviour, this book is organized around the three primary tasks of the team manager: team performance analysis and development; managing internal team dynamics (diversity, conflict, and creativity); and optimize the functioning of the team within the larger organization. The author emphasizes the importance of continuous learning to maintain and improve the skills needed to develop and improve effective teams. Many of the concepts and techniques discussed are illustrated by case studies.

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*Virtual and Collaborative Teams: Process, Technologies and Practice*  
Edited by Susan H. Godar and Sharmila Pixy Ferris  
Hershey, PA: Idea Group Pub., 2004  
HD66 V58

This book explores the functioning of virtual teams, highlights some of the challenges they encounter and offers research-based recommendations to maximize their effectiveness.

Section I discusses issues around the composition of virtual teams. Section II addresses virtual team leadership issues. Section III deals with communication in virtual teams. Section IV discusses ways to increase team effectiveness.

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West, Michael A. and Lynn Markiewicz  
*Building Team-based Working: a Practical Guide to Organizational Transformation*  
Malden, MA: BPS Blackwell, 2004  
HD66 W47

The context of this book is the development of organizations structured around teams. The authors describe the six main stages of developing team-based working in an organization: deciding on team-based working; developing support systems; team leader and team member selection; developing effective teams; reviewing and sustaining team effectiveness; and organization-level assessment. Particular attention is given to the psychological and social processes which aid or hinder effective teamwork.

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May 13, 2005