



Guiding the Journey to Collaborative Work Systems: A Strategic Design Workbook

By Michael M. Beyerlein, Cheryl Harris

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Guiding the Journey to Collaborative Work Systems is a hands-on, practical guide for dealing with the challenges of designing and implementing collaboration in the workplace. People working in groups and teams, team-based organizations and networked organizations, and value chains and strategic alliances understand that effective collaboration is mandatory for success in today's business environment. Change leaders—such as organization development managers, steering committee members, design team members, line managers, and others—will find this workbook an invaluable source of help, as it provides a step-by-step planning process to transform an organization to better support collaboration. Teams and groups can use the workbook to improve their collaborative processes, and elements of the workbook can be applied to a wide variety of situations where collaboration is needed.

The workbook covers a broad range of topics necessary for successful change, including generating and maintaining support for the initiative, launching a thoroughly planned change program, and effectively communicating the plan to the rest of the organization. Filled with assessments, tools, and activities, and based on interviews conducted with twenty-one experts and hundreds of team members, *Guiding the Journey to Collaborative Work Systems* offers the support needed to design in-depth plans for changing work systems to facilitate collaborative excellence.

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Editorial Review

Review

"There are few business books that can bridge the chasm between academic rigor and real-life application, but this is one of them. It is both practical and thorough, and it discusses some of the most pertinent topics associated with teams today. I strongly recommend this book. Let me rephrase that. If you don't read this book, you and your company will be at a serious competitive disadvantage."

—Kimbball Fisher, author, *Leading Self-Directed Work Teams*, and coauthor, *The Distance Manager*

"Use of this workbook will serve as a catalyst to dramatically enhance then impact of a steering team by creating a common vision, shared understanding, and a step-by-step approach to the change process."

—Maria W. Taylor, director, learning solutions and development, Raytheon Learning Institutes

"Collaborative work systems are occurring informally in your business every day. You should organize them to create a more effective result aimed at improving your bottom line. This workbook contains the tools for you to lead this effort."

—Kyle Ramsey, business unit manager, Intel Corporation

From the Back Cover

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About the Author

Michael M. Beyerlein is director of the Center for the Study of Work Teams and professor of industrial/organizational psychology at the University of North Texas. He is author or editor of numerous articles and books, including *Beyond Teams* and *The Collaborative Work Systems Fieldbook* (both from Pfeiffer). **Cheryl L. Harris** is a consultant and researcher, affiliated with the Center for the Study of Work Teams. She facilitates organizations in their change efforts to better support collaboration, is author of several book chapters, and has developed a Web-based assessment tool for collaborative work systems.

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George Nygaard:

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