Why Should We Use Teams as Our Basic Structure?

“Empowered teams are such a powerful force of integration and productivity that they form the basic building block of any intelligent organization.” (Pinchot & Pinchot, 1993, p. 66)

“We are at a point in time where teams are recognized as a critical component of every enterprise—the predominant unit for decision making and getting things done. . . . Working in teams is the norm in a learning organization.” (Senge et al. 1994, pp. 354–355)

“Leaders of the future will have to master the art of forming teams. . . . Future leaders will have to master teamwork . . . and work with and through others because no one person can possibly master all the divergent sources of information necessary to make good decisions.” (Ulrich, 1996, p. 213)

Teams “bring together complementary skills and experience that . . . exceed those of any individual on the team.” Teams are more effective in problem solving, “provide a unique social dimension that enhances . . . work,” motivate, and foster peer pressure and internal accountability (Katzenbach & Smith, 1993, p. 18).

The best way to achieve challenging goals is through teamwork: “Teams nurture, support and inspire each other” (Tichy, 1997, p. 180).

“We have known for nearly a quarter of a century that self-managed teams are far more productive than any other form of organizing. . . . by joining with others we can accomplish something important that we could not accomplish alone.” (Wheatley, 1999, pp. 152–153)

“A team can make better decisions, solve more complex problems, and do more to enhance creativity and build skills than individuals working alone . . . They have become the vehicle for moving organizations into the future. . . . Teams are not just nice to have. They are hard-core units of the production.” (Blanchard, 2007, p. 17)

“Influencers increase the capacity of others by asking them to work in teams with interdependent relationships. . . . We increase capacity when we work together rather than in isolation.” (Patterson et al., 2008, p. 183)