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INVESTOR IN PEOPLE

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Teams are back! Bos-Nehles, Bondarouk, Meijerink, and Renkema have drawn together a wealth of previous literature to review and new empirical data to remind scholars and practitioners of the potential benefits (and pitfalls) of teams, particularly self-managing work teams, within organisations. This book is a timely contribution to scholarship while practitioners can gain a wealth of useful knowledge throughout the seven key sections of this book. The work is well-written, accessible, and covers an inordinate amount of ground as the authors step the reader through decades of history and research, provide an insightful case study of a health-care organisation, and then tightly link the human resource management activities, and line manager roles in organisations that adopt self-managing teams. This book is an essential guide to practitioners and scholars both looking to understand teams as they continue to evolve two decades in to the twenty-first century.

Dr Keith Townsend | Associate Professor,
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In the seminal work of Rosabeth Moss Kanter, who was one of the pioneers in structural empowerment research, she defines power as the ability to mobilise resources to get things done. Power is on when individuals have access to lines of information, support, resources, and opportunities to learn and to grow. Otherwise, power is off and effective work is impossible. The meaning of power is thus based on positive sum ideology and is closer to mastery than to domination or control over others. These lines of power are sources of structural empowerment within an organisation as a multilevel-system influence an individual's access to power and opportunity – that is, their ability to access and mobilize the resources to work effectively. To create and maintain such empowerment system is hard, yet necessary. This book brilliantly approaches empowerment and self-management from different organisational aspects giving a good account of the complexity of the phenomenon.

Sut I Wong, Professor of Communication and Leadership,
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Contents

List of Figures	xi
List of Tables	xiii
About the Authors	xv
Introduction	1
1. The Concept of Self-managing Teams: History and Taxonomy	13
2. Literature Review of Successful Self-managing Teams	29
3. Healthcare Teams in Long-term and Elderly Care at Livio: A Case Study	53
4. The Relevance of Line Managers in Self-managing Teams	65
5. Governance Mechanisms and HRM Activities in Self-managing Teams	101
6. The Role of Organisational Support and HRM Function in Self-managing Teams	147
7. Discussion and Future Outlook	179
Appendices	197
Index	261

List of Figures

Introduction		
Figure 1	Scopus Analysis of the Publications about Self-managing Teams.	3
Figure 2	Interconnections of Terms Related to the Research into Self-managing Teams.	5
Chapter 2		
Figure 1	Framework for Successful Self-managing Teams.	40
Chapter 3		
Figure 1	Organisation Structure of Livio.	54
Chapter 4		
Figure 1	Line Management Roles, Behaviours and Leadership Styles during the Self-managing Team Implementation Process. . . .	90
Chapter 5		
Figure 1	The Hiring Process in Self-managing Teams.. . . .	108
Figure 2	The Process of Planning by Self-managing Teams.. . . .	118
Figure 3	Model of HRM Governance in Organisations with Self-managing Teams.	139
Chapter 7		
Figure 1	Four Approaches to the Introduction of SMTs.	184
Figure 2	The Team Maturity Model.	188

List of Tables

Chapter 1

Table 1 Taxonomy of Work Group Autonomy. 22

Chapter 3

Table 1 History of Livio's Choice to Introduce Self-managing Teams. . . . 62Table 2 Overview of Interviewees at Livio. 63

Chapter 4

Table 1 Two-phase Devolution of People Management Responsibilities and Authorities. 76Table 2 Summary of Line Management Roles, Behaviours and Leadership Style. 93

Chapter 5

Table 1 Overview of Formal and Informal Governance Mechanisms. . . . 122Table 2 Formal and Informal Governance Mechanisms at Livio. 138

Chapter 6

Table 1 Examples of Specialised Competences for HRM-as-a-service. . . . 162

Chapter 7

Table 1 The Context of the Organisation. 186

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