

**Leading Teams: Setting the Stage for Great Performances**, by J. Richard Hackman. Boston, MA: Harvard Business School Press, 2002. 312 p. \$29.95 (hardcover). ISBN 1-57851-332-2.

A number of academic libraries, like other organizations, recognize the advantages of placing staff in teams and giving the highest priority to their successful performance. Hackman, the Cahners-Rabb Professor of Social and Organizational Psychology at Harvard University, argues that "It is not a leader's management style that determines how well a team performs, but how well a leader designs and supports a team so that members can manage *themselves*" (dust jacket). He notes that the effectiveness of a team increases when a team

- Is a real team rather than in name only;
- Has a compelling direction for its work;
- Has an enabling structure that facilitates rather than impedes teamwork
- Operates within a supportive organizational context; and
- Has ample expert coaching in teamwork.

Part II, which is arranged in five chapters, discusses five conditions necessary to produce effective teams. Part I, which presents "The Challenges," provides the necessary context for the discussion of team effectiveness. It also emphasizes that "Leadership is provided by anyone who helps create and maintain the performance-enhancing conditions, regardless of whether that person happens to hold a formal leadership role. Nor is there any one right way for leaders to behave" (p. 33). Clearly, different leadership styles are appropriate at different times.

The two chapters comprising Part II present "Imperatives for Leaders" and "Thinking Differently about Teams." These chapters "discuss the opportunities that the . . . [previous chapters provide] for some new ways of thinking about team leadership and organizational change processes" (p. xi). The discussion offers insights for organizations about what they can do to ensure that effective leadership emerges. Those insights apply to the structure of teams, what type of support is necessary, and how to guide teams. Today's managers (and those of tomorrow) must be leaders as well as managers.

The audience for the book include "practitioners who want to help the teams they lead, or on which they serve, perform as well as possible;" "scholars who conduct research on team behavior and performance who seek fresh ways of thinking about the factors that most powerfully shape team effectiveness;" "consultants who may find it useful to inspect and analyze teams through a somewhat unconventional lens;" and "general readers who are curious about why it is that some teams sail into orbit while others either struggle unpleasantly to an unsatisfactory outcome or crash and burn shortly after launch" (pp. ix-x). Although libraries and librarians are not specifically addressed, librarians fit nicely within the intended audience, and can gain relevant insights from the general discussion. An 18-page bibliography concludes the work, and it offers a nice distillation of the scholarship and research related to team leadership.

Highly recommended for anyone interested in the concept and application of work teams—Peter Hernon, Professor, Graduate School of Library and Information Science, Simmons College, 300 The Fenway, Boston, MA 02115-5898 <peter.hernon@simmons.edu>.