

Cover art: © Thinkstock (RF)

Cover design: Adrian Morgan

Copyright © 2013 by John Wiley & Sons, Inc. All rights reserved.

Published by Jossey-Bass

A Wiley Imprint

One Montgomery Street, Suite 1200, San Francisco, CA 94104-4594—[www.josseybass.com](http://www.josseybass.com)

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400, fax 978-646-8600, or on the Web at [www.copyright.com](http://www.copyright.com). Requests to the publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, 201-748-6011, fax 201-748-6008, or online at [www.wiley.com/go/permissions](http://www.wiley.com/go/permissions).

**Limit of Liability/Disclaimer of Warranty:** While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages. Readers should be aware that Internet Web sites offered as citations and/or sources for further information may have changed or disappeared between the time this was written and when it is read.

Jossey-Bass books and products are available through most bookstores. To contact Jossey-Bass directly call our Customer Care Department within the U.S. at 800-956-7739, outside the U.S. at 317-572-3986, or fax 317-572-4002.

Wiley publishes in a variety of print and electronic formats and by print-on-demand. Some material included with standard print versions of this book may not be included in e-books or in print-on-demand. If this book refers to media such as a CD or DVD that is not included in the version you purchased, you may download this material at <http://booksupport.wiley.com>. For more information about Wiley products, visit [www.wiley.com](http://www.wiley.com).

#### **Library of Congress Cataloging-in-Publication Data**

Dyer, W. Gibb, 1954—

Team building : proven strategies for improving team performance / W. Gibb Dyer Jr., Jeffrey H. Dyer, William G. Dyer. — 5th ed.

p. cm. — (The Jossey-Bass business & management series)

William G. Dyer appeared as the first named author on the earlier ed.

Includes bibliographical references and index.

ISBN 978-1-118-10513-9 (pbk.)

ISBN 978-1-118-41878-9 (ebk.)

ISBN 978-1-118-41614-3 (ebk.)

ISBN 978-1-118-43366-9 (ebk.)

1. Teams in the workplace. 2. Organizational change. I. Dyer, Jeffrey H.

II. Dyer, William G. III. Title.

HD66.D94 2013

658.4'022—dc23

2012038248

Printed in the United States of America

FIFTH EDITION

PB Printing 10 9 8 7 6 5 4 3 2 1