

Building High Performance Teams

Student Workbook



Organizations Today

There are signs that both the nature of organizations and the self-concept of the individuals who make them up are changing in fundamental ways. Some basic shifts are underway. For example, organizations are evolving from pyramid to fishnet structures, as hierarchies collapse and partnerships and mergers become the order of the day.

Are there examples you can share about flattened organizations?

What are the advantages?

What are the disadvantages?

Often we see employees looking to themselves and networks of co-workers, rather than the corporation, for their health benefits and their career planning.

Can you think of any examples from your own experience?

Within organizations, individuals are less apt to work in big structures and more likely to participate in business teams and ad hoc alliances.

Can you think of some examples of business teams or ad hoc alliances within your own organization?

An orientation toward continual learning has replaced one-time training for most employees. Learning must be lifelong for everyone.

From your reading, and your analysis of your own organization, can you identify some of these shifts that are happening? If so, what impact is this having on your organization? On you?

Can you see other shifts within your organization?
