



# When Teams Work Best: 6,000 Team Members and Leaders Tell What it Takes to Succeed

*Frank M. J. LaFasto, Carl Larson*

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**What makes some teams achieve extraordinary outcomes, while other fall disappointingly short of the mark?**

Frank LaFasto and Carl Larson have systematically explored that question for more than 20 years. In 1989, they published the best-selling book *TeamWork; What Must Go Right/What Can Go Wrong*, which reported the results of an in-depth study of some of the most successful teams in recent history and identified the eight characteristics of high performance teams.

**When Teams Work Best** advances this groundbreaking research by probing more deeply inside the workings of hundred of teams—some effective and some faltering. For over a decade, the authors collected and analyzed responses from more than 6,000 team members and leaders across a variety of industries, in both public and private sectors, to find out exactly what conditions help or hinder teams in achieving their goals. The voices of these team members—often eloquent, always enlightening—are heard through the quotations that appear throughout the book.

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