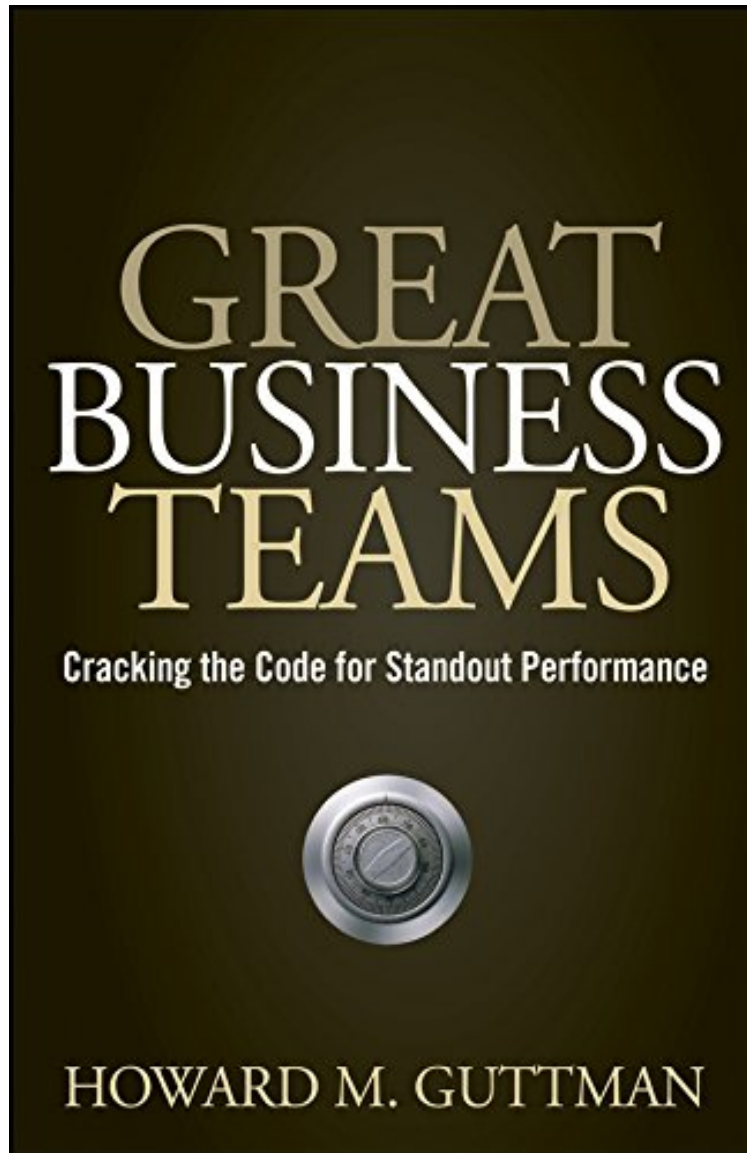


(Download pdf ebook) Great Business Teams: Cracking the Code for Standout Performance

# Great Business Teams: Cracking the Code for Standout Performance

*Howard M. Guttman*

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**Howard M. Guttman : Great Business Teams: Cracking the Code for Standout Performance** before purchasing it in order to gage whether or not it would be worth my time, and all praised Great Business Teams: Cracking the Code for Standout Performance:

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people found the following review helpful. Worth ReadingBy Samuel AlbrechtThis is worth a read for those interested in team performance and management. The author uses the case study method of getting his main points across, which I found useful from a practical standpoint, yet distracting as I couldn't really relate to the specific case situations. Overall some good tips that I can use on a daily basis.2 of 3 people found the following review helpful. Great Business Teams is a great read!By Rebecca ClementBooks have been written about breaking virtually every code imaginable from The Bible Code to The DaVinci Code. However, none of those books hold the promise of helping your organization crack the code to breakout performance - but Howard Guttman's Great Business Teams does! Guttman's premise is that great organizations are comprised of great teams, and regardless of the size or type of the organization, each of those teams operate via a code. The code is the key to maximize performance. Guttman identifies that code as the "horizontal organization" or a cultural construct that helps streamline decisions; champions collaboration; values individual accountability and teamwork; fosters speedy conflict resolution and rewards results. Make no mistake, this book is not a theoretical exercise written by some stuffy academician. The author distills his decades of experience as a business consultant into digestible, real-world examples of the horizontal model already in action across several of the world's most successful companies. He also explains what it takes to get there. While cracking Guttman's code may not be a panacea for every competitive need a company may have, it can help an organization deliver exceptional performance within a fierce marketplace, which is why Soundview highly recommends this book.

Understand and decode the inner workings of great business teams with the more than 30 in-depth examples in Great Business Teams: Cracking the Code for Standout Performance. Author Howard Guttman examines and dissects teams at top-management, business-unit, and functional levels and isolates five key factors that drive team performance to offer you insight into the ways these teams achieve success. Using this book, go directly to the marketplace to scrutinize teams in a variety of industries, evaluating the challenges they face and the methods they choose to manage these challenges.

From the Inside FlapWhat makes great business teams stand apart? Some senior executive teams are undaunted by even the toughest business challenges, overcoming them and even using them as opportunities to transform the way their organization operates and performs. In Great Business Teams, renowned business consultant Howard M. Guttman takes you inside some of the world's most successful corporations—Johnson Johnson, Novartis, Mars Incorporated, and L'Oréal, to name a few—to discover how a powerful new high-performance horizontal model has changed the way leaders lead, team members function, challenges are met, and decisions are made. He also reveals how and why the organizations that have implemented this innovative team structure have become great companies, able to ride the crosscurrents during lean times and truly soar when opportunities arise. Guttman bases his keen insights on more than twenty-five years of work with major corporations. In Great Business Teams, you will meet thirty-nine senior executives from twenty-five standout companies, whom he has interviewed in depth and whose performance he has tracked over time. This hands-on guide delivers all of the insights, techniques, and hard-won wisdom needed to create, operate, and sustain well-run and effective business teams that consistently achieve the highest levels of performance. Follow Novartis Oncology's CEO and his action teams as they successfully neutralize a competitor's new product, which had been projected to grab twenty to thirty percent of market share. Learn how newly reorganized teams in Mars Inc.'s Latin American Division moved from double-digit losses to double-digit growth in a single year. These and many other tales from the trenches show you how to: Ratchet up team performance to get stellar results year after year Become a high-performance leader and motivate others to become high-performance players Align teams to drive up performance Redefine the concept of individual and team accountability Develop the skills to make every team member a leader Improve results through the "distributive decision-making" model Create great teams throughout your organization Great teams do more than improve a company's performance; they continually raise the bar and redefine what "high performance" means. Read Great Business Teams, crack the code, and transform your organization into teams of highly motivated top performers who are ready, willing, and able to respond to any business challenge.From the Back CoverPraise for GREAT BUSINESS TEAMS "Our managing board has been working with Howard Guttman, and his impact on our organization has been remarkable. His book provides a depth of strategic insight into how best to drive up organization performance. Along the way, he explains the high-performance 'horizontal' vision, dissects its implications for leaders and their teams, and advances an important new concept of 'distributive power.' The senior team examples make this book uniquely relevant to C-suite players." —Massimo F. D'Amore, CEO, PepsiCo Americas Beverages "Several years ago, with Howard Guttman's guidance, Mars North America embarked on the journey to high performance. Today, our organization is living proof that high-performing teams are the basis of high-performing businesses. Great Business Teams provides an excellent guide to companies that would like to embark on a similar journey." —Robert J. Gamgort, President, North America, Mars Incorporated "Great Business Teams is an original and provocative approach to building high-performing teams. Howard Guttman digs deeply into the dynamics of organizational life to discover the 'code' for standout performance, which enables leaders and their teams to achieve significant results now and well into the

future." —Frances Hesselbein, founding President and Chairman of the Board of Governors, Leader to Leader Institute; Recipient, Presidential Medal of Freedom "Great Business Teams presents a compelling case for having teams work horizontally to achieve standout performance. Howard Guttman's recommendations promote a 'speak up' mentality, which ultimately leads teams to significantly increase innovation and efficiency. This book will challenge your management assumptions and change the way your leaders lead." —Vicki Rawlinson, Vice President and Global Head, Human Resources, Novartis Oncology "Howard Guttman's book puts into context what it means to actually develop high-performing teams. This is much more than an academic exercise; it gives you practical ways to get started, at all levels of management, today. It is the key process I use for developing leaders and generating high performance within my organization." —Michael E. Sneed, Company Group Chairman, Johnson Johnson Vision Care, Inc.

About the Author Howard M. Guttman is Principal of Guttman Development Strategies, Inc. (GDS), a Mount Arlington, New Jersey-based management consulting firm specializing in building high-performance teams, executive coaching, strategic and operational alignment, and project implementation. His articles and commentary have appeared in many publications, including Chief Executive, Financial Times, Harvard Management Update, USA Today, U.S. News World Report, and the Washington Post. He is also the author of *When Goliaths Clash: Managing Executive Conflict to Build a More Dynamic Organization*. GDS has been selected as one of the twenty best U.S. consulting firms in leadership development by Leadership Excellence magazine. For further information, visit [www.guttmandev.com](http://www.guttmandev.com).