



The Wisdom of Teams: Creating the High-Performance Organization

By Jon R. Katzenbach, Douglas K. Smith

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The Wisdom of Teams: Creating the High-Performance Organization By
Jon R. Katzenbach, Douglas K. Smith

The definitive classic on high-performance teams

The Wisdom of Teams is the definitive work on how to create high-performance teams in any organization. Having sold nearly a half million copies and been translated into more than fifteen languages, the authors' clarion call that teams should be the basic unit of organization for most businesses has permanently shaped the way companies reach the highest levels of performance.

Using engaging case studies and testimonials from both successful and failed teams—ranging from *Fortune* 500 companies to the U.S. Army to high school sports—the authors explain the dynamics of teams both in great detail and with a broad view. Their conclusions and prescriptions span the familiar to the counterintuitive:

- Commitment to performance goals and common purpose is more important to team success than team building.
- Opportunities for teams exist in all parts of the organization.
- Real teams are the most successful spearheads of change at all levels.
- Working in teams naturally integrates performance and learning.
- Team “endings” can be as important to manage as team “beginnings.”

Wisdom lies in recognizing a team's unique potential to deliver results and in understanding its many benefits—development of individual members, team accomplishments, and stronger companywide performance. Katzenbach and Smith's comprehensive classic is the essential guide to unlocking the potential of teams in your organization.

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Editorial Review

From Publishers Weekly

The importance of teams has become a cliché of modern business theory, but few have a clear idea of what it means. In this new edition of their best-selling primer, Katzenbach and Smith try to impart some analytical rigor to the concept. Drawing on their experience as management consultants and a plethora of case studies at companies like Burlington Northern and Motorola, they cover such topics as the optimal size of teams, coping with turnover in team personnel and nurturing "extraordinary teams" rather than "pseudo-teams." Reacting against the touchy-feely interpersonal bent of discourse on teams, they emphasize hard-nosed principles of "performance, focus, and discipline," over the softer concerns of "communication, openness and 'chemistry.'" Teams, they argue, gel and achieve not by developing "togetherness," but by tackling and surmounting specific "outcome-based" challenges ("eliminate all late deliveries...within 90 days" rather than the vaguer "develop a plan for improving customer satisfaction."). Some of the authors' recommendations are reasonably precise and practical, but too many are nebulous truisms ("keep the purpose, goals, and approach relevant and meaningful") or weighed down by turgid consultant-ese ("integrating the performance goals of formal, structural units as well as special ad hoc group efforts becomes a significant process design challenge"). The case studies are better written, but it's not clear that these inspiring anecdotes of team triumph add up to a systematic doctrine. The book leaves the impression that teams ultimately just have to learn by doing.

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From Library Journal

The authors, who are both consultants, conducted extensive interviews with companies to discover how successful teams are created and sustained. The result is not a research report but a collection of minicase histories and commentary. Some of the findings: Teams respond to performance challenges and not to managers' exhortations for more "teamwork." Organizations committed to high-performance standards and willing to modify individual accountability requirements experience the greatest success with teams. Successful team leaders are not necessarily those with remarkable leadership qualities. Instead, they "simply need to believe in their purpose and their people." Team leaders do real work, remove obstacles, and build trust and confidence. Recommended for larger public libraries and special business collections.

- *Andrea C. Dragon, Coll. of St. Elizabeth, Convent Station, N.J.*

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Review

PRAISE for *The Wisdom of Teams*:

"A thoughtful and well-written book filled with fascinating examples . . . You will be hard-pressed to find a better guide to the essential building block of the organization of the future." — **BusinessWeek**

"An unusually thorough study of teams . . . As well as challenging much conventional wisdom about teams, the book is full of advice about how to organize proper—and properly effective—teams." — **Financial Times**

"*The Wisdom of Teams* captures the power and vision of what great business teams can accomplish. Its stories and lessons should be read and learned." — **Senator Bill Bradley**

“Jon Katzenbach and Doug Smith have lived with high-performance teams for years. Now they share their meticulous observations with all of us in an important and timely book, brimming with useful detail.” —

Tom Peters

Users Review

From reader reviews:

Jessica Nakagawa:

The ability that you get from The Wisdom of Teams: Creating the High-Performance Organization will be the more deep you rooting the information that hide inside the words the more you get thinking about reading it. It does not mean that this book is hard to recognise but The Wisdom of Teams: Creating the High-Performance Organization giving you buzz feeling of reading. The article writer conveys their point in selected way that can be understood through anyone who read this because the author of this book is well-known enough. That book also makes your current vocabulary increase well. That makes it easy to understand then can go together with you, both in printed or e-book style are available. We propose you for having this The Wisdom of Teams: Creating the High-Performance Organization instantly.

Phil Garcia:

The particular book The Wisdom of Teams: Creating the High-Performance Organization will bring you to the new experience of reading the book. The author style to clarify the idea is very unique. In the event you try to find new book you just read, this book very ideal to you. The book The Wisdom of Teams: Creating the High-Performance Organization is much recommended to you to learn. You can also get the e-book through the official web site, so you can quicker to read the book.

Christopher Palmer:

People live in this new day of lifestyle always make an effort to and must have the spare time or they will get great deal of stress from both day to day life and work. So , when we ask do people have spare time, we will say absolutely of course. People is human not only a robot. Then we request again, what kind of activity are you experiencing when the spare time coming to you actually of course your answer may unlimited right. Then do you try this one, reading publications. It can be your alternative in spending your spare time, often the book you have read is definitely The Wisdom of Teams: Creating the High-Performance Organization.

Julia Barr:

The Wisdom of Teams: Creating the High-Performance Organization can be one of your beginner books that are good idea. We all recommend that straight away because this book has good vocabulary that will increase your knowledge in vocabulary, easy to understand, bit entertaining but nevertheless delivering the information. The article author giving his/her effort to set every word into pleasure arrangement in writing The Wisdom of Teams: Creating the High-Performance Organization although doesn't forget the main level, giving the reader the hottest as well as based confirm resource info that maybe you can be certainly one of it. This great information can easily drawn you into completely new stage of crucial pondering.

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