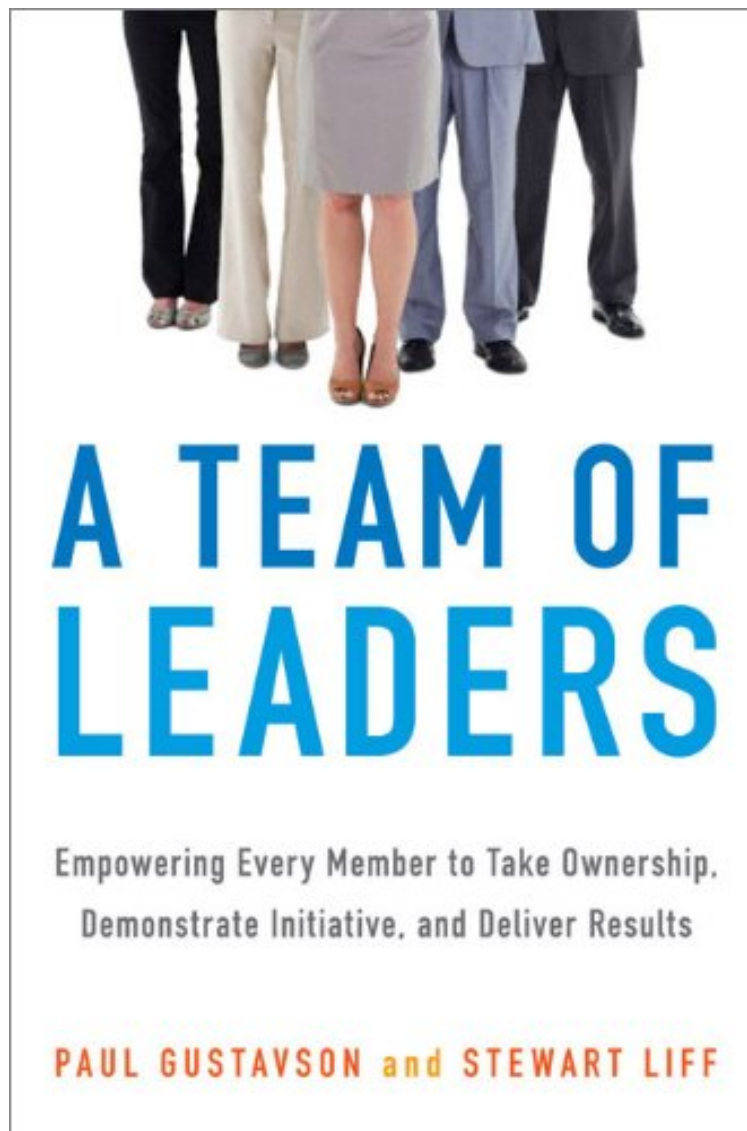


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A Team of Leaders: Empowering Every Member to Take Ownership, Demonstrate Initiative, and Deliver Results

Paul Gustavson, Stewart Liff

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Paul Gustavson, Stewart Liff : A Team of Leaders: Empowering Every Member to Take Ownership, Demonstrate Initiative, and Deliver Results before purchasing it in order to gauge whether or not it would be worth my time, and all praised A Team of Leaders: Empowering Every Member to Take Ownership, Demonstrate Initiative, and Deliver Results:

3 of 3 people found the following review helpful. A book you won't be able to stop talking aboutBy Martha HollomanI

couldn't recommend this book more highly. As an organizational professional, I've read a lot of management books that I've never picked up again. "Team of Leaders" is a book you will want to keep on your 'ready reference' shelf, and also get an extra 'loaner' copy, because as you start understanding and applying it, you'll want to share it with everyone. Here's why:

1. It will help you create great places for people to work. I loved Paul's epilogue, where he talked about the 'why' for him in writing this book; in watching his own father's challenging work experiences, he decided that his purpose in life would be to help create great places for people to work. I love that he doesn't limit the application to corporate environments alone. He frequently cites examples from non-profits, families, churches - anyplace where people need to work together to accomplish great things. In an execution and 'do it now' focused society, leaders often blow right past talking about (let alone implementing) good design principles. Often, it's simply because they don't have the know-how or tools to make it happen. Paul and Stew demystify these principles in a very practical and motivational way.
2. It teaches you a very systematic, clear way to think about teams. I had so many light bulbs go on while reading this book about the teams I currently work with. Paul appropriately warns that you won't be able to implement it all at once, but that understanding the complete roadmap is key to knowing where to start. I immediately shared it with the leader of a non-profit I'm part of. She bought a copy and started reading it right away. The next week, we met as a team and started talking about which stage we were in (stage 2) and outlined steps about how to move to the next level. She began some very strategic shifts in how we operated. While not everyone was excited about it at first, they saw the sincerity of the leader to help them develop their own leadership abilities, and really responded to that. It was so exciting. We know it won't be easy to get to stage 5, but now our goal is clear and the tools to make it happen are available. A huge success already!
3. It is a treasure trove of tools for building excellent teams. Many books on team building that I have read are more motivational than they are practical. Here, Paul and Stew do an excellent job of describing not only the why and what, but a big chunk of the how. The beginning of the book gives vivid examples of what a stage 1, 2, 3, 4, and 5 team look like, and then discloses all the design secrets about how and why those teams are the way they are. Then it moves to how you implement processes to keep things working smoothly after the design is complete. And then, how to assess the value your team is creating and continue growing (knowledge management). Finally, the visual management chapter is truly the icing on the cake as it gives some wonderful secrets to engaging a team visually. You could pay some serious money and spend months of many people's time working with a consultant to figure out these insights (and still maybe never get there), or you could have it all in your hands, neatly packed into one handy book.

From a personal standpoint:- I can attest firsthand, as I have been privileged to have used Paul's model both as a consultant in the for-profit and non-profit world, as well as in my own family, that IT WORKS. I can't count the number of times I've quoted Paul in saying "organizations are perfectly designed to get the results they get." People always think I'm really intelligent when I say that!- My husband and I attended a seminar where Paul spoke about how to implement the principles in Team of Leaders in a family environment, and we immediately started implementing some of the insights in how our family does work around the home (ask my kids in a few months how it's working - as a mom, I'm loving it :-)- My dad read the book over Thanksgiving break when he came to visit. He is a leader in a scouting organization and was really excited to start implementing it in his scouting unit.- In particular, I have used the models and principles in the "secrets of great design" chapter about state changes time and again with various organizations, and I feel like it has enabled me to, as Paul does, help create greater places for people to work, with higher functioning teams. It's certainly not 'easy' to implement, but then great accomplishments are never easy.

2 of 2 people found the following review helpful. A Reference for Leading Teams!!

By E. Ward

As one who was blessed to start my thirty-six year career as a "Team Manager" at one of PG's new social design plants and an executive who has studied leadership and teams for that entire time period, I found "A Team of Leaders" refreshing and engaging in its insights and applicability. Paul and Stew, with their many years of experience both leading and consulting with organizations around improving bottom line performance through creating highly engaged teams, have identified six areas a Leader, Teacher, Coach or Parent can learn and apply. All six of the principles are important and powerful, but the first principle and tool they share, "Five Stage Team Development Model", has helped my managers and students visualize and understand through a simple framework where a team is on their stages of development and where it needs to target to be. Through my own experience as a leader of teams, I know that the higher each team moves up the five stage model, the higher the performance of the team and the more engaged the team members. Paul and Stew do a marvelous job of helping readers understand this critical principle. Not only do I strongly recommend "A Team of Leaders" to anyone in a leadership role - business, government, community service or family, but I also bring the book to each Management Theory course I teach and strongly recommend it to the class as the best reference on creating successful teams I have found!

Tom Ward

1 of 1 people found the following review helpful. "A Team of Leaders" is a must read for 2015!

By Toni Ann

"A Team of Leaders" is a must read for 2015! As a person who has studied leadership and been a leader of multiple teams over the last 15 years, this book has opened my eyes to how I approach leadership. I now see how I can transform my teams to high-performing, self-managed teams by following the principles outlined in the book. As I have started implementing the principles outlined in the book, I am already seeing

improvement in my team's performance and in their engagement with the work. Gustavson and Liff have written a book that is easy to read with multiple examples and visuals that reinforce how to actually implement the principles in a real world environment. The simple, yet powerful Five-Stage Team Development Model outlines how a team can move from a very traditional leader at the center of every decision (Stage 1) to a team of people who interact and behave as leaders in all they do (Stage 5). The authors expand on the principle that "teams are perfectly designed to get the results they get" throughout the book. I found this principle to be a key turning point for me and my teams to move from a Stage 1 team to a current Stage 3 team with a plan to continue to move towards a Stage 5 team. As I am implementing these principles, it is allowing my team members to work toward their full potential and be fully engaged in their work processes while allowing me to focus more time and effort on strategic work. As leaders we not only need to consider our structure of the team, but also the alignment and purpose of the work the team does to ensure that we have clarity on the value the team creates. In my experience, a high performing team flourishes in an environment where they know exactly how they contribute to the organization's purpose. "A Team of Leaders" outlines how you can do this with your team. I strongly recommend "A Team of Leaders" to anyone who manages or leads a team of individuals—business, nonprofit, government, and even family—everyone can benefit from this book!

Workplace teams are supposed to harness employees' talents to tackle challenges. But the reality often falls short... Now imagine having a team where everyone steps up and performs all of the leadership tasks. Imagine a team that is constantly sharing knowledge and pushing the envelope—one that does long term planning and produces outstanding performance. A Team of Leaders shows readers how to design systems that nurture the leadership potential of every employee—the key to creating high-performance teams. The book's proven principles and techniques include: The Five-Stage Team Development Model that maps the transition from traditional to self-directed teams Best practices in team process design A Team Value Creation Tool that allows members to appreciate the significance of what they contribute each day Visual Management And more Filled with real-world examples, this fresh approach transforms passive groups of disparate people into effective teams of leaders—workplace teams that work!

From the Inside Flap No matter how many good people you gather, most workplace teams settle into the same old rut. Once the initial enthusiasm dissipates, they become little more than order takers, satisfied with so-so results. A Team of Leaders offers a completely new way to approach the team experience and an empowering formula for improving performance. At the core of the team dilemma is a little-known truth: It's not the people who need to change but the design of the team that needs an overhaul. By improving the core design components—the systems, the processes, knowledge management, and visual management—you'll get far better results. Unmotivated teams will be transformed into energized groups of employees who take responsibility for long-term outcomes. It all starts with the Five-Stage Team Development Model, which outlines a distinct set of characteristics that teams exhibit as they move from traditional Stage 1, leader-directed teams to self-managed Stage 5 teams full of knowledgeable people who think and act like leaders. The book supplies the tools, processes, and principles for putting them on this path to reinvention. It explains how to:

- Incorporate the Team Design Model into your plans and recognize the importance of choosing the right team structure, information systems, people systems, and more
- Design integrated processes that support leadership growth, from on-boarding new members to building capabilities to managing disengagement
- Adapt a Value Creation Tool that pinpoints the contribution each team member makes each day—and highlights the urgency of everyone pulling together
- Capture and quickly disseminate the key knowledge that teams need to become effective, self-managing units
- Use visual management techniques to highlight critical organizational requirements, keep people focused on goals, improve information sharing, and more

As the authors point out: "Teams are perfectly designed to get the results that they get." Lackadaisical design brings lackluster outcomes. But rigorous design can transform a meh team into a motivated group that continually strives for outstanding performance—a team of leaders. Paul Gustavson is an organizational design consultant and the founder of Organization Planning Design, Inc. (OPD), which helps companies around the world create and sustain high-performance teams. He is the former chair of the Marriott School of Management's OB/HR Advisory Board and coauthor of *The Power of Living by Design* and *Running into the Wind*. Stewart Liff is an HR and visual management expert and the president and CEO of the consulting company Stewart Liff Associates. During his long career with the Department of Veterans Affairs, his office was selected for Vice President Al Gore's first Hammer Award for Reinventing Government because it successfully used the principles described in this book. He is the author of five books, including *Managing Government Employees* and *Managing Your Government Career*. From the Back Cover "Tremendous! A Team of Leaders is a superb guide for all those who work in teams and who aspire to perform at the very highest levels. Simultaneously filled with deep insight and practical applications, this wonderful book delivers both the why and how in producing literal 'teams of leaders' at every level. Highly recommended!"—Stephen M. R. Covey, New York Times bestselling author of *The Speed of Trust* and coauthor of *Smart Trust: The Defining Skill That Transforms Managers into Leaders*

Leadership is a team sport and teams require collective leadership. Through their insightful Five-Stage Team Development Model, Gustavson and Liff instruct and shape high performing teams and individuals. Their ideas are grounded in their deep consulting expertise and they are presented with tools and examples to make them usable to others. Any leader who recognizes the job of making others better will find this book a thoughtful and practical guide.

— Dave Ulrich, professor, Ross School of Business, University of Michigan; partner, The RBL Group; coauthor of *HR Transformation: Building Human Resources from the Outside In*

As a head coach, I can't be everywhere all the time. To be great, I need a team of leaders among my staff as well as the student athletes who will step up and lead on and off the football field. The principles, concepts, examples, and practical applications shared in this book are helping us accomplish that. I would recommend this book to anyone who is serious about helping teams grow, develop, and succeed—at home, at church, or wherever else they might find themselves.

— Bronco Mendenhall, head football coach, Brigham Young University

Gustavson and Liff lay out a practical, step-by-step approach for creating an organization that recognizes, rewards, and capitalizes on its most valuable asset—employees. Vision and determination alone are not enough to fundamentally change an organization or to thoroughly engage employees. You also need a carefully thought out plan that considers all of the elements necessary to succeed as well as an awareness of how to avoid dead ends and rabbit holes. This book shows you how to do just that. A must-read for those who undertake this most difficult—but ultimately rewarding—of journeys.

— Joe Thompson, former Undersecretary for Veterans Benefits, U.S. Department of Veterans Affairs

If you've tried the team approach but never got past the forming and storming stages this book will tell you how to do it right. Teams are designed—usually inadvertently—to get the results they get. Gustavson and Liff show you how to design teams of leaders that get the results you need.

— Bob Stone, former Chief of Reinventing Government in the Clinton administration and author of *Confessions of a Civil Servant*

Paul Gustavson and Stew Liff show how to elicit more powerful results from teams working in complex and demanding environments. It's said that attention is the currency of leadership; here is an artful approach to capture the attention of team members in order to create better value through better design, process and knowledge that applies to both public and private sectors.

— W. Scott Gould, EVP Medical Affairs, CareFirst BlueCross BlueShield; former Deputy Secretary, U.S. Department of Veterans Affairs

About the Author PAUL GUSTAVSON is a former chair of the Marriott School of Management's OB/HR Advisory Board and founder of OPD, which helps organizations around the world create and sustain high-performance teams. STEWART LIFF is a human resources and visual management expert and the author of *Managing Government Employees*.