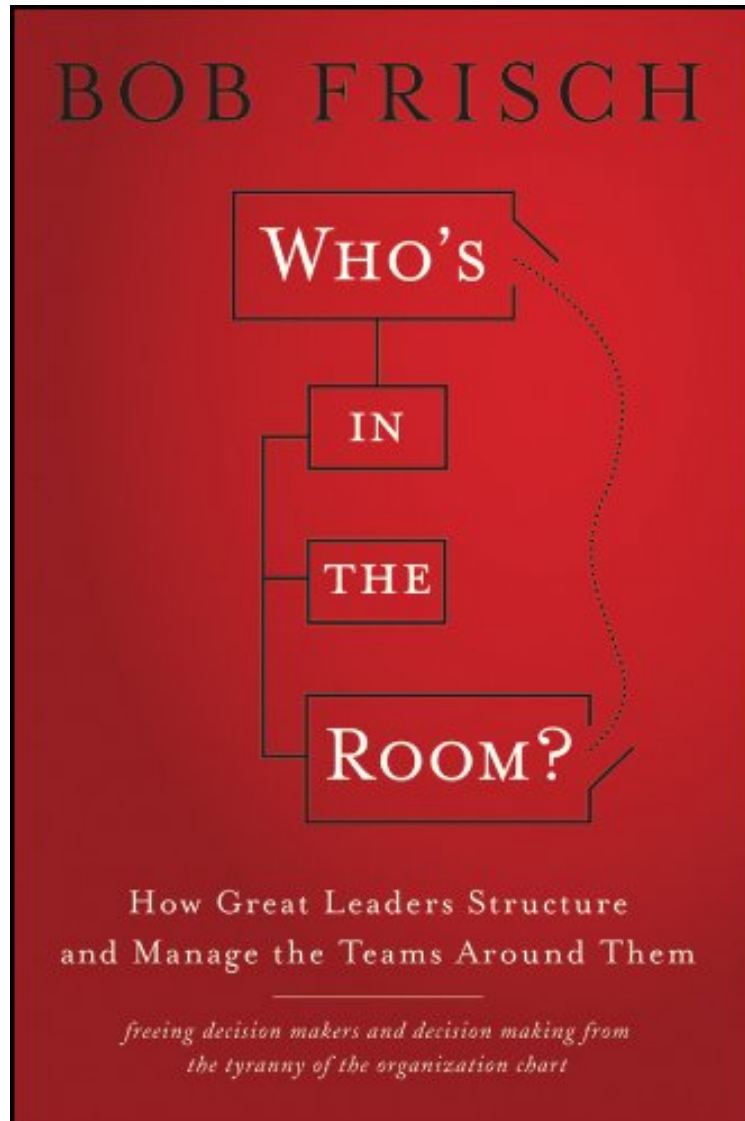


Who's in the Room?: How Great Leaders Structure and Manage the Teams Around Them

Bob Frisch

**Download PDF | ePub | DOC | audiobook | ebooks*



DOWNLOAD



READ ONLINE

#805284 in eBooks 2011-12-06 2011-12-06File Name: B006K4HRSI | File size: 75.Mb

Bob Frisch : Who's in the Room?: How Great Leaders Structure and Manage the Teams Around Them before purchasing it in order to gage whether or not it would be worth my time, and all praised Who's in the Room?: How Great Leaders Structure and Manage the Teams Around Them:

0 of 0 people found the following review helpful. Getting down to the Nuts and Bolts of Effective Decision Making at the Sr. Management Team LevelBy KdenneyBob Frisch's book provides timely guidance in how to structure and align the Senior Management Team to focus and execute on the right business priorities that drive to the desired business

outcomes. I especially appreciated the detailed, yet easy to understand approach to prioritizing initiatives. The urgency and time dimension filters of: "must do", "should do", "nice to do" against the backdrop of "now", "soon", and "later" establishes a framework that is less susceptible to bias, politics and gaming. More importantly, when the concept of clustering like initiatives is applied and then these clusters are tested in the "bull's eye exercise" against the most important business metrics that have been established, it is easy to see how this process uniformly directs the Senior Management Team's focus to those initiatives that will have the maximum impact on the business. There are so many useful and practical ideas in this book that I am sure it will be my Go To reference book as I continue to lead and participate in Senior Management, Strategic, and Project specific teams.

0 of 0 people found the following review helpful. Great and unique insights into corporate strategy and mindsets. By Jonathan Stern. Rarely does a book take its readers so thoroughly inside the minds of clients, not merely building on theory, but telling it like it is from actual experience and thoughtful execution of exactly what the author is discussing. Bob Frisch does that. His expertise and expansive wealth of experience from nearly three decades inside the C suite enables him to understand and portray what goes on, what the issues are, and how to provide and think through solutions that will benefit clients and help them make the decisions and execute in a manner that moves them forward. This book is real, and is only for those that desire to really help organizational leaders succeed and to structure strong, right-minded organizations around them. It also helps those aspiring for the C Suite, or at least to be trusted advisers to C Suites (like myself) to have greater clarity and knowledge of what really goes on there and how organizations and great companies are managed, for success or perhaps even for mediocrity.

0 of 0 people found the following review helpful. "How Things Work" for senior management. By J. Howard Holan. Bob Frisch has written a very unique, useful and groundbreaking book. In doing so he has stripped the veneer away from the C suite and exposed the actual structure, engineering and joinery of the cabinet that comprises the process, politics and power points (pun intended) of how decisions are really made - and could much more effectively be made - at the senior levels of most organizations. He has succeeded in making the machinations that seem to be intuitively apparent, but are largely looked away from or glossed over, understandable and therefore maneuverable - if not actually repairable for those of us who live with this and/or deal with it in client interactions on a daily basis. Bob's perspective and case is made with a deft and comprehensive combination of first-hand experience, research, testimonials and anecdotes. It is delivered with a voice of innate authority, poise and a notable absence of pontification. It's real, convincingly genuine and genuinely convincing. A must read.

Is your company run by a team with no name? At the top of every organization chart lies a myth—that a Senior Management Team makes a company's critical decisions. The reality is that critical decisions are typically made by the boss and a small group of confidants—a "team with no name"—outside of formal processes. Meanwhile, other members of the management team wonder why they weren't in the room or even consulted ahead of time. The dysfunction that results from this gap between myth and reality has led to years of unproductive team building exercises. The problems, Frisch shows, are ones of process and structure, not psychology. In *Who's in the Room?* Bob Frisch provides a unique perspective to this widely misunderstood issue. Flying in the face of decades of organizational psychology, he argues that the solution lies not in addressing behaviors, but in unseating the senior management team as the epicenter of decision making. Using a broad portfolio of teams—large and small, permanent and temporary, formal and informal—great leaders match each decision to the appropriate team in a fluid, flexible approach that you won't find described in management textbooks. *Who's in the Room?* is based on interviews with CEOs at organizations ranging from MasterCard to Ticketmaster to The Red Cross. Understand and embrace the way decision-making actually happens in their organizations. Use these "teams with no names" to best advantage. Engage the Senior Management Team in the three critical tasks for which it is ideally suited. Organizations will get better decisions and superior results by unleashing the full potential of their Senior Management Teams. And bosses will see a dramatic drop-off in people coming into their offices asking, "Why wasn't I in the room?"

Great guide for any leader to use in mapping out his or her advisory teams. —800 CEO Read
Authoritative and pragmatic look at how to make the right calls. —Julian Birkinshaw, *Management Today*
Offers real-world strategies for making the best of how organizations seem to work. —The Leader Lab
How to structure organizational teams in a way that is both more realistic and more productive is at the heart of Frisch's book. —CIO Magazine
What you really want from a book on organizational decision making and leadership. —New York Journal of Books
Yours. I know his advice is working when you see a dramatic drop-off in people coming into your office and asking, "Why wasn't I in the room?" —Matthew May, Amex OPEN Forum
Who's in the Room? falls in the great category due to the book's ability to jar your perspective of how teams do and should operate. —Michael Wade, *Execupundit*
From the Back Cover: Praise for *Who's in the Room?* "Many business observers talk about executive decision making, but few take you inside the meeting rooms the way Bob Frisch does, or make you rethink what goes on there. *Who's in the Room?* will cause a lot of leadership teams to set aside time to talk about how

decisions are made and should be made in their organizations. For most of those teams, that will be a unique and much-needed discussion." —Walt Macnee, vice chairman, MasterCard Worldwide "Bob Frisch's thirty years of experience in the executive suites of the world's largest companies have led to provocative new insights into how decisions get made at the highest levels of organizations. Whether you fully agree with his premise or not, this book makes a significant contribution to our understanding of top team effectiveness." —Warren Bennis, Distinguished Professor of Business, University of Southern California; and author, *Still Surprised: A Memoir of a Life in Leadership* "Who's in the Room? puts forward a pragmatic, easily implemented way for companies large and small, across industries and borders, to rapidly improve the quality of their decision making and the effectiveness of their leadership teams. It highlights some basic truths about how leaders lead, how teams behave, and how organizations work, that will have you changing the way you run your company by the time you finish reading it." —Doug Stotz, executive vice president and chief marketing officer, Bank of Montreal "Rarely does a book reset the way we at look at something and truly shift our basic assumptions about routine activities. *Who's in the Room?* is one of those books. It will permanently change your thinking about how organizations should be led." —Michael Treacy, coauthor, *The Discipline of Market Leaders* About the Author Bob Frisch, managing partner of The Strategic Offsites Group, has worked with organizations ranging from Fortune 500 companies to German mittelstand family businesses to the U.S. Department of State. Bob's work has been featured in the *Harvard Business Review*, the *Wall Street Journal*, *Bloomberg Businessweek*, and *Fortune*.