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# The Wisdom Of Teams Creating The High Performance Organization

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*The Wisdom of Teams* Berrett-Koehler Publishers  
The overwhelming majority of a software system's lifespan is spent in use, not in design or implementation. So, why does conventional wisdom insist that software engineers focus primarily on the design and development of large-scale computing

systems? In this collection of essays and articles, key members of Google's Site Reliability Team explain how and why their commitment to the entire lifecycle has enabled the company to successfully build, deploy, monitor, and maintain some of the largest software systems in the world. You'll learn the principles and practices that enable Google engineers to make systems more scalable, reliable, and efficient—lessons directly applicable to your organization. This book is divided into four sections: Introduction—Learn what site reliability engineering is and why it differs from conventional IT industry practices Principles—Examine the patterns, behaviors, and areas of concern that influence the work of a site reliability engineer

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(SRE) Practices—Understand the theory and practice of an SRE's day-to-day work: building and operating large distributed computing systems

Management—Explore Google's best practices for training, communication, and meetings that your organization can use

### Cross-Disciplinary Perspectives and Approaches Routledge

In this stunning follow-up to his best-selling book, *The Five Temptations of a CEO*, Patrick Lencioni offers up another leadership fable that's every bit as compelling and illuminating as its predecessor. This time, Lencioni's focus is on a leader's crucial role in building a healthy organization--an often overlooked but essential element of business life that is the linchpin of sustained success. Readers are treated to a story of corporate intrigue as the frustrated head of one consulting firm faces a leadership challenge so great that it threatens to topple his company, his career, and everything he holds true about leadership itself. In the story's telling, Lencioni helps his readers understand the disarming simplicity and power of creating organizational health, and reveals four key disciplines that they can follow to achieve it.

### Debugging Teams AMACOM

Make workplace conflict resolution a game that EVERYBODY wins! Recent studies show that typical managers devote more than a quarter of their time to resolving coworker disputes. *The Big Book of Conflict-Resolution Games* offers a wealth of activities and exercises

for groups of any size that let you manage your business (instead of managing personalities). Part of the acclaimed, bestselling Big Books series, this guide offers step-by-step directions and customizable tools that empower you to heal rifts arising from ineffective communication, cultural/personality clashes, and other specific problem areas—before they affect your organization's bottom line. Let *The Big Book of Conflict-Resolution Games* help you to: Build trust Foster morale Improve processes Overcome diversity issues And more Dozens of physical and verbal activities help create a safe environment for teams to explore several common forms of conflict—and their resolution. Inexpensive, easy-to-implement, and proved effective at Fortune 500 corporations and mom-and-pop businesses alike, the exercises in *The Big Book of Conflict-Resolution Games* delivers everything you need to make your workplace more efficient, effective, and engaged.

### **The High Performance Organization** Thomas Nelson

*Building a High-Performance Team* is intended to provide IT managers with informative and practical advice and tips on how to create a high-performance team.

### Setting the Stage for Great Performances Harvard Business Review Press

In this fascinating book, New Yorker business columnist James Surowiecki explores a deceptively simple idea: Large groups of people are smarter than an elite few, no matter how brilliant—better at solving problems, fostering innovation, coming to wise decisions, even predicting the future. With boundless erudition and in delightfully clear prose, Surowiecki ranges across fields as diverse as popular culture, psychology, ant biology, behavioral economics, artificial intelligence, military history, and politics to show how this simple idea offers

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important lessons for how we live our lives, select our leaders, run our companies, and think about our world.

#### The Discipline of Teams Currency

How to close the gap between strategy and execution Two-thirds of executives say their organizations don't have the capabilities to support their strategy. In *Strategy That Works*, Paul Leinwand and Cesare Mainardi explain why. They identify conventional business practices that unintentionally create a gap between strategy and execution. And they show how some of the best companies in the world consistently leap ahead of their competitors. Based on new research, the authors reveal five practices for connecting strategy and execution used by highly successful enterprises such as IKEA, Natura, Danaher, Haier, and Lego. These companies:

- Commit to what they do best instead of chasing multiple opportunities
- Build their own unique winning capabilities instead of copying others
- Put their culture to work instead of struggling to change it
- Invest where it matters instead of going lean across the board
- Shape the future instead of reacting to it

Packed with tools you can use for building these five practices into your organization and supported by in-depth profiles of companies that are known for making their strategy work, this is your guide for reconnecting strategy to execution.

*HBR's 10 Must Reads on Teams (with featured article "The Discipline of Teams," by Jon R. Katzenbach and Douglas K. Smith)* Harvard Business Press

Over the past 40 years, there has been a growing trend toward the utilization of teams for accomplishing work in organizations. Project teams, self-managed work teams and top management teams, among others have become a regular element in the corporation or military. This volume is intended to provide an overview of the current state of the art research on team effectiveness.

*Leading Outside the Lines* Berrett-Koehler Publishers

Advisor of Leadership at Google and former vice president of leadership at LinkedIn claims that the biggest driver of motivation is

the chance to serve a larger purpose beyond our careers and ourselves, rather than salary, benefits, bonuses, or other material incentives; companies that are able to successfully focus their people, their teams, and their culture around meaning outperform their competition. Fred Kofman's approach to leadership has little to do with the standard practices taught in business school and traditional books. Bringing together economics and business theory, communications and conflict resolution, family counseling and mindfulness mediation, Kofman argues in *The Meaning Revolution* that our most deep-seated, unspoken, and universal anxiety stems from our fear that our life is being wasted--that the end of life will overtake us when our song is still unsung. Material incentives--salary and benefits--account for perhaps 15 percent of employees' motivation at work. The other 85 percent is driven by a need to belong, a feeling that what we do day in and day out makes a difference, that how we spend our time on earth serves a larger purpose beyond just ourselves. Kofman claims that transcendental leaders, wherever they are in the hierarchy, are able to put aside their self-interests and help others to feel connected with others on a team or in an organization on a great mission and part of an ennobling purpose. He argues that every organization involved in work that is nonviolent and non addictive has what he calls an "immortality project" at its core. And the challenge for leaders is to identify and expand on that core, to inspire all stakeholders to take part.

#### Great Teams Anchor

In today's lightning-fast technology world, good product management is critical to maintaining a competitive advantage. Yet, managing human beings and navigating complex product roadmaps is no easy task, and it's rare to find a product leader who can steward a digital product from concept to launch without a couple of major hiccups. Why do some product leaders succeed while others don't? This insightful book presents interviews with nearly 100 leading product managers from all over the world. Authors

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Richard Banfield, Martin Eriksson, and Nate Walkingshaw draw on decades of experience in product design and development to capture the approaches, styles, insights, and techniques of successful product managers. If you want to understand what drives good product leaders, this book is an irreplaceable resource. In three parts, *Product Leadership* helps you explore: Themes and patterns of successful teams and their leaders, and ways to attain those characteristics Best approaches for guiding your product team through the startup, emerging, and enterprise stages of a company's evolution Strategies and tactics for working with customers, agencies, partners, and external stakeholders

*The Big Book of Conflict Resolution Games: Quick, Effective Activities to Improve Communication, Trust and Collaboration*  
iUniverse

Go wild with the year's most exciting quiz book Who is the head of the elephant family? a. Matriarch b. Tusker c. Patriarch d. Elderphant Which is the only snake that builds a nest? a. Rattlesnake b. King Cobra c. Rat snake d. Mamba If questions like these fascinate you, then this one-of-its-kind quiz book is a must for your bookshelf! Compiled from India's only national-level quiz on wildlife, this book packs in incredible information on the amazing world of animals and plants. Get a low-down on bizarre animal facts and increase your sense of wonder with some mind-boggling questions on exotic and familiar species. Peppered with amazing trivia and charming illustrations, this fun and irresistible book is an absolute essential. Use it to test your own knowledge and quiz your friends.

**The Wisdom of Teams** Harvard Business Press

Presents a business fable that discusses the three elements that successful teams have in common and how to implement them

into one's organization.

*A Leadership Fable* John Wiley & Sons

Your team will change whether you like it or not. People will come and go. Your company might double in size or even be acquired. In this practical book, author Heidi Helfand shares techniques for reteaming effectively. Engineering leaders will learn how to catalyze team change to reduce the risk of attrition, learning and career stagnation, and the development of knowledge silos. Based on research into well-known software companies, the patterns in this book help CTOs and team managers effectively integrate new hires into an existing team, manage a team that has lost members, or deal with unexpected change. You'll learn how to isolate teams for focused innovation, rotate team members for knowledge sharing, break through organizational apathy, and more. You'll explore: Real-world examples that demonstrate why and how organizations reteam Five reteaming patterns: One by One, Grow and Split, Isolation, Merging, and Switching Tactics to help you master dynamic reteaming in your company Stories that demonstrate problems caused by reteaming anti-patterns

*The Making of a Modern Elder* Pearson Education

Explains how Billy Beene, the general manager of the Oakland Athletics, is using a new kind of thinking to build a successful and winning baseball team without spending enormous sums of money.

**Creating the High-Performance Organization** "O'Reilly Media, Inc."

The collaborative team-building guidebook that takes Mining Group Gold one step further "Now more than ever before, organizations need to build and maintain a culture of trust and collaboration. This updated edition of *Building Team Power* brings Tom Kayser's important concepts to a new generation of

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leaders. Read this book and take its lessons to heart—you can't afford not to.” —Ken Blanchard, coauthor of *The One Minute Manager®* and *Lead with LUV* “A must-read for individuals wishing to build successful teams in today's complex, highly interconnected, and global environments. Having worked directly with Tom over the years, I can confirm that his principles work!” —Jim Stoffel, Executive Partner, Trillium-Group, LLC, and previously Senior Vice President, Eastman Kodak and Vice President and General Manager, Xerox “A well-organized toolkit of ready-to-use techniques to enable fast, cross-silo, teambased problem solving and value creation—critical new capabilities in our increasingly competitive industry!” —Dr. Jean A. Dames, Senior Manager, Strategic Sales & Leadership Effectiveness, American Express “Tom Kayser is an author worth reading. His book, *Building Team Power*, is about how to help teams collaborate and win in today's highly competitive marketplace. This is a significant addition to the existing business literature on work team collaboration. Read it and become a better leader.” —John Vester III, Principal, Ernst & Young Transaction Advisory Service “Tom Kayser delves into the intrinsic values that unleash the full potential of teams. *Building Team Power* is a must for every leader!” —Rose Fass, Founder and CEO, fassforward consulting group “*Building Team Power* is to your team what the owner's manual is to your car: the onestop resource for how it works, how to maintain it, and what to do first if it breaks down.” —Ed Muzio, CEO, Group Harmonics, Inc.; author of *Make Work Great After 30 years at Xerox and in the course of his consulting work, Tom Kayser discovered a major shift in how people work. The old*

*school of rigid “command-and-control” management no longer gets results. To stay productive and competitive in today's world, the key word is “collaboration.” By studying and isolating what makes teams succeed in the workplace, Kayser has developed a system of proven team-building techniques that anyone can apply to his or her own group situations. His step-by-step program shows you how to: Solve problems faster, smarter, and better Delegate work more effectively and efficiently Manage conflicts and interpersonal issues Build mutual trust among your people Make wiser decisions at every level Building Team Power is filled with clear examples and powerful exercises to help you put theory into practice. You'll discover seven proven strategies for improving your team, key brainstorming techniques for group meetings, analytic tools for problem solving, and a six-step collaborative model for all occasions. You'll learn how to capture your market, reduce costs, and improve quality by unleashing the untapped, collaborative genius of your people and your teams. You'll find out how to do things right the first time, every time, adding value to your products and services while being more agile and responsive than your competitors. Plus, you'll read a fascinating case study of one company dealing with budget cuts in today's tough economy. This is how you unlock the collaborative power of the people around you.*

*How to Mobilize the Informal Organization, Energize Your Team, and Get Better Results* W. W. Norton & Company

Teams are fast becoming a flexible and efficient way to enhance organizational performance. This Harvard Business Review collection brings together the ideas and research from Jon

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Katzenbach and Douglas Smith, who argue that we cannot meet the challenges ahead, from total quality to customer service to innovation, without teams. This collection includes *The Wisdom of Teams* and *The Discipline of Teams*.

**Leading Teams** Thomas Nelson

Build systems faster and more effectively with Mob Programming. Mob Programming is an approach to developing software that radically reduces defects and key-person dependencies by having a group of people work together at a single machine. See how to avoid the most common pitfalls that teams make when first starting out. Discover what it takes to create and support a successful mob. Now you can take collaborative programming to the next level with Mob Programming. Mob Programming is a natural extension of the popular Pair Programming concept, and is not restricted to a specific programming language or technology. It can be used by anyone who develops software, including dev leads, software developers, and agile coaches. The more people working on a bug or feature results in fewer dependencies on individuals, and overall increased learning for everyone involved. With more eyes on the code, you'll find you develop better solutions with fewer defects. Set up your team for success by introducing Mob Programming in a way that benefits them. Create a good first Mobbing experience for your team with a template that avoids the common traps beginners may fall into. Master a collaborative and empathic mindset to help optimize the Mobbing experience. Learn how to make adjustments when things go wrong. Adapt your mobbing to different types of development tasks. Get

management buy-in for your Mobbing experiment by demonstrating the benefits. Discover the equipment and resources you need, and how to adjust your workspace for an effective mob. Get important features to market sooner, squish bugs faster, and collaborate better today with Mob Programming. What You Need: All you need is three or more programmers, a meeting workspace that's large enough to accommodate your mob, and a computer on which to work.

**Energize Your Company's Culture by Choosing What Really Matters** "O'Reilly Media, Inc."

Bring People Together! Strong communities help people support one another, share their passions, and achieve big goals. And such communities aren't just happy accidents—they can be purposefully cultivated, whether they're in a company, in a faith institution, or among friends and enthusiasts. Drawing on 3,000 years of history and his personal experience, Charles Vogl lays out seven time-tested principles for growing enduring, effective, and connected communities. He provides hands-on tools for creatively adapting these principles to any group—formal or informal, mission driven or social, physical or virtual. This book is a guide for leaders seeking to build a vibrant, living entity that will greatly enrich its members' lives.

**Why Pride Matters More Than Money** Penguin UK

Ask consumers and users what names they associate with the multibillion dollar personal computer market, and they will answer IBM, Apple, Tandy, or Lotus. The more knowledgeable of them will add the likes of Microsoft, Ashton-Tate, Compaq, and Borland. But no one will say Xerox. Fifteen years after it invented personal computing,

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Xerox still means "copy." *Fumbling the Future* tells how one of America's leading corporations invented the technology for one of the fastest-growing products of recent times, then miscalculated and mishandled the opportunity to fully exploit it. It is a classic story of how innovation can fare within large corporate structures, the real-life odyssey of what can happen to an idea as it travels from inspiration to implementation. More than anything, *Fumbling the Future* is a tale of human beings whose talents, hopes, fears, habits, and prejudices determine the fate of our largest organizations and of our best ideas. In an era in which technological creativity and economic change are so critical to the competitiveness of the American economy, *Fumbling the Future* is a parable for our times.

*Strategy That Works* Routledge

This book is filled with the concepts, ideas, and practical suggestions that are needed for any manager to have at hand if he or she is a member or creator of a committee, team, task-force, or any other activity involving collaboration among several people. The ideas are proven by several decades of experience and well-supported in the text with numerous examples.

The Power of the World's Greatest Motivational Force McGraw Hill Professional

There is nothing more magical than watching a team come together, to manage adversity as a group, selflessly give to others, to find common purpose. Inspiring that to happen year-in and year-out is what keeps us in leadership. Don Yaeger has studied the best of the best. Now it is our turn to study this book.—Mike Krzyzewski, five-time NCAA Tournament Champion, two-time Olympic Gold Medal Winning Basketball coach, Duke University Men's Basketball What makes a team great? Not just good. Not just functional. But great? Over the last

six years, long-time Sports Illustrated associate editor Don Yaeger has been invited by some of the greatest companies in the world to speak about the habits of high-performing individuals. Delivering an average of 80 keynote speeches per year, Don was approached by his most consistent client, Microsoft, to develop a talk on what allowed some teams to play at a championship level year after year. From Microsoft and Starbucks to the New England Patriots and San Antonio Spurs, what do some organizations do seemingly better than most all of their opponents? Don took the challenge. He began building into his travel schedule opportunities to interview our generation's greatest team builders from the sports and business worlds. During this process, he has conducted more than 100 interviews with some of the most successful teams and organizations in the country. From those interviews, Don has identified 16 habits that drive these high-performing teams. Building on the stories, examples, and first-hand accounts, each chapter in *Great Teams* comes with applicable examples on how to apply these characteristics in any organization. *Great Teams* is the ultimate intersection of the sports and business worlds and a powerful companion for thought leaders, teams, managers, and organizations that seek to perform similarly. The insight shared in this book is sure to enhance any team in its pursuit of excellence. *Great Teams Understand the "Why" Great Teams Allow Culture to Shape Who They Recruit Great Teams Run Successful Huddles Great Teams Manage Dysfunction, Friction, and Strong Personalities Great Teams See Value Others Miss Great Teams Know How to Win in Critical Situations Great Teams Embrace Change Great Teams Build a Mentoring Culture Great Teams Have a Rallying Cry* It takes a special formula to construct championship quality teams and in this book by Don Yaeger you will be able to see how great teams are formulated. Don Yaeger is Awesome, baby, with a capital "A"! —Dick Vitale, Hall

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of Fame broadcaster, ESPN Everyone wants to work on or play on a Great Team. The differentiator I've noticed is that the best teams pay close attention to and protect their culture and their people. Don Yaeger shows in this book that the same lessons are true on the sporting fields. There's much to be learned within these pages and I know you'll enjoy. —Gary Kelly, CEO and Chairman of Southwest Airlines There are so many parallels between building a great sports team and building a corporate one, not the least of which that great culture makes amazing things possible. Great Teams by Don Yaeger provides a roadmap for all of us...in either of those worlds.—GJ Hart, CEO, California Pizza Kitchen