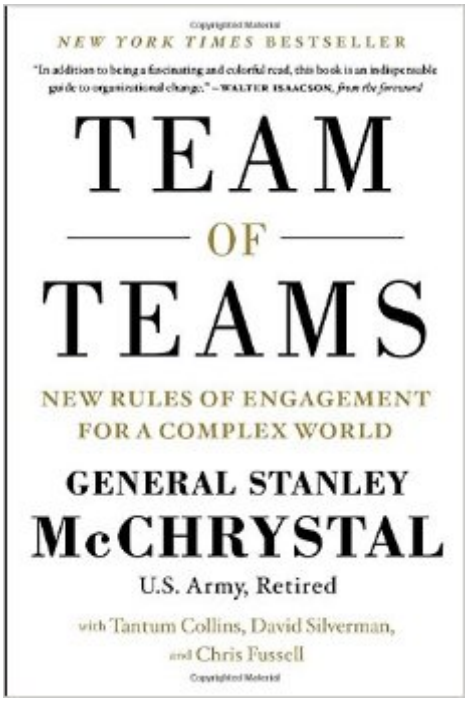
The book was found

Team Of Teams: New Rules Of Engagement For A Complex World



PDF
Adobe
DOWNLOAD EBOOK

Synopsis

What if you could combine the agility, adaptability, and cohesion of a small team with the power and resources of a giant organization? THE OLD RULES NO LONGER APPLY . . . When General Stanley McChrystal took command of the Joint Special Operations Task Force in 2004, he quickly realized that conventional military tactics were failing. Al Qaeda in Iraq was a decentralized network that could move quickly, strike ruthlessly, then seemingly vanish into the local population. The allied forces had a huge advantage in numbers, equipment, and trainingâ ”but none of that seemed to matter.TEACHING A LEVIATHAN TO IMPROVISE Itâ ™s no secret that in any field, small teams have many adÂ- vantagesâ ”they can respond quickly, communicate freely, and make decisions without layers of bureaucracy. But organizations taking on really big challenges canâ ™t fit in a garage. They need management practices that can scale to thousands of people. Â General McChrystal led a hierarchical, highly disciÂ- plined machine of thousands of men and women. But to defeat Al Qaeda in Iraq, his Task Force would have to acquire the enemyâ ™s speed and flexibility. Was there a way to combine the power of the worldâ ™s mightiest military with the agility of the worldâ ™s most fearsome terrorist network? If so, could the same principles apply in civilian organizations?A NEW APPROACH FOR A NEW WORLD McChrystal and his colleagues discarded a century of conventional wisdom and remade the Task Force, in the midst of a grueling war, into something new: a network that combined extremely transparent communication with decentralized decision-making authority. The walls between silos were torn down. Leaders looked at the best practices of the smallest units and found ways to exÂ- tend them to thousands of people on three continents, using technology to establish a oneness that would have been impossible even a decade earlier. The Task Force became a â œteam of teamsâ •â ”faster, flatter, more flexÂ- ibleâ ”and beat back Al Qaeda. BEYOND THE BATTLEFIELD In this powerful book, McChrystal and his colleagues show how the challenges they faced in Iraq can be relÂ- evant to countless businesses, nonprofits, and other orÂ- ganizations. The world is changing faster than ever, and the smartest response for those in charge is to give small groups the freedom to experiment while driving everyÂ- one to share what they learn across the entire organizaÂ- tion. As the authors argue through compelling examples, the team of teams strategy has worked everywhere from hospital emergency rooms to NASA. It has the potential to transform organizations large and small.

Book Information

Hardcover: 304 pages

Publisher: Portfolio (May 12, 2015)
Language: English
ISBN-10: 1591847486
ISBN-13: 978-1591847489
Product Dimensions: 6.4 x 1 x 9.3 inches
Shipping Weight: 1.1 pounds (View shipping rates and policies)
Average Customer Review: 4.7 out of 5 starsÂ Â See all reviewsÂ (352 customer reviews)
Best Sellers Rank: #4,869 in Books (See Top 100 in Books) #18 inÂ Books > Business & Money > Processes & Infrastructure > Organizational Learning #26 inÂ Books > Business & Money > Business Culture > Workplace Culture #98 inÂ Books > Business & Money > Management & Leadership > Management

Customer Reviews

Team of Teams offers insights into the modern practice of leadership and management required to navigate and succeed in this complex world. The book is not a military history, but instead a concise and exceptionally â œfun to readâ • collection of insightful ideas told through entertaining stories ranging from industry to hospital emergency rooms. I recommend it for leaders and associates from all types of organizations who need to break down the effects of siloed teams in which information flow and decision making is ineffective in todayâ ™s increasingly complex environment. If you are working your teams harder and putting more resources against a problem that isnâ ™t improving, READ this book and be prepared to look closely in the mirror.The discussions in the book are grounded in organizational management theory and leadership methods, but along the way gives a once in a lifetime look at the inside of the most storied Special Operations Forces (SOF) unit in existence today. This is not a book about the latest way to become a great leader. In fact itâ ™s about becoming the kind of senior leader that can develop and sustain an entire workforce of great leaders. The lessons the authors put forward to challenge the typical (and often failing) organizational models and leadership approaches were paid for in blood over the last decade.I do not come at this review as a scholar of organizational management but rather as a participant and recipient of the Team of Teams approach in the military where I was a leader for over 20 years. I have known the author for more than 2 decades having served as a front line Soldier and leader in his unit and also as his assistant/confidante/advisor during his most senior command.

Team of Teams is a fantastic read on navigating the complexities of today’s world using lessons

learned from the best this nation has to offer. This book takes the reader on a journey that outlines the origins of modern management practices, with its traditional focus on efficiency and scientific management; reveals the shortcomings of this type of thinking in today's increasingly complex world; and provides principles for effective leadership derived from lessons learned in Iraq and Afghanistan.To say that this book, however, is one derived from - and intended for - military endeavors would be to miss the point. Much of the content reflects a diverse treatment of management and analysis principles. For example, the authors' treatment of traditional, efficiency-minded management practices is derived largely from a historical analysis of Frederick Taylor's "The Principles of Scientific Management." Taylor's principles were born out of efforts to streamline the construction of hydraulic machinery and culminated in a widespread belief that "an effective enterprise is created by commitment to efficiency, and that the role of the manager is to break things apart and plan 'the one best way'" (McChrystal et al., 46). His practices rapidly spread and, despite attacks on his treatment of individual workers, Taylor's influence is still seen today in our understanding of business management and military discipline.This book, however, presents a compelling interpretation of today's world that calls for a fundamentally different approach to management and leadership.

Download to continue reading...

Team of Teams: New Rules of Engagement for a Complex World Management: Take Charge of Your Team: Communication, Leadership, Coaching and Conflict Resolution (Team Management, Conflict Management, Team Building, ... Team Motivation, Employee E) 42 Rules for Building a High-Velocity Inside Sales Team: Actionable Guide to Creating Inside Sales Teams that Deliver Quantum Results HBR's 10 Must Reads on Teams (with featured article “The Discipline of Teams,” by Jon R. Katzenbach and Douglas K. Smith) The Ultimate Guide to Pro Hockey Teams (Ultimate Pro Team Guides (Sports Illustrated for Kids)) Notes to a Software Team Leader: Growing Self Organizing Teams The Six Sigma Way Team Fieldbook: An Implementation Guide for Process Improvement Teams Employee Engagement 2.0: How to Motivate Your Team for High Performance (A Real-World Guide for Busy Managers) The Engagement Ring: How to Choose the Perfect Engagement Ring and Get It Right First Time The McKinsey Engagement: A Powerful Toolkit For More Efficient and Effective Team Problem Solving Infection Control and Management of Hazardous Materials for the Dental Team, 3e (INFECTION CONTROL & MGT/ HAZARDOUS MAT/ DENTAL TEAM (MILLER)) The Big Book of Team Building Games: Trust-Building Activities, Team Spirit Exercises, and Other Fun Things to Do Team of One: Get the Sales Results of a Full Time Sales Team Without Actually Having One The Rules of Engagement Rules of Engagement: Making

Connections Last The Energy Bus: 10 Rules to Fuel Your Life, Work, and Team with Positive Energy Robert’s Rules of Order Newly Revised In Brief, 2nd edition (Roberts Rules of Order in Brief) Robert’s Rules: QuickStart Guide - The Simplified Beginner’s Guide to Robert’s Rules of Order Robert’s Rules: QuickStart Guide - The Simplified Beginner’s Guide to Robert’s Rules of Order (Running Meetings, Corporate Governance) The Customer Rules: The 39 Essential Rules for Delivering Sensational Service

Dmca