

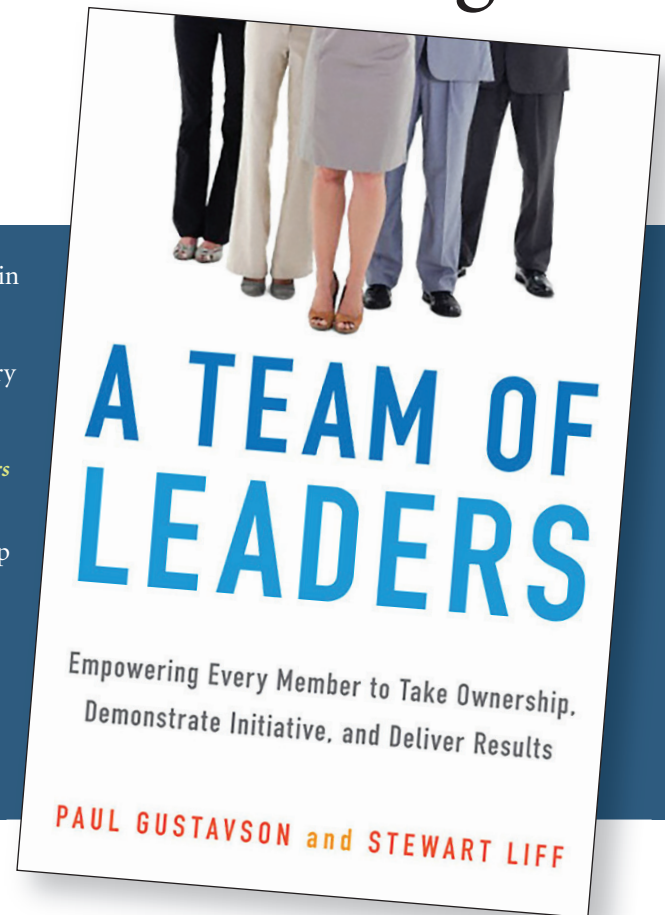
# Workplace teams are supposed to harness employees' talents to tackle challenges. But the reality often falls short...

“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*

“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



## About the Authors

**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*.

*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.

ISBN# 978-0-8144-3407-9 / Ebook ISBN: 978-0-8144-3408-6 / Hardcover, \$26.95



**AMACOM**  
THE BOOK PUBLISHING DIVISION OF  
AMERICAN MANAGEMENT ASSOCIATION

Single copies available at your favorite online retailer or bookstore.  
Great discounts on bulk purchases, starting at 40%!  
For details, call 1-800-250-5308 or email: [SpecSlsWeb@amanet.org](mailto:SpecSlsWeb@amanet.org)