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***GREAT BUSINESS TEAMS***  
**SELECTED A TOP BUSINESS BOOK OF 2008**

**Mt. Arlington, NJ. December 10, 2008.** *Great Business Teams: Cracking the Code for Standout Performance*, by Howard M. Guttman (Wiley 2008), has been selected as one of the 30 Best Business Books of 2008 by Soundview Executive Book Summaries ([www.summary.com](http://www.summary.com)).

“Each year,” commented Rebecca Clement, publisher, Soundview Executive Book Summaries, “we review hundreds of business books and select 30 of the best published during that year. *Great Business Teams* makes a unique contribution to raising team and organizational performance.”

“Much of the credit for this honor,” said Guttman, principal, Guttman Development Strategies ([www.guttmandev.com](http://www.guttmandev.com)), “goes to the 39 executives cited in the book. They were remarkably honest, and self-critical. It took courage for them to share their experiences in print.”

“As executives thread their way through the economic downturn,” he continued, “they would be wise to ask: Isn’t there a more productive solution than cutback management? How can we focus, instead, on creating upside in a downturn?”

“In searching for answers, leaders need not waste time reinventing solutions,” added Guttman. “As *Great Business Teams* demonstrates, the horizontal, high-performance model is being deployed, with stellar results, in many organizations, including Colgate-Palmolive, Johnson & Johnson, L’Oréal USA, Mars Inc., Novartis, Pfizer, and Warnaco.”

Guttman counsels executives to begin the transition by comparing the old and new models. For example:

|                           | <b>Hierarchical Organizations</b>   | <b>Horizontal Organizations</b>   |
|---------------------------|---|---|
| <i>Top leader</i>         | CEO as Chief Executive  | CEO as Chief Enabler  |
| <i>Top team</i>           | Confederation of functions  | Union of owners   |
| <i>Leadership pattern</i> | Leader/follower dynamic   | Leader/leader-player dynamic  |
| <i>Business Teams</i>     | Conflict averse, “me/my function”-oriented followers, hesitant to cross boundaries to call out poor performance | Fully engaged, “we”-focused, high-performing players, driven by results, guided by ground rules, adept at conflict management |

|                        |  |   |
|------------------------|--|---|
| <i>Line of sight</i>   | Strategically misaligned,<br>Given silo orientation                    | Strategically aligned from<br>vision to operational<br>objectives, from planning to<br>decision making    |
| <i>Decision making</i> | Positional model that<br>delegates responsibility<br>from the top down | Leveraged model that<br>distributes responsibility<br>across the organization                             |
| <i>Accountability</i>  | Limited to accountability<br>for own and subordinates'<br>results      | Goes beyond own and<br>subordinates' accountability<br>to include accountability for<br>peers and leaders |
| <i>Culture</i>         | Values getting along/going<br>along                                    | Values transparency and<br>candor   |
| <i>Outcomes</i>        | Politics govern  | Results rule  |

Even if wielding the axe does become necessary, creating a horizontal organization and great business teams will ensure that those left behind are contributing, power-on, to creating upside in a downturn.