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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).

“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), “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:

	Hierarchical Organizations	Horizontal Organizations
<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, Given silo orientation	Strategically aligned from vision to operational objectives, from planning to decision making
<i>Decision making</i>	Positional model that delegates responsibility from the top down	Leveraged model that distributes responsibility across the organization
<i>Accountability</i>	Limited to accountability for own and subordinates' results	Goes beyond own and subordinates' accountability to include accountability for peers and leaders
<i>Culture</i>	Values getting along/going along	Values transparency and 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.