



Teams At the Top

Jon R. Katzenbach

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It is common knowledge that CEOs declare their direct reports as a "team at the top." Yet with a culture of individual accountability and self-reliance pervading executive suites, few management groups ever function as real teams. Now, in a natural follow-up to his bestselling *The Wisdom of Teams*, Jon Katzenbach offers practical guidelines for increasing leadership capacity at the highest executive levels. He shows how even the strongest and most successful CEO can improve a company's performance by turning the senior executive group into a real team--without sacrificing each member's individual leadership capabilities. *Teams at the Top* explains how to recognize when a team effort at the management level is preferable and when a work group under single leadership will do. Then, the book shows how to develop the capability to shift into whichever mode is appropriate. With stories and examples from well-known companies including Avon, Ben & Jerry's, Citicorp, and Clorox, *Teams at the Top* will help companies of all sizes and in all industries maximize the full potential of their leadership. "Rigorously objective and relentlessly realistic, *Teams at the Top* performs the greatest service a management book can render by deliberately avoiding simplistic, trendy prescriptions in favor of something much more enduring and substantial: understanding and insight. Jon Katzenbach stands as one of the most thoughtful and consistent contributors to the art, science, and practice of people working together to accomplish shared objectives."--Jim Collins, Coauthor of *Built to Last* "While this rich and rewarding work focuses on senior management, its message is equally applicable to all 'teams who run things.'"--European Quality

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