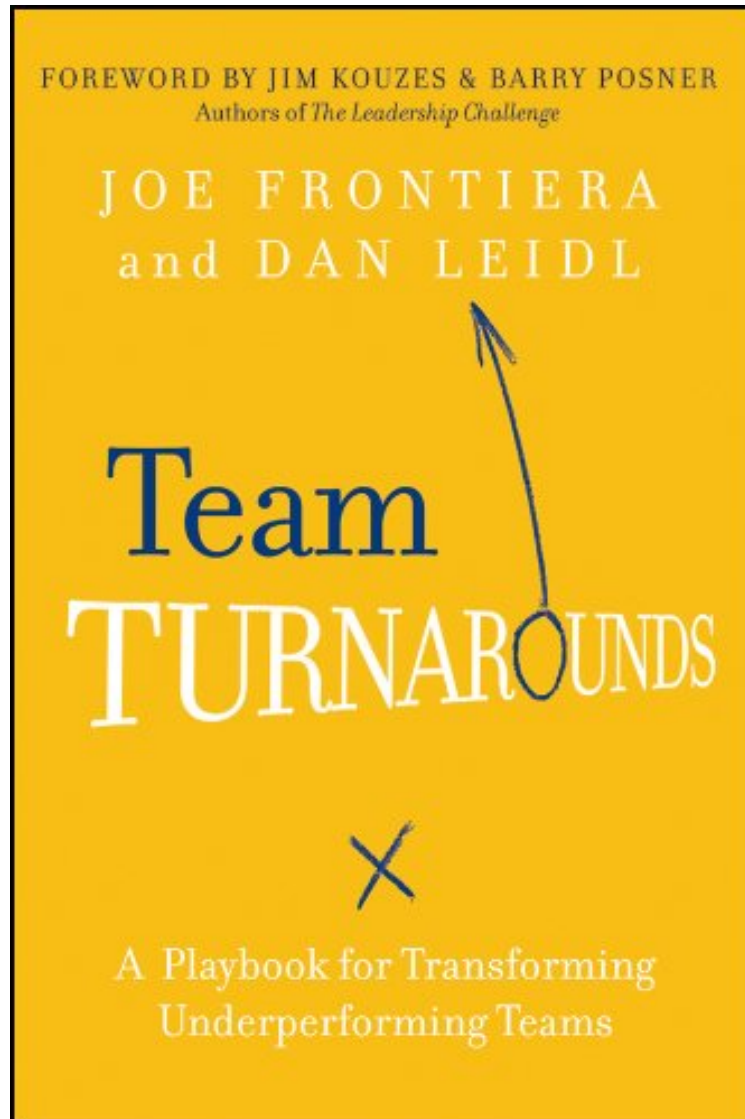


Team Turnarounds: A Playbook for Transforming Underperforming Teams

Joe Frontiera, Daniel Leidl

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Joe Frontiera, Daniel Leidl : Team Turnarounds: A Playbook for Transforming Underperforming Teams
before purchasing it in order to gage whether or not it would be worth my time, and all praised Team Turnarounds: A Playbook for Transforming Underperforming Teams:

0 of 0 people found the following review helpful. Research documents the real process of leading a turnaroundBy Ed MarshThere is no shortage of case studies, checklists and step-by-step guides to organizational change projects and management. But they are generally distortions of reality. Change isn't a linear, checklist driven process. It's an

agonizing journey with moments of profound self doubt, deeply discouraging setbacks and incremental improvement as the medium-term reward. In other words only those firmly grounded by an abiding set of leadership principles and inspired by a meaningful vision can lead such an effort over the long haul. Frontiera Leidl research their material well, and don't discount the angst aspect. That gives this book an accessibility and credibility often missing from others on this topic. The work also draws on an interesting array of examples from business, government athletics. It avoids sports cliches, though, looking instead at corporate level organizational change, not just team dynamic. A follow-up might include a military example, as well as one of the noteworthy examples of several public school districts which have changed from disastrous to inspiring efforts engaging all stakeholders. If you're in a leadership role, or aspire to be, you will have to manage change. And the frequency of change and intensity of pressure on teams and organizations makes this almost a continuous process instead of a one time career defining assignment. Worth reading!

0 people found the following review helpful. Great Case Studies - Inspiring! By Susanne Donovan Easy to read and very inspiring. Great case studies including turnarounds in business and sports. The six steps of team improvement were brought to life with examples of how teams and companies progressed through each of the steps to reach success. Being from the Philadelphia area I especially liked the Philadelphia Eagles case study. (It looks like Jeff Lurie will have another opportunity to apply the six steps starting in 2013!) The key message in the book is that winning is not the end, it is the beginning. Sustaining the results and nurturing a culture of excellence is the real challenge and the book talks about what it takes to do this. You don't have to be a sports fan to get some great tips from this book!

2 of 3 people found the following review helpful. How to turn losers into winners By John Gibbs Leading a losing team to success is difficult, and there will be setbacks, but there is no end to the success you can achieve if you push your team to grow, challenge itself, and be better while keeping its focus on what is possible in spite of what is actually happening, according to Joe Frontiera and Daniel Leidl in this book. After initially researching professional sports teams which underwent significant turnarounds, the authors expanded their investigations to include businesses. From their research they identified six typical steps in a team's transition from losing to winning:

- * Stage 1: Leading past losing, which involves making an honest evaluation of the team's current underperformance
- * Stage 2: Committing to growth, which involves creating a vision for the future and the values, plans and goals that will guide the group forwards
- * Stage 3: Changing behaviours, which involves introducing and reinforcing new behaviours and best practices
- * Stage 4: Embracing adversity, which involves growing stronger by meeting roadblocks head-on and overcoming them
- * Stage 5: Achieving success, which involves recalibrating and moving on once initial goals have been reached
- * Stage 6: Nurturing a culture of excellence, which involves sustaining the team's progress with continual learning, innovation, and maintenance of the team culture

While this six-stage model may not fit every turnaround, it does in my opinion provide helpful guidance for those who find themselves in leadership positions at companies which are languishing on the losing side of the ledger. The book includes numerous interesting and inspiring stories of companies and sporting teams which have undergone successful turnarounds, and the last part of the book provides a Team Turnaround Workbook in which detailed advice is given about what needs to happen in order to progress from one stage to the next.

How any manager can turn a struggling team into business champs In today's uncertain economic environment, teams are asked to do more with less. With resources stretched thin, turning around a struggling team has never been harder, and managers must work to identify and maximize whatever potential strengths a team already has. As sports fans already know, behind every great underdog story is a leader who roots out the competitive advantage that will propel the team to victory. In *Team Turnarounds*, Joe Frontiera and Dan Leidl share how this fine art of the turnaround really works, from how to inspire the team to the actual tools for change. Through interviews with team managers and turnaround masters in the NFL, MLB, and the NCAA, as well as managers at top global firms who have successfully reversed their fortunes, they show the six steps every team takes to make a 180 in their performance.

- Presents a six-step model for turnarounds in any organization, based on the authors' extensive research with owners and general managers of sport franchises in the MLB, NFL, and NBA
- Features first-hand accounts of sport turnarounds, from the legendary worst-to-first story of Bill Polian and the Indianapolis Colts to Jeffrey Lurie's efforts to transform the Philadelphia Eagles
- Offers behind-the-scenes accounts of effective turnarounds at major organizations like Dominos Pizza, Juniper Networks, iContact, and the Broadway play, *Spider-Man: Turn Off the Dark*

No matter how bad the circumstances, how awful the performance, or how far shares have plummeted, *Team Turnarounds* shows how any organization can make the climb back up to the top.

.com QA with Joe Frontiera and Dan Leidl, authors of *Team Turnarounds* What parallels have you seen between what turns around sports teams and business teams? The most striking parallel we found is that a committed leader is needed. Specifically, there must be someone who is willing to stand up and tell the truth to the larger organization, as difficult as that may be. Often, it involves some iteration of the message, "We're really not that good." But just as important is the follow up message that needs to be sent: "We can be better, we can succeed." How can you evaluate

the state of your current team and what might be in need of a turnaround? Most teams that are in need of a turnaround already know this deep down. What holds them back are the creative rationalizations and excuses that the collective group starts to hold on to. In sports, it could be something as simple as "We're a small market team," which implicitly lowers the expectations. So while the state of a team might be obvious (especially in sports where wins and losses are hard to ignore), these deep-rooted beliefs must be uncovered and disputed. How do you get teams past the discomfort and denial of admitting failure so they can move on to a better future? Deep down, everyone wants to achieve, to be a part of something bigger than themselves. So it's important that we engage them in the process. One individual that we interviewed asked his employees questions like, "What are we doing that's stupid?" and, "What do you think we can be?" These are two incredibly simple questions that can not only reveal a lot about the past and the present, but begin to shift focus to the future. What is the hardest stage of the turnaround process? All six stages are hard. Turnarounds in general are difficult, and they're a profound test of leadership and resilience. That's part of the reason we wanted to create a roadmap for leaders. In particular, Stage III, "Changing Behaviors," is where a group needs to replace old behaviors with the new ones that align with the appropriate vision, goals, and ideals. But, as anyone who has ever tried to diet, quit smoking, or exercise more knows, changing your own behavior can be a brutal challenge, let alone trying to change a group's behavior! How do you create a culture of excellence in a team? A lot of teams or groups experience short-term success but can't seem to replicate it. The teams that have sustained success seem to examine their definition of success on a regular basis. Success may initially be defined as profitability, but once you're profitable, then what? Two other elements must be present: continual learning and innovation. In other words, how can we make sure that everyone on this team is constantly learning and growing? And are we constantly questioning the assumptions and the rules that we're playing the game by, regardless of whether we're in business or sport? What insights did you gain from speaking to professional sports team owners and general managers? There are very different personalities that have successfully led turnarounds; some are laid back, and others are almost maniacal about their beliefs. But the one commonality that they all have is they care deeply about their sport and about their team. Another thing is the creativity that existed within this group. They're not insular-instead they use the experiences they have outside their sport to make their own teams better. For example, Bill Polian told us that he goes to hockey games with a GM in hockey to watch how that individual evaluates talent. He believes that in looking outside his own sport (football), he can make his team better. What is a leader's role in the turnaround process? There are a few things that leaders must do if they are going to be successful. For one, people don't follow a title, they follow the person. So the most important thing that a leader can do is to create relationships with the team and provide insight into who they are and what they value. Secondly, the leader must find ways to refute the excuses of the past and raise the expectations. Finally, a leader must be committed to teaching the team how to be resilient while continually cheering them on because any climb to the top is going to be riddled with obstacles, and a team needs to learn how to persevere through the challenges and setbacks. Whether it's a Broadway production, a diner, or a government agency, the process for a turnaround is the same: A leader has to boldly identify where the turnaround is needed, say it, and then guide the team forward.