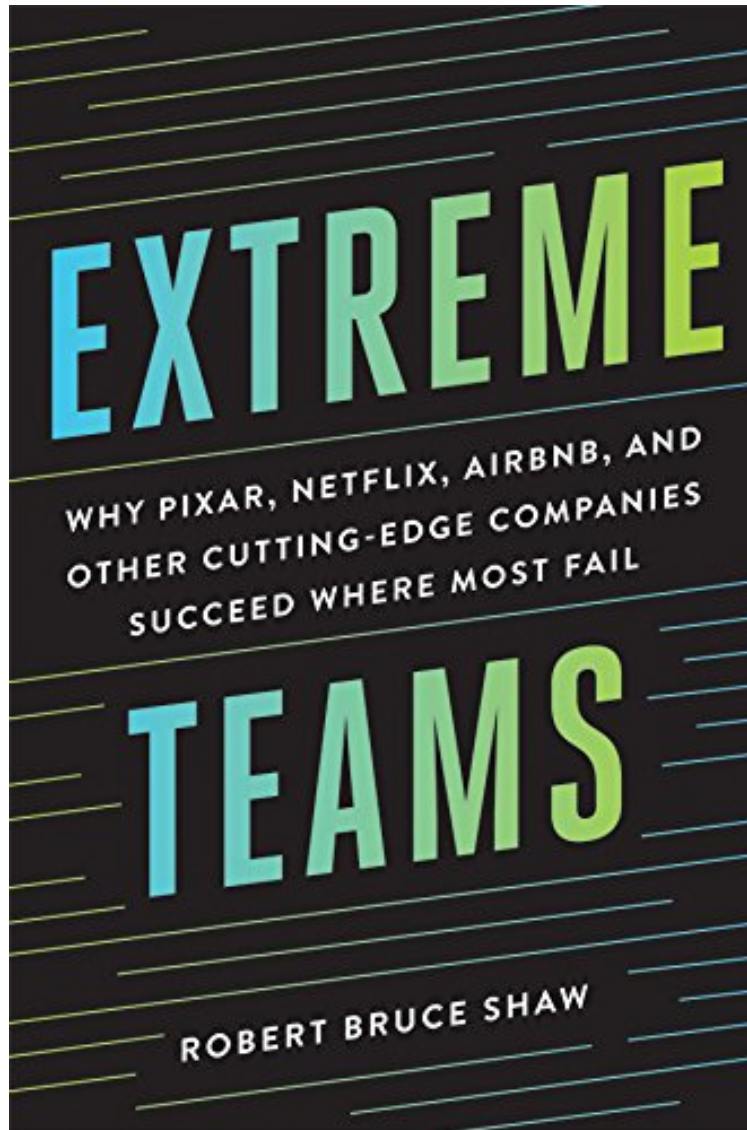


(Download pdf) Extreme Teams: Why Pixar, Netflix, Airbnb, and Other Cutting-Edge Companies Succeed Where Most Fail

## Extreme Teams: Why Pixar, Netflix, Airbnb, and Other Cutting-Edge Companies Succeed Where Most Fail

Robert Bruce SHAW

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**Robert Bruce SHAW : Extreme Teams: Why Pixar, Netflix, Airbnb, and Other Cutting-Edge Companies Succeed Where Most Fail** before purchasing it in order to gage whether or not it would be worth my time, and all praised Extreme Teams: Why Pixar, Netflix, Airbnb, and Other Cutting-Edge Companies Succeed Where Most Fail:

1 of 1 people found the following review helpful. The best explanation of teams and how they work I've read yetBy Daniel B. BeaulieuWhen you think about these companies, the ones listed in the title of this book you think of great

companies, you think of great places to work and you also think new companies with young people. Think of this most of them were not around twenty years ago and in many cases ten years ago or even five years ago. But, they are the companies that lead the world today, they are the companies that everyone else is trying to emulate. The most interesting thing about these companies is that their people work harder, they work longer hours and they achieve more than the old model copies of the twentieth century. These companies thrive because their people are driven by a passion to do something better than has ever been done before. They are all out to change the world. The difference is just that, that chance to do something different, something that will to quote Steve Jobs, "put a dent in the universe." Someone once said that more people will die willingly for pieces of cloth than for financial gain. These people in these new companies, arguably the world's best companies are doing just that. They are working for their own piece of cloth which is the idea on which these companies are based. Whether they are selling shoes or movies they are doing it as if their life depended on it. And that is what this book is about. In his detailed explanation of the finest company teams in the world and how they work, Robert Bruce Shaw takes us through seven chapters detailing the key ingredients to developing, nurturing, and promoting the most extreme teams in the industry today. He talks in detail about leadership and how much of a company's success is based on the leadership qualities of the company's leader. He explains why today's young people are much more interested in doing good than making money. And he shows us these young people are driven more by a loyalty to one another than for individual reward. From the book, "Most firms hire based on a job candidate's resume - assessing how well his or her skills fit the demands of a specific job." But he goes on to say, "Cutting-edge firms, in contrast, place equal if not greater emphasis on a person's fit to their culture." To me this summarizes the message of this book. To use the old saw, "there is no 'I' in team." Amen. As Mr. Shaw continually empathizes, true leaders concentrate on the good of the team. They hire based on that, they manage based on that, and they motivate based on that. To further emphasize Mr. Shaw's point and being a New England Patriots fan there is no greater example of an extreme team (literally) than the Patriots, they are the most successful franchise in NFL history, yet they have virtually no super stars (Brady excluded). They won this year's super bowl with a team of unknowns coming together to do one great thing as a team, not as individuals but as a team, and as a true team much greater than the sum of its individual parts. If you are in a position of building a team and what it takes to become an "extreme team" then this is the book you need to buy and read and study and then follow. 1 of 1 people found the following review helpful. Practical Inspiring Approaches to High Performance By BW Prepare to be inspired. Robert Shaw's Extreme Teams takes team development to the next level. Captivating stories illustrate what is possible when companies put teams first. Leaders interested in shifting mindsets from conventional linear approaches to creating and sustaining high performing teams will find practical examples of how companies encourage teams to be self-directed and respond to emerging needs to deliver extraordinary results. Companies interested in culture change will find simple yet effective ways of holding polarities in tense unity to create renewal and innovation. 0 of 0 people found the following review helpful. Great read! By Customer Very insightful, and a new way to look at management of teams. It helped to explain the success of some of today's most innovative companies. Not only educational, but interesting and entertaining at the same time. Highly recommended!

Managers want great teams, but most build them around decades-old ideas and practices made popular by companies that have lost their edge. Extreme Teams looks at the new generation of teams driving growth in today's most innovative firms. They do this by tossing conventional wisdom and doing things differently. The book takes you inside these bold companies and examines the teamwork experiments powering their results, including how: Pixar's teams use rapid-cycle feedback and no-holds debate to transform initially flawed films into billion-dollar hits. A culture of radical "freedom and responsibility" helps Netflix execute on the next big thing and transform its industry. Whole Food's super-autonomous teams embrace tough metrics and friendly competition to drive performance. Zappos embraces the weirdness and fun that sustains its success. Times change, and so must teams. Times change, and so must teams. Designing and managing high-performance teams requires upgrading outdated beliefs and behaviors, and creating in your company the level of intensity and collaboration needed to face down any challenge.

"Teamwork requires more than the occasional pizza party or rock-climbing expedition. Extreme Teams looks at the team-building practices of high-performing companies to identify what works best." —Accounting Today "…provides a very informative look into the processes that make teams at firms such as Pixar and Alibaba so successful." —Choice "…takes a very balanced, shockingly brutal look at the benefits, costs and potential pitfalls of utilizing high-performance teams...one of the few books that I have seen to directly address teams realistically." —PM World Journal From the Inside Flap Great achievements are almost always the work of great teams. But most leaders rely on decades-old ideas and practices about teams. Times change and so must our teams. Those who cling to outdated views of teamwork and team building will be left behind. So what do you need to do to create a team that can successfully face the challenges of today's world? To answer that question, Robert Bruce Shaw examines the work practices of innovative high-growth companies such as Whole Foods, Pixar, and Netflix.

These firms became ground-breaking leaders in their industries, in part, by boldly rewriting the rules of teamwork. Extreme Teams provides a detailed analysis of how the leaders at these companies think and operate-and, in particular, describes their approaches for creating high energy teams that deliver extraordinary results. You will learn in Extreme Teams:

- \* Why Alibaba strives to hire the right people - not the best people
- \* How co-workers determine if you stay or go at Whole Foods
- \* Why Airbnb allows team members to select the projects on which they work
- \* The reason employees at Patagonia have control over their work and play hours
- \* What Pixar does to avoid repeating what worked for it in the past
- \* Why Netflix rewards average performance with a generous severance package
- \* What will get you fired at Zappos - and it's not what you think

Filled with success stories from some of the most exciting firms operating today, Extreme Teams will push you to think about teams in new ways. It is filled with pragmatic suggestions that you can use to move your team to the next level of engagement and performance. This is the book for those who want to go beyond traditional approaches to teamwork and build truly great groups. Robert Bruce Shaw is a management consultant focusing on the effectiveness of leaders and their teams. He earned his doctorate in organizational behavior from Yale University and is the author of numerous management books and articles including Trust in the Balance and Leadership Blindspots.

**From the Back Cover**

**Praise for Extreme Teams**

"There is a new generation of firms experimenting with bold new ways of using teams, and in Extreme Teams Robert Shaw shows how they do it. Through his masterful storytelling and engaging analysis, Shaw offers revealing insights and practical lessons for team leaders who want their own groups to perform at much higher levels. Extreme Teams is a powerhouse book and a fascinating inside look at what it takes to be innovative in how we design and manage teams in the age of disruption. The stories alone are worth the price of the book; the payoff you'll get from putting the lessons to work makes Extreme Teams invaluable." -- Jim Kouzes, coauthor of the bestselling business classic, The Leadership Challenge, and the Dean's Executive Fellow of Leadership, Leavey School of Business, Santa Clara University

"Putting together a great team may seem like catching lightning in a bottle, but the truth is that you can build one. You just need the right guide, and that's Shaw's Extreme Teams. Packed with real-world examples, Extreme Teams equips you with the priorities and knowledge you need to build outstanding teams that can disrupt your business in all the right ways! Outstanding!"-- Marshall Goldsmith, bestselling author or editor of 35 books, including What Got You Here Won't Get You There and Triggers

"The best companies rely on teams to deliver the results they need. But too many leaders underestimate the creativity and persistence needed to design and manage teams effectively. Extreme Teams describes how innovative companies are pushing the boundaries in regard to teams. A fascinating study of innovation that vividly illustrates the future of teamwork. Highly recommended for leaders who want to create a culture that fosters superior team performance in their own organizations." -- Linda P. Hudson, Chairman and CEO of The Cardea Group; former President and CEO of BAE Systems Inc. and Chief Operating Officer, BAE Systems plc

"Cutting-edge organizations are constantly experimenting with creative approaches to team building. Extreme Teams shares their success practices, and we learn how to fully ignite the performance and results of our own teams." -- Frances Hesselbein, Office of the President and CEO, The Frances Hesselbein Leadership Institute; Editor-in-Chief of the award-winning quarterly, Leader to Leader