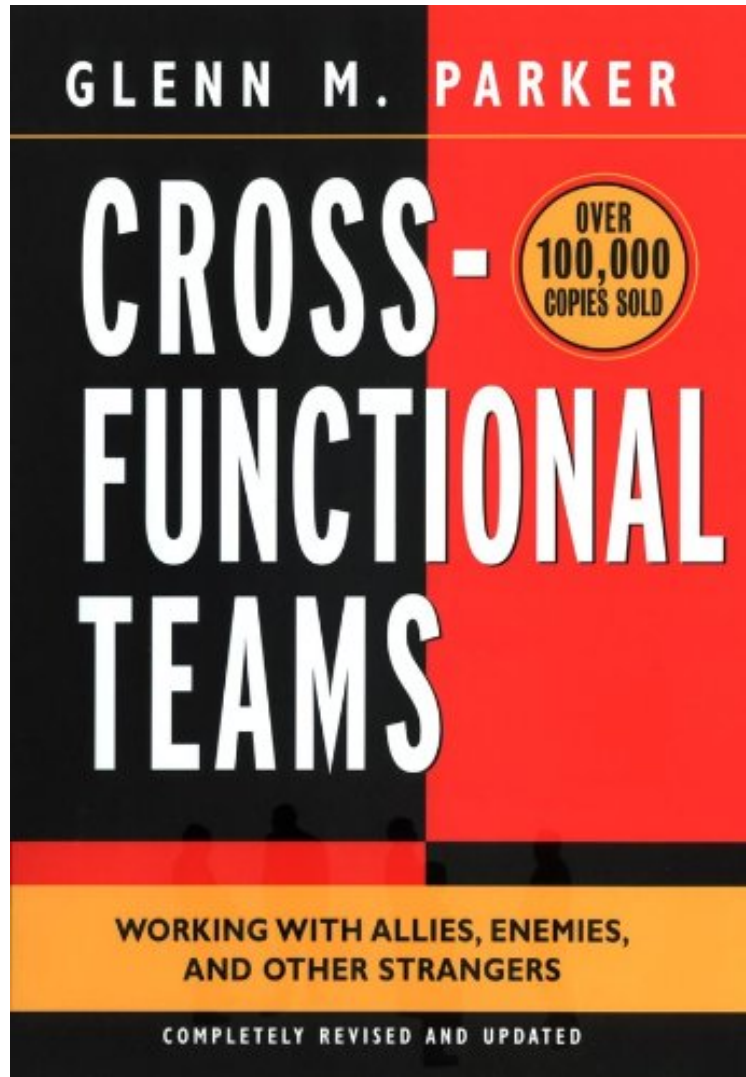


Cross- Functional Teams: Working with Allies, Enemies, and Other Strangers

Glenn M. Parker

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Glenn M. Parker : Cross- Functional Teams: Working with Allies, Enemies, and Other Strangers before purchasing it in order to gage whether or not it would be worth my time, and all praised Cross- Functional Teams: Working with Allies, Enemies, and Other Strangers:

7 of 8 people found the following review helpful. Good book, though no major insightBy Bas VoddeCross-functional teams by Glenn Parker is a well-written book on this subject and perhaps the only book on this subject. However, the book didn't give me the extra-insight that I hoped it would give me, leaving me slightly disappointed.The first two chapters introduce the concept of cross-functional teams and explain the benefits and provide a lot of evidence and

research about how well they have worked in the different contexts. The third chapter discusses the different obstacles which are likely to happen when using cross-functional teams. The next two chapters discuss about empowering and the team leaders role in all of this. The team leaders role is still somewhat conservative though, which surprised me (well, it's not a book on self-directed teams). Chapter 6 talks about setting goals and chapter 7 on managing the team boundaries. On this subject, I'd recommend the X-teams book, which is more thorough. The next 2 chapters discuss performance evaluations and pay based on teamwork. Chapter 10 discusses learning in cross-functional teams. I expected a lot about that chapter, but was disappointed when it was a lot about the training that needs to be given for the team rather than creating an culture of learning within the team. Chapter 11 is about team size, which I think could have been just a paragraph, not a chapter. The rest talks about the team working together (too much focus on meetings) and managements role in the chapter. The book ends with 4 case studies (which I didn't find very interesting).The authors writing style is easy and clear. Though, there was a lot of repetition which could have been removed. The book could have been at least a 100 pages shorter.In conclusion, the book is worth reading. Though it didn't have the extra insight that I expect when reading a book (since it takes lots of time to read a book). If you're new on the subject of teams, it might be worth reading. If you're not, maybe another book is better.0 of 0 people found the following review helpful. Greatest Contribution To Any Organization StudiesBy PM1Glen Parker hit the nail on the head when he wrote this book. This is a must have book for anyone who wants to know how a global organization should function.0 of 0 people found the following review helpful. Cross-Functional TeamsBy Big EThis book helped me to submit an extradorinary submission to an assignment due for my academic studies! It is an awesome read for those who wish to explore cross-functional teams!

In this completely revised version of his best-selling book, *Cross-Functional Teams: Working with Allies, Enemies, and Strangers*, author and consultant Glenn Parker updates his definitive practical guide to include his recent work in team rewards and recognition, communications technology, and multicultural and virtual-team issues. This new edition contains fresh examples and additional case studies of successful cross-functional teams from IBM, Parke-Davis, Xerox, Boeing, BOC Gases, government agencies, and more. Parker offers concrete advice and inspiration to team leaders, team members, and senior management. *Cross-Functional Teams* delivers a team operating manual to executives, team leaders, human resource professionals, and students of organizational behavior and provides a tool kit of assessment surveys, worksheets, checklists, and even sample training programs to help launch and sustain effective teams.

From BooklistThe old maxim that politics makes for strange bedfellows has proved true over the years, and today's workers will agree that business does the same. Consultant Parker probes the nature of corporate groups today; examines their inner workings, successes, and failures; and explains why cross-functional--that is, members from different departments--can influence company products, performance, and profits. Despite its heavy-sounding title, the book is easy to read. Parker cites the usual stellar array of admired corporations, from Federal Express to Xerox, to make his point, and tries to expunge the jargon of the day from his language. A readily accessible guide to get people working together. Barbara Jacobs "It's about time we had a clear and action-oriented book to help our cross-functional teams be more productive. Parker's thirty years of experience as one of the U.S.'s finest team developers is available to us all." (Jerry McAdams, divisional vice president, Performance Improvement Resources, Maritz, Inc.) "Implementing Parker's recommendations for high-performance, cross-functional teams is critical to ensuring the success of this new form of teamwork. This book is a must for anyone charged with managing the future of the business." (John P. Reinhardt, director, quality/productivity development group, Bristol-Myers Squibb Company Pharmaceutical Group) "A readily accessible guide to get people working together." "One of our retail divisions was in a great deal of difficulty and running in the red for some time. Needing to get everyone focused and working as a supportive team in a short period of time, we asked Glenn Parker to help. Through his effort and expertise, and the ideas presented in *Cross-Functional Teams*, we were able to attain functionality in a remarkable short period of time. This division went on to experience phenomenally profitable growth. I credit Glenn for this." mdash; Michael Zaccaro, vice chairman, Phillips-Van Heusen Company "Being successful in today's fast-paced global business environment requires many divisions and departments to work collaboratively on teams. *Cross-Functional Teams* by Glenn Parker provides a very real perspective and actual solutions for integrated teams to ensure that the best talent, experience, and ideas are applied to meet the business needs. From my personal experience, his ideas and solutions work." mdash; Peter B. Corr, senior vice-president, Science and Technology, Pfizer, Inc. "If you are truly committed to making real teamwork a part of your company's culture, this is a must read. Glenn Parker leads the reader initially to an awakening and then to the ultimate conclusion that cross-functional teams are essential to maximizing your organization's effectiveness. This book provides a detailed roadmap first to diagnosis and then to directing a journey to greater performance. I am now a convert." mdash; Robert Bitterman, president, Dermik Laboratories "Parker's book fills an important void in the world of team performance. It is loaded with practical examples from many different situations that can help anyone strengthen cross-functional teaming efforts." mdash; Jon Katzenbach, senior partner, Katzenbach Partners, and

coauthor, *The Wisdom of Teams* "This book will be valuable in many ways to people leading or supporting cross-functional teams in many industries. And it will be valuable to those industries through its use in the college classroom. With increasing emphasis on teaming skills in engineering, accounting, marketing, and other disciplines, exposure to the contents of this book will build the pool of talent that companies can tap when they hire those graduates." — Michael Beyerlein, director, Center for the Study of Work Teams, University of North Texas