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Business Models For Teams: See How Your Organization Really Works And How Each Person Fits In



Synopsis

Are you frustrated by...
• Explaining and re-explaining what people on your team should do?
• Solving problems that others should be able to solve for themselves?
• Supervising and micromanaging, rather than strategizing and leading?
Business Models for Teams will help you overcome these problems. It applies the same simple visual tools that made Business Model Generation and Business Model You so popular and successful around the world. In fact, this book may be the last teamwork toolkit you will ever need! Most leaders over-rely on verbal and written communications. But that approach is outmoded in today's systems-driven world. Instead, the Business Model Canvas visually depicts how your team really works and how each person fits into the overall mission. It enables people to recognize what needs doing at any given moment without being asked.

Book Information

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Customer Reviews

“An easy read with a powerful punch. This is a tremendously practical and thoughtfully insightful tool for leaders seeking to harness the untapped potential of their teams.”
• GENERAL STANLEY McCRYSTAL, author of Team of Teams
“Business Models for Teams covers how I've coached inside Google with the Canvas and more.”
• BRIAN K. HANEY, program manager, Google Cloud Platform Support Team
“An excellent compendium of actionable tips for anyone looking to strengthen their teams.”
• SCOTT BELSKY, entrepreneur, investor, author

of Making Ideas Happen – “This is what innovation demands: ways to get team members themselves to enthusiastically define and execute business models.” – NICOLAS BURKHARDT, CEO, Kopfspringer GmbH, Germany – “Finally! A practical way to link individual actions to enterprise aims.” – JAIME SCHETTINI, leadership and career coach, Brazil

Tim Clark is a teacher, entrepreneur, and author who leads the global personal business model movement at BusinessModelYou.com. After selling his startup to a NASDAQ-listed entity, he earned a doctoral degree in business and went on to author or edit six books on entrepreneurship, business models, and personal development, including the international bestsellers Business Model You and Business Model Generation, available in 30 languages. Bruce Hazen is a career and management consultant, and president of Three Questions Consulting. He combines business systems experience with his clinical psychology background to address the needs of clients ranging from startups to Adidas America, Hewlett Packard, Knowledge Universe, Wells Fargo Bank, and PacifiCorp.

One of Tim Clark and Bruce Hazen’s most valuable insights is the “Me to We” approach that guides and informs the adoption of what they characterize as a “Bigger Theory of Work.” Case in point: They wrote this book in collaboration with 225 contributors from 38 countries. It is no coincidence that most of the companies that are annually ranked among those most highly admired and best to work for are also annually ranked among those most profitable with the greatest cap value in their industry segment. This is no coincidence. However different these companies are in most respects, all of them are governed by a mindset based on third-person PLURAL pronouns. The “Me-to-We” approach accelerates a transition from asking “What’s in it for me?” to asking “What’s best for us and our company?” More specifically, here’s what the approach involves: 1. Participants design personal business models. 2. They then design their team model. 3. Next, they integrate individual contributions within their team model. Clark and Hazen explain HOW. (Check out the presentation of “The Business Model Canvas” on Page 27.) With regard to the aforementioned “Bigger Theory of Work,” it does not define work to be done in terms of jobs; rather, in terms of [begin italics] roles [end

italics]. Moreover, this theory views work not in terms of organizational structure but in terms of *business models* that “describe what an organization actually does, for whom, and how its elements are related.” These elements may be separate but they are also interdependent. One of the most substantial benefits of *The Business Model Canvas* is that it can be used to create a “systems view” of organizations at three levels: enterprise, team, and individual. An *enterprise business model* shows how an entire organization creates and delivers value to customers outside the organization. A *team business model* shows how a group creates and delivers value. A *personal business model* shows how an individual creates and delivers value... Think of the three levels as a stacked tier with the enterprise model on top. Viewing an organization this way reveals workplace interdependencies and begins imparting a sense of relatedness to people who may be accustomed to thinking of work in terms of proscribed “jobs” that rarely transcend group or functional boundaries. This is where people begin discovering how an organization really works and how they fit in. That’s terrific advice for business leaders who now struggle to avoid or dismantle so-called “silos”... most of which are usually disguised as human beings... as well as for business leaders within organizations that are increasingly more multicultural and/or more international in nature and scope. I presume to suggest that the information, insights, and counsel that Tim Clark and Bruce Hazen provide in collaboration with 225 contributors from 38 countries and the brilliant way in which this material is organized and presented can accommodate teams that consists of people in the same company, of course, but also teams with members from outside the given company such as customers, strategic allies, and even (yes) competitors. Also, Perhaps most important of all, this material can also be relevant, indeed invaluable to all manner of teams that consist of people in collaboration with machines. I offer a hearty “Bravo!” to Keiko Onodera whose contribution of design skills is of the very highest quality and value. Most human limits are usually self-imposed so it would be a serious mistake, perhaps a fatal mistake, to limit the nature and extent of the “We” when adopting a “Bigger Theory of Work.” Those who share my high regard for this book are urged to check out *Enterprise Architecture As Strategy: Creating a Foundation for Business Execution*, co-authored by Jeanne W. Ross, Peter Weill, David Robertson and published by Harvard Business Review Press.

Until now, Business Models have enjoyed great popularity in part because they promote a creative, strategic view of how business works. Working on a Business Model Canvas is a wonderful, empowering, Strategic experience. But then reality hits as a beautifully crafted idea crashes into the brick wall we know as OTHER PEOPLE. How do we deal with all those others who just don't get it? This is a book about those tough, demanding, Tactical situations business leaders need to address to make their model actually work. For those familiar with the Business Model Canvas, it's a journey on the left side of the Value Proposition. For those that aren't familiar with the BM Canvas, the book first serves as a quick and easy introduction to the methodology; which can later be used to also introduce it to the others involved in making you valuable, your TEAM. That covers the enterprise. The individual is next with a similar introduction to Personal Business Models, only greatly extended from "Business Model YOU" with the addition of how to model Professionalism. One of the book's propositions is that leaders don't have to manage their people. If they can help them manage their own professionalism, the people will manage themselves. As one of the book's many co-creators, I have worked for over a year with this paradigm shift. It's a big deal and if you think you know how to implement Business Models, without this insight, you don't. But with it you have a path to ALIGNMENT between the enterprise and the individual. That path involves much more than skills. It also takes a communicative style. There is a section of the book specifically discussing topic this but more importantly the authors have taken the real world tactical experiences of the co-contributors and included them in their examples. I personally found that paying attention to the styles presented was often more valuable than the method being illustrated. If you are going to buy the book, get your money's worth by using it to source both skills and styles.

Let's face it; the world is changing. People - and not just younger generations - no longer want to be told what to do and how to do it. They want autonomy and choice, they want to contribute and they want to feel connected to others - even if they're working remotely. And they want what they do at work to matter. The writing of this book is an exemplar of these concepts. It was written under the leadership of co-authors Tim and Bruce with the contribution of 225 individuals across 38 countries. The book embodies both leadership and collaboration; the need for direction in concert with an openness to encourage independent thought; an environment where respectful communication and intelligent debate are the standard. Like many in the new world of work, the co-creators of this book (of which I am honoured to be one), worked across time zones and language differences; we contributed, not for the typical reward motive but because together we were working on something meaningful; something we could connect with. Something that was greater than the sum of

individual contributions. Sounds like a great model for an organisation doesn't it? But it's not just applicable to writing a book. Read the book and you'll find case studies about organisations who've created better ways of working; where individual, team and organisational goals are aligned and where together, they all achieve more.

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