

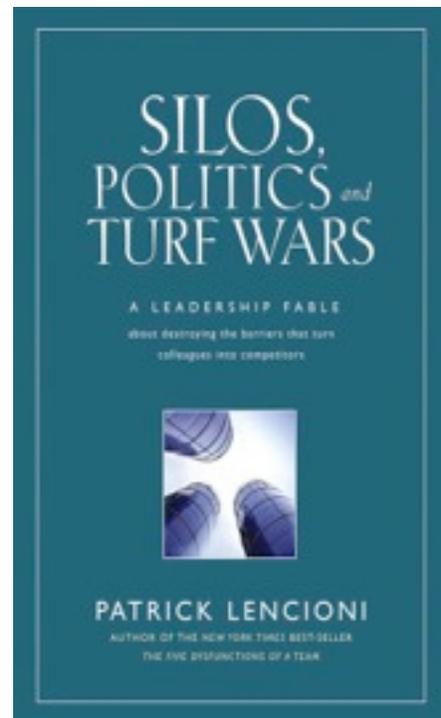
FWPMI Book Review by: Steve Tefertiller  
“Silos, Politics and Turf Wars”  
by Patrick Lencioni

Publisher:	Jossey-Bass
Date of Publication:	2006
Number of pages:	211
Book Club rating:	4.5

**Plot Summary:** (approximately 350–500 words) Provide a brief description of the book’s concept and major learning points

Pat Lencioni tackles a prominent symptom of corporate frustration: silos, the invisible barriers that separate work teams, departments and divisions, causing people who are supposed to be on the same team to work against one another. According to Pat, silos—and the turf wars they enable—devastate organizations by wasting resources, killing productivity and jeopardizing results. Drawing from his book, *Silos, Politics, and Turf Wars*, Pat provides leaders with powerful advice on how to eliminate the structural obstacles that derail organizations. Urging leaders to provide a compelling context for their employees to work together, Pat’s model gives leaders a simple tool for enabling clarity, unity and alignment in their organizations.

The story is about Jude Cousins, an eager young management consultant struggling to launch his practice by solving one of the more universal and frustrating problems faced by his clients. Through trial and error, he develops a simple yet ground-breaking approach for helping them transform confusion and infighting into clarity and alignment.



## **Book Club Meeting Discussion: (approximately 250 words)**

Provide a summary of some of the relevant discussion points of the book club members.

Book Club Meeting Discussion:

The discussion of this book struck a cord with everyone that attended the Book Club. Although the attendees of the Book Club represented a wide array of project management experiences from several different industries, everyone was able to relate specific experiences in their career where silos, politics and turf wars negatively impacted efforts of the company or organization they were working for. It was generally agreed that in order for any theory to address silo, political and turf war issues, there needs to be complete buy-in by upper management. During our discussion, examples were given where techniques like the author describes in the book were used, but because of the lack of upper management buy-in the project or effort failed. Even though the book is written in a story format, the author was able to effectively communicate and analyze multiple examples (or case studies) that brought out why the organization was experiencing silo, political or turf war problems, and how the “Thematic Goal” model was able to address each example (or case study). The group discussed the effectiveness of using a story line format to introduce and educate readers about practical business related issues, and how to put them in practice. Another topic that the group discussed was the importance of not only upper management “Thematic Goal” model buy-in, but the buy-in of everyone that was assigned to participate with addressing an organization’s problem or issue. The group discussed how if some of the techniques described in the book were used on projects they worked on in the past, a more favorable outcome would have been achieved.

## **Personal Comments: (approximately 200 words)**

What are your personal thoughts regarding this book? Is it something that you feel you will benefit from and apply in your own projects? What was a particular highlight for you?

Personal Comments:

Usually I find books that are about theories of business practices, or truly academic in nature, are a challenge to get through. Fortunately that was not the case with “Silos, Politics, and Turf Wars”. I found myself really engaged with the storyline of the book. The storyline format is an effective way to communicate and educate the reader. Many of the examples the author uses I have experienced through my career, and can appreciate the frustration when influences that are not inline with a common business goal that impacts a project. The next time I find myself involved in any kind of business effort where silos, politics, or turf wars are impacting the situation, I will refer to this book as a guide. I believe the part of the book that most sticks out to me was the experience the main character had at the emergency room, where he had to take his daughter. No matter what silos, politics, or turf wars that were going on at the hospital, the emergency room was the only place where coordination, communication, and corporation worked beautifully. Even though there was no big sign hanging on the wall stating what they were to do and why they were doing it, it was obvious and just understood. In reality, everyone working in the emergency room were working under the “Thematic Goal” model, and didn’t even know it.