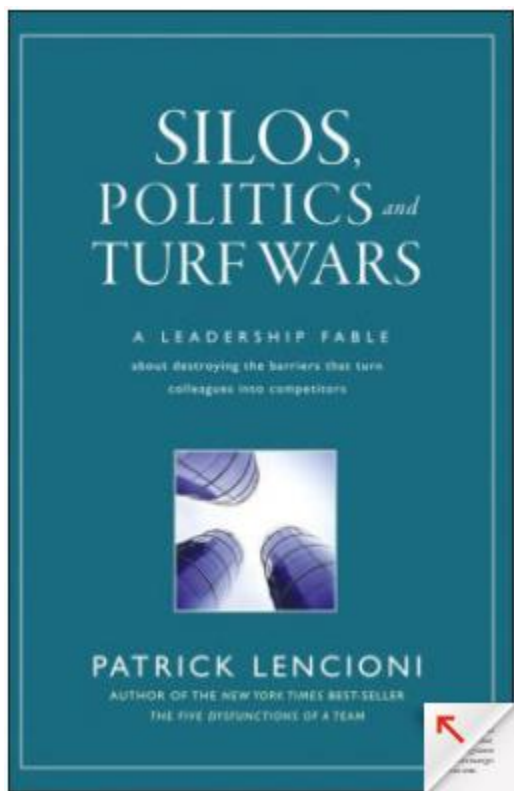


FWPMI Book Review by: Jennifer Lipschultz
Silos, Politics and Turf Wars
by Patrick Lencioni

Publisher:	Jossey-Bass
Date of Publication:	2006
Number of pages:	210
Book Club rating:	4 out of 5

Plot Summary:



The overall message of the book is silos between departments are inherently created by senior management, because they naturally advocate resources / budget / new equipment / etc for their teams. However, if a “burning platform” or “rallying cry” exists (which the book calls a “thematic goal”), then motivation for senior managers to collaborate is created, which transcends to their staff. The book

describes a process to lead executives towards developing the thematic goal and objectives to support realizing the chosen goal. Progress towards meeting the goal is to be discussed at each senior management staff meeting until it's achieved.

Book Club Meeting Discussion:

The biggest critique was the consultant's back story was contrived. For instance, in one part it was stated that he attended a client meeting with no plan on what he was to present. That said, a counterpoint was offered that in a prior Patrick Lencioni book read for the book club, it was stated that it's best for a consultant to attend a client meeting with no prepared pitch and simply be prepared to listen.

Another point made was the methodology presented in the book sounds great on paper, but in reality cannot be sufficient. The book does a nice job of walking us through holding an initial meeting with a team to decide on the thematic goal and subsequent defining objectives and standard operating objectives. It next suggests that implementation status should be discussed at each subsequent staff meeting. However, there is no mention of project management, change management, Six Sigma, ensuring the achievement of the goals fits into available budget and resources, validating that the chosen objectives are the right ones with supporting data, exactly how to mesh efforts on the "thematic goal" with keeping an eye on day-to-day operations and other necessary processes to be successful with implementation and running the company.

Personal Comments:

I feel that the concept of pulling together the executive team to align them on a single purpose (goal) and defining objectives and measures that provide direction for how to achieve the goal is very valuable. This will only be effective in removing silos if the root cause of silos is indeed simply that senior managers are too focused on looking out for the best for their own teams. This method will not be effective in removing silos if the root cause is personality conflicts, cultural conflicts, inherent sense of superiority amongst the ranks that one department has more clout than another (i.e. sales is king, then marketing, then engineering, etc.). Also, the methodology provided is not sufficient to achieve the goal. If the concepts presented in this book are used in conjunction with John Kotter's "Leading Change", Dr. Prasad Kodukula's "Organizational Project Portfolio Management", plus the McKinsey 7S's, Agile and general strategy development, then a comprehensive solution for realizing the goal and its objectives can be developed.