

Katzenbach And Smith The Wisdom Of Teams

The Wisdom of Teams

The Wisdom of Teams

The Discipline of Teams

The Wisdom of Teams

High-Performance Teams: The Katzenbach-Smith Collection (2 Books)

The Team Coaching Toolkit

Control Your Destiny or Someone Else Will

The Critical Few

Leading Outside the Lines

Leading Teams

Why Pride Matters More Than Money

Fumbling the Future

The Secret of Teams

The Art of Agile Development

Taking Charge Of Change

Complex Systems Concurrent Engineering

Harvard Business Review on Teams that Succeed

Real Change Leaders

Peak Performance

Handbook of Top Management Teams

When Teams Work Best

Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation

Cut Costs, Grow Stronger : A Strategic Approach to What to Cut and What to Keep

Advances in Project Management

Leading Change, With a New Preface by the Author

Values-Based Interprofessional Collaborative Practice

The Essential Advantage

Make Success Measurable!

The Team that Managed Itself

Leaders' Journal

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2016-09-20 Jon R. Katzenbach Teams are fast becoming a flexible and efficient way to enhance organizational performance. This Harvard Business Review collection brings together the ideas and research from Jon Katzenbach and Douglas Smith, who argue that we cannot meet the challenges ahead, from total quality to customer service to innovation, without teams. This collection includes *The Wisdom of Teams* and *The Discipline of Teams*.

2009-07-15 Paul Leinwand For most companies, cost cutting in a down economy means across-the-board slashing that "spreads the pain" of budget reductions across many departments. While that may sound like the best approach for getting critical results fast and for limiting political infighting, it is a mistake—one that will leave your company weaker, not just smaller. Instead, companies that need to reduce costs should treat the challenge as an opportunity to identify and reinforce their key capabilities, while divesting from those activities that do not truly reflect the business's strengths or long-term goals. This more strategic approach will make your company more resilient as tough times continue and more robust as recovery begins. In *Cut Costs, Grow Stronger*, an e-book published as part of the Harvard Business Press Memo to the CEO series, Booz & Company's Shumeet Banerji, Paul Leinwand and Cesare Mainardi provide executives with the tools they need to rapidly implement capabilities-driven cost reduction. First they demonstrate how to identify and clearly articulate your company's key capabilities—not just core competencies or skill sets, but those very few strengths that, in combination, define how your organization competes. You can then use this information to create your company's unique blueprint for effective and efficient cost reduction. The authors' detailed, step-by-step framework walks you through the process, which can be completed in as little as two or three months—it's something that you can do now. This practical guide to capabilities-driven cost-cutting is the tool executives need to confront the challenge of today's economy while strengthening the foundation for what will set their company apart in the future.

1996 Douglas K. Smith With deep insight into organizational psychology and practical steps for mastering it, this book is the essential companion to any other management book. The bestselling coauthor of *The Wisdom of Teams* discusses the diagnostic tools needed to assess an organization's particular needs for change, and provides the tool kit required to implement the changes.

1995 Jon R. Katzenbach Explains why some of the most promising corporation changes fail, challenges previous management standards, and offers tips on how to inspire a workforce

2002 J. Richard Hackman Hackman (social and organizational psychology, Harvard U.) identifies the factors of being a team leader that will enable a team to work together efficiently to achieve organizational goals. He suggests that five conditions are necessary: having a real team, a compelling direction, an enabling team structure, a supportive

organizational context, and expert team coaching. He integrates insights from interviews with team leaders with concepts from the social sciences. Annotation copyrighted by Book News, Inc., Portland, OR

2005-04-05 Noel M. Tichy Acknowledged as the outstanding business leader of the late twentieth century, Jack Welch made General Electric one of the world's most competitive companies. This dynamic CEO defined the standard for organizational change, creating more than \$400 billion in shareholder value by transforming a bureaucratic behemoth into a nimble, scrappy winner in the global marketplace. Here, Tichy and Sherman extract the enduring leadership lessons from the revolution Welch wrought at GE. Of these, the most essential is the limitless power of learning. Leadership has its mysteries, but it is a skill that anyone can acquire and enhance. Above all, great leaders select great people and lure them into an endless process of learning and adaptation. Jack Welch's Six Rules Control your destiny or someone else will. Face reality as it is, not as it was, or as you wish it were. Be candid with everyone. Don't manage, lead. Change before you have to. If you don't have a competitive advantage, don't compete.

2017-10-17 Tony Llewellyn 55 proven tools and techniques to help team leaders and project managers improve team performance in a complex environment. The book also provides an introduction to the concept of team coaching as a distinct management activity.

2016-03-23 Darren Dalcher On the evidence of the authors of *Advances in Project Management: Narrated Journeys in Unchartered Territory*, there is a sea change coming. That change will affect the way projects are perceived, lead and governed, particularly in the context of the wider organisation to which they belong; whether that is in the public, private or not-for-profit sectors. Many organisations have struggled to apply the traditional models of project management to their new projects in the global environment. Anecdotal and evidence-based research confirms that projects continue to fail at an alarming rate. A major part of the build-up to failure is often the lack of adequate project management knowledge and experience. *Advances in Project Management* covers key areas of improvement in understanding and project capability further up the management chain; amongst strategy and senior decision makers and amongst professional project and programme managers. This collection, drawn from some of the world's leading practitioners and researchers and compiled by Professor Darren Dalcher of the National Centre for Project Management, provides those people and organisations who are involved with the developments in project management with the kind of structured information, new approaches and novel perspectives that will inform their thinking and their practice and improve their decisions.

1999-06-01 Douglas K. Smith Ask consumers and users what names they associate with the multibillion dollar personal computer market, and they will answer IBM, Apple, Tandy, or

Lotus. The more knowledgeable of them will add the likes of Microsoft, Ashton-Tate, Compaq, and Borland. But no one will say Xerox. Fifteen years after it invented personal computing, Xerox still means "copy." *Fumbling the Future* tells how one of America's leading corporations invented the technology for one of the fastest-growing products of recent times, then miscalculated and mishandled the opportunity to fully exploit it. It is a classic story of how innovation can fare within large corporate structures, the real-life odyssey of what can happen to an idea as it travels from inspiration to implementation. More than anything, *Fumbling the Future* is a tale of human beings whose talents, hopes, fears, habits, and prejudices determine the fate of our largest organizations and of our best ideas. In an era in which technological creativity and economic change are so critical to the competitiveness of the American economy, *Fumbling the Future* is a parable for our times.

2019-01-16 Jon Katzenbach In a global survey by the Katzenbach Center, 80 percent of respondents believed that their organization must evolve to succeed. But a full quarter of them reported that a change effort at their organization had resulted in no visible results. Why? The fate of any change effort depends on whether and how leaders engage their culture: the self-sustaining patterns of behaving, feeling, thinking, and believing that determine how things are done in an organization. Culture is implicit rather than explicit, emotional rather than rational—that's what makes it so hard to work with, but that's also what makes it so powerful. For the first time, this book lays out the Katzenbach Center's proven methodology for identifying your culture's three most critical elements: traits, characteristics that are at the heart of people's emotional connection to what they do; keystone behaviors, actions that would lead your company to succeed if they were replicated at a greater scale; and authentic informal leaders, people who have a high degree of "emotional intuition" or social connectedness. By leveraging these critical few elements, you can tap into a source of catalytic change within your organization. People will make an emotional, not just a rational, commitment to new initiatives. You will elicit enthusiasm and creativity and build the kind of powerful company that people recognize for its innate value and effectiveness.

2007-08-10 Geilson Loureiro This volume features the proceedings of the 14th ISPE Conference on Concurrent Engineering, held in São José dos Campos, São Paulo, Brazil, on the 16th - 20th of July 2007. It highlights the application of concurrent engineering to the development of complex systems.

2004 Teams That Succeed Managers at all levels strive to develop effective teams while avoiding the pitfalls so common in team management. This invaluable collection of articles explores teamwork from a variety of angles, including emotional intelligence, creativity, and decision making. Every reader will gain insight on how to create and manage teams that work efficiently, effectively, and collaboratively.

2000 Jon R. Katzenbach Publisher Fact Sheet
Renowned business teams expert reveals what motivates employees to succeed.

2012-10-23 John P. Kotter The international bestseller—now with a new preface by author John Kotter. Millions worldwide have read and embraced John Kotter's ideas on change management and leadership. From the ill-fated dot-com bubble to unprecedented M&A activity to scandal, greed, and ultimately, recession—we've learned that widespread and difficult change is no longer the exception. It's the rule. Now with a new preface, this refreshed edition of the global bestseller *Leading Change* is more relevant than ever. John Kotter's now-legendary eight-step process for managing change with positive results has become the foundation for leaders and organizations across the globe. By outlining the process every organization must go through to achieve its goals, and by identifying where and how even top performers derail during the change process, Kotter provides a practical resource for leaders and managers charged with making change initiatives work. *Leading Change* is widely recognized as his seminal work and is an important precursor to his newer ideas on acceleration published in *Harvard Business Review*. Needed more today than at any time in the past, this bestselling business book serves as both visionary guide and practical toolkit on how to approach the difficult yet crucial work of leading change in any type of organization. Reading this highly personal book is like spending a day with the world's foremost expert on business leadership. You're sure to walk away inspired—and armed with the tools you need to inspire others.

Published by Harvard Business Review Press.

1993 Jon R. Katzenbach Teams are fast becoming a flexible and efficient way to enhance organizational performance. Yet today's business leaders consistently overlook opportunities to exploit their potential, confusing teams with teamwork or sharing. In this book, two senior McKinsey successful team leaders fit no ideal profile; commitment to performance goals is more important than commitment to team-building goals; top management teams are often smaller and more difficult to sustain; and team endings can be as important to manage as team beginnings. The wisdom of teams lies in recognizing their unique potential to deliver results and in understanding their many benefits.

2011 Paul Leinwand Conventional wisdom on strategy is no longer a reliable guide. In *Essential Advantage*, Booz & Company's Cesare Mainardi and Paul Leinwand maintain that success in any market accrues to firms with coherence: a tight match between their strategic direction and the capabilities that make them unique. Achieving this clarity takes a sharpness of focus that only exceptional companies have mastered. This book helps you identify your firm's blend of strategic direction and distinctive capabilities that give it the "right to win" in its chosen markets. Based on extensive research and filled with company examples—including Amazon.com, Johnson & Johnson, Tata Sons, and Procter & Gamble—*Essential Advantage* helps you construct a

coherent company in which the pieces reinforce each other instead of working at cross-purposes. The authors reveal: · Why you should focus on a system of a few aligned capabilities · How to identify the "way to play" in your market · How to design a strategy for well-modulated growth · How to align a portfolio of businesses behind your capability system · How your strategy clarifies growth, costs, and people decisions Few companies achieve a capability-driven "right to win" in their market. This book helps you position your firm to be among them.

2008 James Shore For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

1999-03-12 Douglas K. Smith "Performance begins with focusing on outcomes instead of activities. In my experience, most people in most organizations most of the time do the reverse. They concentrate their efforts on the pursuit of activities instead of outcomes. As a result, they rarely set or achieve performance results that matter." Today's performance challenges demand outcomes—both financial and nonfinancial—that must simultaneously benefit customers, shareholders, employees, and management. Therein lies a cycle of sustainable performance that functions as a framework to ensure your organization's goals are set, met, and balanced for today's business world. *Make Success Measurable!* enables you to avoid activity-based goals that can go on indefinitely, and articulate aggressive outcome-based goals that are specific, measurable, achievable, relevant, and time-bound. This is a how-to book, emphasizing outcomes as opposed to actions in setting goals. You'll learn how to: Set goals that matter to customers, shareholders, and funders. Set nonfinancial as well as financial goals and link them together. Understand and use outcome-based goals that support success while avoiding activity-based goals that produce failure. Select and use management disciplines needed to achieve your goals. Smith provides the what's and why's behind today's performance challenges and shows how to convert them into measurable concrete achievements. Using an innovative approach, Smith divides each chapter into an explanatory Mindbook section and a practice Workbook section. The Mindbook sections provide descriptions and explain key concepts, frameworks, tools, and techniques. They seek to build your intellectual understanding of how to set and achieve the performance goals that matter. The Workbook sections include detailed examples and exercises that you and your colleagues can use to practice the concepts, tools, and techniques put forth in the Mindbook section. Workbook exercises allow you to convert understanding into action—and action into results! "Doug Smith's work on performance and measurement has been an invaluable management resource for us. We believe that if you can't measure it, you can't improve it. Thanks to Doug, we can focus on the right measures to drive performance

against today's many new and different challenges throughout our enterprise."—Leon Gorman, President, L.L. Bean, Inc. "*Make Success Measurable!* is a practical and powerful step-by-step guide to setting and achieving the goals we all need to accomplish in a constantly changing and challenging world."—Charles Dolan, Chairman, Cablevision Systems Corporation. "No one writes as clearly about today's key management issues as Doug Smith. Whether you're in a small eCommerce startup or a large, already established organization, the frameworks, tools, techniques, and exercises contained in this book are the only things you'll need to manage the performance that matters to your customers, your people, and your shareholders."—Steve Goldstein, CEO, eChores and former CEO, American Express Bank. "Achieving results that matter to donors and clients—is the true measure of success for any nonprofit organization. This book provides a thoughtful and extremely practical guide for setting goals and effectively meeting them. It is an absolutely indispensable tool for leaders and a model for good management."—Jenna Dorn, President, National Museum of Health.

2019-10-22 Christina Wodtke "In this new book, Christina has tackled what I consider the most important problem in the tech industry. Only a small fraction of product teams are working at their potential, and while there are many reasons, this is the responsibility of management, or the lack thereof. People that care enough to provide the level of coaching to help their people become first competent, and then exceptional at their craft." Marty Cagan, Author of *Inspired* and Founder of the Silicon Valley Product Group "What if you could learn the secrets of self-managing teams like the best ones you hear about in tech startups? And what if you could learn them through a simple and compelling story about someone like you who is dealing with familiar challenges every day? And what if you could learn them from someone who has spent decades practicing, learning, and teaching these principles to those great teams? That's exactly what you'll get in Christina Wodtke's tour de force, *The Team that Managed Itself*." Bruce McCarty, Internationally renowned Speaker and Author on Product Management and Founder of Product Culture An Actionable Leadership Book in the Form of a Fable In The Team That Managed Itself, Christina Wodtke teaches leaders how to build and lead high performing teams based on her long career in the trenches in Silicon Valley. Her book is engaging, actionable—and built around a story you'll want to read. After her boss leaves suddenly, Allie finds herself responsible for the casual gaming titan Quiltworld and the dozens of people working on the highly dysfunctional team. Can Allie learn to competently hire, fire, and give feedback in time to make the product's big sales goals? Or will the team, the buggy code, and the beloved game fall apart while Allie's job goes up in smoke? Learn to lead a team along with Allie as she tackles one challenge after another while the clock ticks down. How do you build the right team and choose the goals to pull them to greatness, even if you're dealing with a toxic environment? How do you keep your people moving in the right direction without burning

out or burning it all down? As Allie finds out, even in the face of overwhelming pressure it's about setting expectations, giving good feedback, checking in against goals, and learning as a team.. Leading so well that your team learns to manage itself? That's no fable. Learn how from Christina Wodtke.

2015-09-22 Jon R. Katzenbach The definitive classic on high-performance teams The Wisdom of Teams is the definitive work on how to create high-performance teams in any organization. Having sold nearly a half million copies and been translated into more than fifteen languages, the authors' clarion call that teams should be the basic unit of organization for most businesses has permanently shaped the way companies reach the highest levels of performance. Using engaging case studies and testimonials from both successful and failed teams—ranging from Fortune 500 companies to the U.S. Army to high school sports—the authors explain the dynamics of teams both in great detail and with a broad view. Their conclusions and prescriptions span the familiar to the counterintuitive:

- Commitment to performance goals and common purpose is more important to team success than team building.
- Opportunities for teams exist in all parts of the organization.
- Real teams are the most successful spearheads of change at all levels.
- Working in teams naturally integrates performance and learning.
- Team "endings" can be as important to manage as team "beginnings."

Wisdom lies in recognizing a team's unique potential to deliver results and in understanding its many benefits—development of individual members, team accomplishments, and stronger companywide performance. Katzenbach and Smith's comprehensive classic is the essential guide to unlocking the potential of teams in your organization.

2010-10-29 F. Bournois Questions of company governance have been examined over the years, but this has generally been in areas concerning shareholders. Meanwhile the management team and board of directors remain comparatively unexplored. This book has been written to provide a way into this relatively unknown world of executive committees.

2015-06-13 J. Greenway The book's title - "Leaders' Journal: 40 days of self-coaching" - gives some clues as to what it is about: * It's for all leaders - entrepreneurs, business managers, social enterprise leaders or anyone who aspires to lead * Its aim is to enable to you to "self-coach". It's intended to help you learn and embed new ways of working over the 40 days and beyond. * It provides 40 days of great stories and cases that will get you thinking and inspire you * It provides a treasure chest of 40 practical and powerful tools and ideas that you and your team will want to use well into the future * It's a journal which gives you space to write down your thoughts and ideas each day and to keep a record of your journey * It's written to help you navigate more effectively - to improve your zig and to develop your zag! Above all, our hope is that Leaders' Journal will be of great benefit to you and the people you serve for many years to come.

2013-10-25 Karen Martin The first of its kind—a

Value Stream Mapping book written for those in service and office environments who need to streamline operations Value Stream Mapping is a practical, how-to guide that helps decision-makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare, R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development. Karen Martin is principal consultant for Karen Martin & Associates, LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program. Mike Osterling provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.

2012-09-13 Jill E. Thistlethwaite Discusses values from the perspective of different health care professionals and why teams and collaborations may succeed or fail.

2003-02-18 Jon R. Katzenbach Teams -- the key to top performance Motorola relied heavily on teams to surpass its competition in building the lightest, smallest, and highest-quality cell phones. At 3M, teams are critical to meeting the company's goal of producing half of each year's revenues from the previous five years' innovations. Kodak's Zebra Team proved the worth of black-and-white film manufacturing in a world where color is king. But many companies overtook the potential of teams in turning around tagging profits, entering new markets, and making exciting innovations happen -- because they don't know how to utilize teams successfully. Authors Jon R. Katzenbach and Douglas K. Smith talked with hundreds of people in more than thirty companies to find out where and how teams work best and how to enhance their effectiveness. They reveal: The most important element in team success Who excels at team leadership ... and why they are rarely the most senior people Why companywide change depends on teams ... and more Comprehensive and proven effective, The Wisdom of Teams is the classic primer on making teams a powerful tool for success in today's global marketplace.

2011-10-03 Mark Miller Teams are critical to the success of every organization. Departmental, interdepartmental, cross-functional, ad hoc, task-specific—teams do everything from planning the office party to setting the annual budget to establishing performance goals. But what separates the teams that really deliver from the ones that simply spin their wheels? What is the secret of high-performance teams? As he did in The Secret, Mark Miller uses a compelling business fable to reveal profound yet easily grasped truths that can dramatically transform any organization. Debbie Brewster, the heroine of The Secret, has been promoted and is now struggling with taking her new team to the next

level. Her old mentor, Jeff Brown, the company's CEO, sends her out to find the secret of teams. On her journey she learns from three very different teams—the Special Forces, NASCAR, and a local restaurant. Debbie and her team discover the three elements that all successful teams have in common. But that's just the beginning. The devil is in the details, as the story of Debbie's efforts to actually implement the three elements shows. You'll learn how to change entrenched ways of thinking and acting, what you have to do to optimize each of the three elements of a successful team, how to measure your progress, and more. Creating high-performance teams does more than just give your organization a competitive advantage. It can be a performance multiplier that significantly improves results while honoring and developing people. It may be the ultimate win-win-win that your organization is seeking.

2009-01-08 Jon R. Katzenbach In The Discipline of Teams, Jon Katzenbach and Douglas Smith explore the often counter-intuitive features that make up high-performing teams—such as selecting team members for skill, not compatibility—and explain how managers can set specific goals to foster team development. The result is improved productivity and teams that can be counted on to deliver more than just the sum of their parts. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

2001-08-21 Frank M. J. LaFasto Based on 20 years of research, this dynamic book combines the study of teamwork and the latest applications.

2003-03-11 Jon R. Katzenbach The book that turns our understanding of motivation on its head . . . and shows why most companies get it wrong. There are few people with more experience and accumulated wisdom about the inner workings of business and how people can work together more effectively than Jon Katzenbach. His groundbreaking research has resulted in several important books, including The Wisdom of Teams and Real Change Leaders. Over the past several years he has turned his attention to one of the perennial questions of leaders everywhere: How do I motivate my employees? Most everyone frets about how to devise schemes that will keep the troops revved up. Conventional wisdom—or at least the practice at most companies—often centers on money as the primary motivating force. Many also rely on intimidation, which like money generally has a short-term impact. But what Katzenbach has found in his research at many organizations is that both of these practices do little to build the long-term sustainability of an organization. For that you need a powerful force that has been—until this point—understood by few managers and implemented by fewer still: pride. From the front lines to the executive suite, most people

are motivated by feelings of accomplishment, approval, and camaraderie. It's why the best employees strive well beyond performance levels that will yield them higher pay and why most true professionals relentlessly avoid retirement. Why does Southwest Airlines consistently turn in the highest levels of performance and profitability of any company in the airline business? What can the U.S. Marines teach us about individual commitment that can be used in the for-profit world? How is General Motors overcoming its history of labor-management enmity through the efforts of "pride-builders" from both the union and the management side? By drawing on what he has learned from these and many other organizations, Jon Katzenbach provides a practical program for understanding the role of pride:

- Money is not the motivator most people think it is: Katzenbach shows why pay-for-performance programs by themselves result in employees who focus on self-serving behavior and skin-deep organizational commitment.
- Money tends to be a short-term motivational

device and works best during times of growth, but pride works in bad times as well as good. • Cultivating pride is an investment that yields high returns on workforce performance over time and is not nearly as costly as relying solely on monetary compensation and the turnover risks that accompany a "show me the money" culture. Katzenbach shares unique insights and specifics about how the best mid-level pride-builders take advantage of the world's greatest motivational force even in environments as challenging as General Motors and Aetna. He shows how managers at every level are missing a powerful lever if they are not instilling pride as a primary force for building their organization. Also available as an eBook.

2010-04-19 Jon R. Katzenbach An all-new approach to understanding the (in)formal connections of an organization From the bestselling coauthor of the business classic *The Wisdom of Teams* comes an all-new exploration of the modern workplace, and how leaders and managers must embrace it for success.

Katzenbach and Khan examine how two distinct factions together form the bigger picture for how organizations actually work: the more defined "formal" organization of a company—the management structure, performance metrics, and processes—and the "informal"—the culture, social networks, and ad hoc communities that spring up naturally and can accelerate or hinder how the organization works. With dynamic examples from enterprises around the world, this book takes a timeless organizational approach and creates a powerful paradigm-shifting tool set for applying it. Includes self-assessment guidelines for senior leaders, front-line managers, and individual contributors Features organizations in business, government, the nonprofit sector, and academia—including the New York City schools system, Aetna, the Marines, United Nations, Orpheus Chamber Orchestra, Home Depot, Bell Canada, and the Houston Police Department *Leading Outside the Lines* illustrates how leaders can make the two distinct factions work together to get the best of both.