

Access Free American Icon Alan Mulally And The Fight To Save Ford Motor Company Bryce G Hoffman Pdf For Free

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Henry Ford (July 30, 1863 – April 7, 1947) was an American industrialist, the founder of the Ford Motor Company, and sponsor of the development of the assembly line technique of mass production. Although Ford did not invent the automobile or the assembly line, he developed and manufactured the first automobile that many middle class Americans could afford. This is his story in his own words. NEW YORK TIMES BUSINESS BESTSELLER • A suspenseful behind-the-scenes look at the dysfunction that contributed to one of the worst tragedies in modern aviation: the 2018 and 2019 crashes of the Boeing 737 MAX. An "authoritative, gripping and finely detailed narrative that charts the decline of one of the great American companies" (New York Times Book Review), from the award-winning reporter for Bloomberg. Boeing is a century-old titan of industry. It played a major role in the early days of commercial flight, World War II bombing missions, and moon landings. The planemaker remains a cornerstone of the U.S. economy, as well as a linchpin in the awesome routine of modern air travel. But in 2018 and 2019, two crashes of the Boeing 737 MAX 8 killed 346 people. The crashes exposed a shocking pattern of malfeasance, leading to the biggest crisis in the company's history—and one of the costliest corporate scandals ever. How did things go so horribly wrong at Boeing? *Flying Blind* is the definitive exposé of the disasters that transfixed the world. Drawing from exclusive interviews with current and former employees of Boeing and the FAA; industry executives and analysts; and family members of the victims, it reveals how a broken corporate culture paved the way for catastrophe. It shows how in the race to beat the competition and reward top executives, Boeing skimped on testing, pressured employees to meet unrealistic deadlines, and convinced regulators to put planes into service without properly equipping them or their pilots for flight. It examines how the company, once a treasured American innovator, became obsessed with the bottom line, putting shareholders over customers, employees, and communities. By Bloomberg investigative journalist Peter Robison, who covered Boeing as a beat reporter during the company's fateful merger with McDonnell Douglas in the late '90s, this is the story of a business gone wildly off course. At once riveting and disturbing, it shows how an iconic company fell prey to a win-at-all-costs mentality, threatening an industry and endangering countless lives. The first prescriptive, innovative guide to seeing inflection points before they happen—and how to harness these disruptive influences to give your company a strategic advantage. Paradigmatic shifts in the business landscape, known as inflection points, can either create new, entrepreneurial opportunities (see Amazon and Netflix) or they can lead to devastating consequences (e.g., Blockbuster and Toys R Us). Only those leaders who can "see around corners"—that is, spot the disruptive inflection points developing before they hit—are poised to succeed in this market. Columbia Business School Professor and corporate consultant Rita McGrath contends that inflection points, though they may seem sudden, are not random. Every seemingly overnight shift is the final stage of a process that has been subtly

building for some time. Armed with the right strategies and tools, smart businesses can see these inflection points coming and use them to gain a competitive advantage. *Seeing Around Corners* is the first hands-on guide to anticipating, understanding, and capitalizing on the inflection points shaping the marketplace. The inside story of the epic turnaround of Ford Motor Company under the leadership of CEO Alan Mulally. At the end of 2008, Ford Motor Company was just months away from running out of cash. With the auto industry careening toward ruin, Congress offered all three Detroit automakers a bailout. General Motors and Chrysler grabbed the taxpayer lifeline, but Ford decided to save itself. Under the leadership of charismatic CEO Alan Mulally, Ford had already put together a bold plan to unify its divided global operations, transform its lackluster product lineup, and overcome a dysfunctional culture of infighting, backstabbing, and excuses. It was an extraordinary risk, but it was the only way the Ford family—America's last great industrial dynasty—could hold on to their company. Mulally and his team pulled off one of the greatest comebacks in business history. As the rest of Detroit collapsed, Ford went from the brink of bankruptcy to being the most profitable automaker in the world. *American Icon* is the compelling, behind-the-scenes account of that epic turnaround. In one of the great management narratives of our time, Hoffman puts the reader inside the boardroom as Mulally uses his celebrated Business Plan Review meetings to drive change and force Ford to deal with the painful realities of the American auto industry. Hoffman was granted unprecedented access to Ford's top executives and top-secret company documents. He spent countless hours with Alan Mulally, Bill Ford, the Ford family, former executives, labor leaders, and company directors. In the bestselling tradition of *Too Big to Fail* and *The Big Short*, *American Icon* is narrative nonfiction at its vivid and colorful best. Clarity + Alignment = PERFORMANCE One of the hardest things to achieve in business is getting everyone on your team aligned to the same plan. Picture your business as a rowing team. Most have some people casually rowing, others out of sync, and even some rowing in the complete opposite direction. In *Relentless Implementation*, you will learn a tried and tested system that will get every person on your team vigorously rowing in the same direction. This operating system will allow you to achieve maximum performance from your team while creating a Working Together culture that will help provide clarity to all functions of your business. In this book you will learn: - to implement the operating system Alan Mulally famously used as CEO at Ford Motor Company and Boeing Commercial Airplanes - 11 Practices and Principles of Working Together - to create a Creating Value Roadmap - to set up and run a weekly Business Plan Review meeting *Relentless Implementation* shares a tested and proven operating system that creates organizational clarity, alignment and improved performance so you have One Team working One Plan for One Goal. Is it possible to run a multibillion-dollar corporation on the power of trust? Must you set aside your authentic self as you climb the corporate ladder? Is there another role for technology beyond saving costs and creating efficiencies? In *The Power of Many*, Meg Whitman, former president and CEO of eBay, speaks to these questions and more, identifying ten core values that steered her—and can steer any leader—to success without ethical compromise. During her decade at the helm of eBay, Meg Whitman transformed it from a tiny start-up into a nearly \$8 billion global powerhouse, revolutionizing the way goods are bought and sold online. Fortune magazine twice named her the Most Powerful Woman in Business. Now, with the vitality, candor, and often self-effacing humor that is her trademark, Meg lays out the ten core values that she credits not only with her strategic success but with many of the joys and satisfactions of her private life. Values such as trust, authenticity, courage, and validation are not naive, Meg shows us, and they are definitely not a luxury. Rather, they are essential tools for success that go hand in hand with traditional business practices—like holding oneself accountable or growing a company efficiently. She believes they are the foundation of strong management in the twenty-first century. Today, technology and the transparency it brings demand that organizations

demonstrate a character that aligns with the values of their communities. Meg illustrates the origins of her values and the underpinnings of her approach with compelling stories from her extraordinary career and her down-to-earth upbringing—from the harrowing twenty-two-hour system outage that nearly sunk eBay to the indomitable spirit of her eighty-nine-year-old mother, who grew up in Boston society but worked as an airplane mechanic during World War II. It was her mother, Meg says, who gave her “a bias toward action.” Here, too, are stories of finding her equilibrium during the time when she had young children, and in her marriage to a neurosurgeon with his own highly demanding career. Meanwhile, her experiences at some of America’s best-known companies, including Disney, FTD, and Procter & Gamble, offer valuable case studies of what can go wrong and right, and how even mistakes can be transformed into opportunities. Meg Whitman shows us that achievement can and should be teamed with optimism, trust, and honesty. The Power of Many offers the insights and motivation we need to propel ourselves to the next level—to scale, as Meg would say—in business and in life. How Thomas Edison's system for collaboration can benefit any team Thomas Edison created multi-billion dollar industries that still exist today. What many people don't realize is that his innovations were generated through focused approaches to teamwork and collaboration. Authored by the great grandniece of Thomas Edison, Midnight Lunch provides an intriguing look at how to use Edison's collaboration methods to strengthen live and virtual teams today. Edison's four phases of collaboration success offer a simple yet powerful way to see how different combinations of live and digital resources can multiply results and deliver outstanding ROI now. Shows how to draw together individuals from diverse disciplines, ensuring multiple perspectives and rapid problem-solving Explains how to mix specialists and generalists on the same team, preventing groupthink and discouraging a culture of "superstars" Reveals the steps needed to reskill team members for collaboration in the digital era Team members from any field can take Midnight Lunch to their project meetings, engage instantly, identify action steps based on the book, and generate high-impact results. The old saying goes, "To the man with a hammer, everything looks like a nail." But anyone who has done any kind of project knows a hammer often isn't enough. The more tools you have at your disposal, the more likely you'll use the right tool for the job - and get it done right. The same is true when it comes to your thinking. The quality of your outcomes depends on the mental models in your head. And most people are going through life with little more than a hammer. Until now. The Great Mental Models: General Thinking Concepts is the first book in The Great Mental Models series designed to upgrade your thinking with the best, most useful and powerful tools so you always have the right one on hand. This volume details nine of the most versatile, all-purpose mental models you can use right away to improve your decision making, productivity, and how clearly you see the world. You will discover what forces govern the universe and how to focus your efforts so you can harness them to your advantage, rather than fight with them or worse yet- ignore them. Upgrade your mental toolbox and get the first volume today. AUTHOR BIOGRAPHY Farnam Street (FS) is one of the world's fastest growing websites, dedicated to helping our readers master the best of what other people have already figured out. We curate, examine and explore the timeless ideas and mental models that history's brightest minds have used to live lives of purpose. Our readers include students, teachers, CEOs, coaches, athletes, artists, leaders, followers, politicians and more. They're not defined by gender, age, income, or politics but rather by a shared passion for avoiding problems, making better decisions, and lifelong learning. AUTHOR HOME Ottawa, Ontario, Canada This intriguing book tells the story of the author's taking the lead in the turnaround and restoration of Boeing Commercial Airplanes, and may have been the biggest test of the "working together" principles and practices. Bobby Herrera has a simple leadership philosophy: -We all struggle. -Inside every struggle is a gift. -Leaders share their gifts with others. In The Gift of Struggle, Bobby Herrera, cofounder and CEO of Populus Group, lives that philosophy by telling the stories of his struggles, identifying the gifts he found, and sharing those gifts with you. The influential New York Times bestselling authors—the “apostles of appreciation” Chester Elton and Adrian Gostick—provide managers and executives with easy ways to add more gratitude to the everyday work environment to help bolster moral, efficiency, and profitability. Workers want and need to know their work is appreciated. Showing gratitude to employees is the easiest, fastest, most inexpensive way to boost performance. New research shows that gratitude boosts employee engagement, reduces turnover, and leads team members to express more gratitude to one another—strengthening team bonds. Studies have also shown that gratitude

is beneficial for those expressing it and is one of the most powerful variables in predicting a person’s overall well-being—above money, health, and optimism. The WD-40 Company knows this firsthand. When the leadership gave thousands of managers training in expressing gratitude to their employees, the company saw record increases in revenue. Despite these benefits, few executives effectively utilize this simple tool. In fact, new research reveals “people are less likely to express gratitude at work than anywhere else.” What accounts for the staggering chasm between awareness of gratitude’s benefits and the failure of so many leaders to do it—or do it well? Adrian Gostick and Chester Elton call this the gratitude gap. In this invaluable guide, they identify the widespread and pernicious myths about managing others that cause leaders to withhold thanks. Gostick and Elton also introduce eight simple ways managers can show employees they are valued. They supplement their insights and advice with stories of how many of today’s most successful leaders—such as Alan Mulally of Ford and Hubert Joly of Best Buy—successfully incorporated gratitude into their leadership styles. Showing gratitude isn’t just about being nice, it’s about being smart—really smart—and it’s a skill that everyone can easily learn. This title discusses the 11 keys to successfully managing any project based on Boeing's project management guru, Alan Mulally. It has been suggested that the organization chart should be an inverted pyramid with the chief at the bottom, meaning that his job is to make it possible for all those people above to do their jobs. This is one of the principles that Mulally practices. He has espoused the 11 principles in this book throughout his career, and has proven that they work. They may sound simple, but they are the keys to success in managing projects - and any business. They include such concepts as: have a compelling vision; include everyone; and propose a plan, find a way. The principles allow for individual differences and a full range of management approaches; they also take into account both the human and technical sides of businesses. How did Alan Mulally—an outsider to the auto industry—lead such a spectacular turnaround at Ford? How did Morgan Stanley CEO John Mack keep his company from imploding even as Lehman Brothers collapsed? What is it that enables such extraordinary leaders to galvanize their talents and energy, as well as the talents and energy of those who work for them, to achieve superior performance no matter what challenges they face? Rajeev Peshawaria has spent more than twenty years working alongside top executives at Fortune 500 companies and training them in leadership, including as Global Director of Leadership Development programs at American Express, as Chief Learning Officer at both Morgan Stanley and Coca-Cola, and as one of the founding members of the renowned Goldman Sachs leadership development program known as Pine Street. He knows precisely what makes the difference between those who are simply bosses and those who are superior leaders, and between those who continue to rise to the top levels and those who get stuck along the way. In this lively and remarkably empowering book, Peshawaria offers readers the opportunity to experience the highest level of leadership training available in the world. Introducing the three core principles he has observed are the foundation of the best leadership—that great leaders clearly define their purpose and values; that nobody can motivate another person because everyone comes pre-motivated; and that a leader’s job is not to directly produce results but to create the conditions that will harness the energy of others—he details his unique and proven program for achieving leadership excellence. Sharing a wealth of illuminating stories, from those of Mulally’s achievement at Ford and Mack’s at Morgan Stanley, to how Harvey Golub and Ken Chenault successfully restored American Express to long-term sustainable growth, how Neville Isdell turned the Coca-Cola Company around, and the continuing prowess of Jeff Bezos in growing Amazon.com, he first reveals how extraordinary leaders marshal and sustain the level of energy in themselves that is required and how they enlist a core group of proficient co-leaders. He then outlines how to harness the energy and talents of those at all levels of an organization, igniting their motivation by following his RED guidelines for addressing their core needs concerning their Role, their work Environment, and their career Development. Finally, he introduces his unique Brains, Bones, and Nerves framework for: developing a clear strategy for competitive advantage (the Brains); crafting an optimal organizational structure (the Bones); and fostering a highly cooperative and motivated company culture (the Nerves). Filled with specific tips about the vital questions to ask and simple but powerful steps to follow, Too Many Bosses, Too Few Leaders is a manager’s essential tool kit for long-term superior performance. 800-CEO-READ BESTSELLER Featured in Fortune, Harvard Business Review, and Entrepreneur, Go Long is "mandatory reading for the CEOs and boards of all public companies," according

to David M. Rubenstein, co-founder and co-executive chairman of The Carlyle Group. The lifespans of companies are growing shorter each day. Why do some companies thrive and grow, while others fail? Inspired by the CEO Academy, the annual off-the-record gathering of chief executives organized by the authors, reveals how some of the world's most prominent business leaders resisted short-term pressures to successfully manage their organizations for the long term, and in turn, aim to create more jobs, more satisfied customers, and more shareholder wealth. In *Go Long*, authors Dennis Carey, Brian Dumaine, Michael Useem, and Rodney Zempel take you behind the scenes to witness the business decisions that are enabling leading organizations to outsmart and outlast the competition. Why did CEO Larry Merlo allow CVS to take a \$2 billion hit—on purpose? How did former CEO Alan Mulally maneuver Ford's \$48 billion turnaround? How did director Maggie Wilderotter and her fellow board members engage top management to embark on an unusual exercise to help Hewlett Packard Enterprise build a long-term strategy? Why did former CEO Paul Polman turn back to Unilever's original mission of leading with a purpose to fuel profits? How did former Verizon CEO Ivan Seidenberg convince his investors and board to allow him to make a \$150 billion bet? How did former CEO George Buckley find a way to address investor calls for 3M to spend less on research and development while still finding a way to innovate? These leaders argue that a short-term mindset might satisfy investors for this quarter or next, but there's a heavy price to be paid. Instead, they argue, long-term thinking is your best short-term strategy. "Considering the enormous harm that short-term investing has done not only to companies, but to countries as well, this book should be required reading in boardrooms everywhere. A concise, powerful call for responsible, long-term business practices."—Kirkus Reviews "A must-read. If you're looking to build or lead a company that grows consistently not just from quarter to quarter, but year to year ... this book is for you."—Indra Nooyi, Board of Directors, Amazon; former Chairman and CEO, PepsiCo, Inc. Follow a pioneer's journey from factory floor to CEO *Road to Power* is the story of how Mary Barra drove herself to the pinnacle of a company that steers the nation's wealth. Beginning as a rare female electrical engineer and daughter of a General Motors die maker, Barra spent more than thirty years building her career before becoming the first woman to ever lead a global automaker. With \$155 billion in sales and 200,000 employees, GM is widely considered to be a proxy for the U.S. economy, making Barra's position arguably the most important corporate role a woman has ever held. This book describes the personal character, choices, and leadership style that enabled her to break through the glass ceiling. When 52-year-old Mary Barra was named CEO of General Motors in 2013, only people outside of the company were surprised. She had done everything from working on the factory floor to overseeing manufacturing, from improving union relations to paring down bureaucracy, and from running human resources to helping drag the company back from its 2009 bankruptcy. This book details each step of her career, and the lessons she learned along the way. Learn how Mary Barra's willingness to take on diverse assignments helped steer her career trajectory Examine the fine details of Barra's management style and her ability to relate to colleagues Discover the qualities and experiences Barra had that drove her to lead this male-dominated profession Study the valuable lessons Barra learned at each stage in her professional life, and why they stuck with her throughout her journey to the top Barra is most certainly a pioneer for women in business, but she's also a living lesson as to how far the right outlook, skills, and drive can take you in your career. *Road to Power* explores the talent and the mindset that got her all the way to the top. Shay was still angry but shrugged nonchalantly as if to say, it's not that big of a deal. "So, what am I wrong about?" "You're not going to want to hear this, but I have to tell you anyway." Liam paused before finishing. "You might be working hard, but you're not doing it for the company." "What the hell does that mean?" Shay wanted to know. Knowing that his adversary might punch him for what he was about to say, Liam responded. "You're doing it for yourself." New York Times best-selling author Patrick Lencioni has written a dozen books that focus on how leaders can build teams and lead organizations. In *The Motive*, he shifts his attention toward helping them understand the importance of why they're leading in the first place. In what may be his edgiest page-turner to date, Lencioni thrusts his readers into a day-long conversation between rival CEOs. Shay Davis is the CEO of Golden Gate Alarm, who, after just a year in his role, is beginning to worry about his job and is desperate to figure out how to turn things around. With nowhere else to turn, Shay receives some hard-to-swallow advice from the most unlikely and unwanted source—Liam Alcott, CEO of a more successful security company and his most hated opponent.

Lencioni uses unexpected plot twists and crisp dialogue to take us on a journey that culminates in a resolution that is as unexpected as it is enlightening. As he does in his other books, he then provides a straightforward summary of the lessons from the fable, combining a clear explanation of his theory with practical advice to help executives examine their true motivation for leading. In addition to provoking readers to honestly assess themselves, Lencioni presents action steps for changing their approach in five key areas. In doing so, he helps leaders avoid the pitfalls that stifle their organizations and even hurt the people they are meant to serve. -Identify your critical decisions. Focus on those that matter most to your company's performance. -- Noel Tichy has been the trusted adviser on management succession to companies including Royal Dutch Shell, Nokia, Intel, Ford, and Mercedes Benz. Succession distills his decades of experience and provides a practical framework for building effective transition pipelines - for multi-billion dollar conglomerates, family businesses or anything in between. Through revealing case studies - like Hewlett Packard, IBM, Yahoo and P&G - Tichy examines why some companies fail and others succeed in training and sustaining the next generation of senior leaders. He highlights the all too common mistakes that can generate embarrassing headlines and threaten survival. And he puts leadership development and succession where they belong: at the top of every leader's agenda. A riveting, behind-the-scenes account of the near collapse of the Ford Motor Company, which in 2008 was close to bankruptcy, and CEO Alan Mulally's hard-fought effort and bold plan—including his decision not to take federal bailout money--to bring Ford back from the brink. All the essential tools managers could ever need—in one handy guide! "Describes in simple terms the practical tools . . . to achieve success." -- Alan Mulally, President and CEO, Ford Motor Company Real-world tested, real-world proven in organizations ranging in size from global titans like Boeing and Motorola to mom-and-pops and home businesses, *The Little Black Book of Management* is the ideal handbook for busy executives, managers, and entrepreneurs like you. In this unique, practical, and easy-to-use guide, you get nearly 100 potent indispensable tools, organized for ease-of-use, including: • Time management • Brainstorming • Presentations • Process management (Six Sigma, balanced scorecard) • Communication/teambuilding Save time and money by tackling in-house such critical tasks as brand development, marketing mix, breakeven analysis, or even designing a business excellence framework. Concise, comprehensive, and organized for immediate access to the right tools for the job, *The Little Black Book of Management* is your one-stop source for all the essential tools managers need to develop the performance of their teams and organizations. Suzanne Turner owns and manages Potenza, Ltd., a management development consulting company, and has also worked with Andersen Consulting. She currently works with a wide range of organizations from global corporations to niche providers. A book about teams to help teams become more positive, united and connected. Worldwide bestseller — the author of *The Energy Bus* and *The Power of Positive Leadership* shares the proven principles and practices that build great teams - and provides practical tools to help teams overcome negativity and enhance their culture, communication, connection, commitment and performance. Jon Gordon doesn't just research the keys to great teams, he has personally worked with some of the most successful teams on the planet and has a keen understanding of how and why they became great. In *The Power of a Positive Team*, Jon draws upon his unique team building experience as well as conversations with some of the greatest teams in history in order to provide an essential framework, filled with proven practices, to empower teams to work together more effectively and achieve superior results. Utilizing examples from the writing team who created the hit show *Billions*, the National Champion Clemson Football team, the World Series contending Los Angeles Dodgers, The Miami Heat and the greatest beach volleyball team of all time to Navy SEAL's, Marching bands, Southwest Airlines, USC and UVA Tennis, Twitter, Apple and Ford, Jon shares innovative strategies to transform a group of individuals into a united, positive and powerful team. Jon not only infuses this book with the latest research, compelling stories, and strategies to maintain optimism through adversity... he also shares his best practices to transform negativity, build trust (through his favorite team building exercises) and practical ways to have difficult conversations—all designed to make a team more positive, cohesive, stronger and better. *The Power of a Positive Team* also provides a blueprint for addressing common pitfalls that cause teams to fail—including complaining, selfishness, inconsistency, complacency, unaccountability—while offering solutions to enhance a team's creativity, grit, innovation and growth. This book is meant for teams to read together. It's written in such a way that if you and your team

read it together, you will understand the obstacles you will face and what you must do to become a great team. If you read it together, stay positive together, and take action together you will accomplish amazing things TOGETHER. A uniquely informed investigative account of one of the biggest financial crises of President Obama's early administration During his first year in office, President Obama faced the possibility of more than a million lost jobs as GM and Chrysler headed for financial ruin. He joined forces with Treasury Secretary Tim Geithner and economic advisor Larry Summers in a historic government intervention to keep these two auto-industry giants afloat, working against a ticking clock and fielding vocal opposition from free market champions along the way. It's from this vantage point that former New York Times financial journalist Steven Rattner witnesses a new administration's grace under pressure in the face of gross corporate mismanagement—a scenario rich in hard-earned lessons for managers and executives in any industry. FROM USA TODAY AND #1 WALL STREET JOURNAL BESTSELLING AUTHOR OF ELEVATE Wake up. Get inspired. Change the world. Repeat. Global business leader and national bestselling author, Robert Glazer, believes we all have a responsibility to each other: to give one another the inspiration and support we need to be our best. What started as a weekly note known as Friday Forward to his team of forty has turned into a global movement reaching over 200,000 leaders across sixty countries and continually forwarded to friends and family. In FRIDAY FORWARD, Robert shares fifty-two of his favorite stories with real life examples that will motivate you to grow and push you to be your best self. He encourages you to use this book as part of a positive and intentional Friday morning routine to get the weekend started on a forward-looking note that will carry you through the week. At once uplifting and deeply thought-provoking, these stories will challenge you to propel yourself outside your comfort zone to unlock your innate potential. By making small, intentional changes, you have the power to create lasting impact, not only in your own life, but also to inspire those around you to do the same. Today is the perfect day to start. Glazer's collection of inspiring, thought-provoking stories gives the motivation and mentorship you need to build a more fulfilling life and career. —Daniel H. Pink, Author of When and Drive Tap Into the Power of Human Connection Creating a thriving organization where employees feel valued, the environment is energized, and high productivity and innovation are the norm requires a new kind of leader who fosters a culture of connection within the organization. Connection Culture, 2nd Edition, is your game-changing opportunity to become that leader and to begin fostering a connection culture in your organization. Stop undermining performance and take the first step toward change that will give your organization, your team, and everyone you lead a true competitive advantage. Inspiring and practical, this book challenges you to set the performance bar high and keep reaching. Learn how to: • Foster a connection culture. • Emulate best practices of connected teams—from Mayo Clinic physicians and scientists to the creators of the award-winning Broadway musical Hamilton. • Boost vision, value, and voice within your organization. Published in the shadow of the COVID-19 pandemic, the book messages the authors' hope for post-traumatic growth; provides updated, research-supported theories about the relationship of stress and loneliness; and includes new examples and profiles of great leaders communicating during crisis. The inside story of the epic turnaround of Ford Motor Company under the leadership of CEO Alan Mulally. At the end of 2008, Ford Motor Company was just months away from running out of cash. With the auto industry careening toward ruin, Congress offered all three Detroit automakers a bailout. General Motors and Chrysler grabbed the taxpayer lifeline, but Ford decided to save itself. Under the leadership of charismatic CEO Alan Mulally, Ford had already put together a bold plan to unify its divided global operations, transform its lackluster product lineup, and overcome a dysfunctional culture of infighting, backstabbing, and excuses. It was an extraordinary risk, but it was the only way the Ford family—America's last great industrial dynasty—could hold on to their company. Mulally and his team pulled off one of the greatest comebacks in business history. As the rest of Detroit collapsed, Ford went from the brink of bankruptcy to being the most profitable automaker in the world. American Icon is the compelling, behind-the-scenes account of that epic turnaround. In one of the great management narratives of our time, Hoffman puts the reader inside the boardroom as Mulally uses his celebrated Business Plan Review meetings to drive change and force Ford to deal with the painful realities of the American auto industry. Hoffman was granted unprecedented access to Ford's top executives and top-secret company documents. He spent countless hours with Alan Mulally, Bill Ford, the Ford family, former executives, labor

leaders, and company directors. In the bestselling tradition of Too Big to Fail and The Big Short, American Icon is narrative nonfiction at its vivid and colorful best. Offers strategies for enabling sustainable high performance by systematically investing in employee health and happiness, citing the vulnerabilities of common business practices while offering examples of effective leadership. For those who dream of starting their own company, influencing decision-making, or expertly managing a team, here is an easy-to-follow guide to all aspects of leadership. Author Les McKeown draws on his decades of experience as a CEO and leadership consultant to deliver expert advice on what it takes to be a visionary leader, blending practical advice with illuminating examples from a range of industries. Encouraging and empowering, Do Lead is an essential tool on the path to becoming a great leader. Channel happiness and find your purpose with stories from the world's leading minds Work is Love Made Visible offers the insights of some of the world's greatest thought leaders as they tackle one of life's most difficult treasure hunts: finding purpose. The word "purpose" is big. Very big. And heavy. It carries the weight of a lifetime of work and struggle; the weight of legacy, and the mass of days spent not doing something else. It's something we all grapple with at some point—some of us find our purpose, others spend a lifetime searching. A lucky few grow to realize they've been working their purpose all along. Most of us aren't quite that lucky; often, fulfilling your purpose requires some kind of change—career, lifestyle, habits, family—and what then? Are we selfish for the upheaval, or are we fulfilling destiny? Once we know our purpose, how do we pursue it? This book asked those very questions of people who have followed their purpose and succeeded on a global scale. Their un-distilled answers are here, lending you the wisdom of their experiences, their examples, inspiration, and motivations as they: Tackle the universal struggle with individual purpose and meaning Illustrate how personal thought patterns contribute to real-world action Move challenges into the opportunities of their lives Reveal how they arrived at their life's purpose, and what they sacrificed to get there We all want a meaningful life. We want to work together for a brighter future, we want to celebrate our differences and commit to good. We want to inspire others, nurture their talents, and help them grow. We want to look back one day on a life well-lived, and leave something behind that matters to the world. Work is Love Made Visible shows you how some of us have succeeded, and offers you insight and guidance so that you can do the same. How companies are using lean development to revolutionize their product and service offerings—vital lessons any business leader can use as an engine of innovation How did Ford Motors use Lean Development to pull off one of the most impressive corporate turnarounds in history? Largely by avoiding the mistakes that so many companies make when in a death spiral. They looked beyond manufacturing efficiency to change the very fundamentals of how they developed vehicles. In Designing the Future, Lean product development expert James Morgan and world-renowned Lean guru Jeffrey K. Liker reveal why so many companies have achieved only moderate success with Lean in operations, with a limited impact on their overall business. They take you through the process of bringing the best of Lean management to your enterprise—in order to link your business strategy to superior value designed for customers. The authors provide an actionable approach to building a better future for your business fueled by an iterative, integrated process that relies on simultaneous engineering, linking strategy and vision. They illustrate how to empower skilled and talented people to make collaboration and innovation a habit—hour to hour and day to day. It's the secret of full implementation of Lean—and this groundbreaking guide takes you through every step of the process. The best way to predict the future is to create it. With Designing the Future, you have everything you need to create a flexible, iterative business-transformation process that takes you from strategic vision to value stream creation for maximum customer value delivery. "I had the privilege of working closely with Marvin and McKinsey for many years. This book makes Marvin come to life and perpetuates him as a role model." -Peter F. Drucker "A wonderful book about a wonderful man. In many ways, Marvin's McKinsey framed the hypotheses in our own search for excellence—for example, passion for values, belief in people as the prime resource, and willingness to let people experiment. As well as I thought I knew Marvin, however, this remarkable book, drawing on the collective memories of those who worked most closely with him, taught me a ton about how extraordinary the man really was and what made him that way. Many have called Drucker the man who invented management; I think history will conclude that both he and Marvin Bower share that pedestal." -Bob Waterman, coauthor of In Search of Excellence "Marvin Bower became a legend, not just within McKinsey & Company, but within professional

services and the business world more broadly. In everything he did and said, he embodied the professional approach and the importance of values. This book sheds remarkable insight on a remarkable man and on the power of constancy of purpose." -Ian Davis, Worldwide Managing Director, McKinsey & Co. "It is as Marvin would have wanted it-simple, honest, fact-based, wonderful stories with a long-term perspective. An insightful read about the father of management consulting." -Lois Juliber, retired COO, Colgate-Palmolive

"This book provides fascinating insight into the early days of modern management consulting. It is an extremely enlightening look at the origin of one of America's most important professions and one of America's most innovative leaders." -Thomas H. Lee, founder, Chairman, and President, Thomas H. Lee Partners L.P. Unknowingly, too many of us operate from an inward mindset—a narrow-minded focus on self-centered goals and objectives. When faced with personal ineffectiveness or lagging organizational performance, most of us instinctively look for quick-fix behavioral band-aids, not recognizing the underlying mindset at the heart of our most persistent challenges. Through true stories and simple yet profound guidance and tools, *The Outward Mindset* enables individuals and organizations to make the one change that most dramatically improves performance, sparks collaboration, and accelerates innovation—a shift to an outward mindset. The inside story of the epic turnaround of Ford Motor Company under the leadership of CEO Alan Mulally. At the end of 2008, Ford Motor Company was just months away from running out of cash. With the auto industry careening toward ruin, Congress offered all three Detroit automakers a bailout. General Motors and Chrysler grabbed the taxpayer lifeline, but Ford decided to save itself. Under the leadership of charismatic CEO Alan Mulally, Ford had already put together a bold plan to unify its divided global operations, transform its lackluster product lineup, and overcome a dysfunctional culture of infighting, backstabbing, and excuses. It was an extraordinary risk, but it was the only way the Ford family—America's last great industrial dynasty—could hold on to their company. Mulally and his team pulled off one of the greatest comebacks in business history. As the rest of Detroit collapsed, Ford went from the brink of bankruptcy to being the most profitable automaker in the world. *American Icon* is the compelling, behind-the-scenes account of that epic turnaround. In one of the great management narratives of our time, Hoffman puts the reader inside the boardroom as Mulally uses his celebrated Business Plan Review meetings to drive change and force Ford to deal with the painful realities of the American auto industry. Hoffman was granted unprecedented access to Ford's top executives and top-secret company documents. He spent countless hours with Alan Mulally, Bill Ford, the Ford family, former executives, labor leaders, and company directors. In the bestselling tradition of *Too Big to Fail* and *The Big Short*, *American Icon* is narrative nonfiction at its vivid and colorful best. *Once Upon a Car* is the fascinating epic story of the rise, fall, and rebirth of the Big Three U.S. automakers, General Motors, Ford, and Chrysler. Written by Bill Vlasic, the Detroit bureau chief for the New York Times and acclaimed author of *Taken for a Ride*, this eye-opening, richly anecdotal work is more than a riveting and insightful business history. It offers a clear-eyed view of the present day automobile industry and of Detroit, the city that spawned it, going far beyond the corporate and federal maneuverings to explore the impact the car companies' failures have had on the overall economy, and more importantly what they have done to people's lives. Relevant and thought-provoking, *Once Upon a Car* is an unforgettable journey deep inside this quintessentially American industry. "This inspiring book belongs on the desk of every CEO and politician. With eye-opening case studies and recommended behaviors in every chapter, it's an indispensable user guide for servant leaders." —Ken Blanchard, coauthor of *The New One Minute Manager* and coeditor of *Servant Leadership in Action*

On the most fundamental level, leaders must bring divergent groups together and forge a consensus on a path forward. But what makes that possible? Humility—a deep regard for the dignity of others—is the key, says distinguished leadership educator Marilyn Gist. Leadership is a relationship, and humility is the foundation for all healthy relationships. Leader humility can increase engagement and retention. It inspires and motivates. Gist offers a model of leader humility derived from three questions people ask of their leaders: Who are you? Where are we going? Do you see me? She explores each of these questions in depth, as well as the six key qualities of leader humility: a balanced ego, integrity, a compelling vision, ethical strategies, generous inclusion, and a developmental focus. Much of this book is based on Gist's interviews with a dozen distinguished leaders of organizations such as the Mayo Clinic, Costco, REI, Alaska Airlines, Starbucks, and others. And the foreword and a guest chapter are written by Alan Mulally, the legendary

leader who brought Ford back from the brink of bankruptcy after the 2008 financial collapse and whose work is an exemplar of leader humility. Before there was Ken Lay & Jeff Skilling at Enron, before Bernie Ebbers at WorldCom, or Dennis Kozlowski at Tyco, there was Al Dunlap -- the notorious bus. exec. whose actions foreshadowed a ruinous period in bus. when illusion seemed to matter more than reality. Al Dunlap -- a.k.a. Chainsaw Al -- was ruthless in downsizing corp. for short-term shareholder profit. While reviled on Main St., Dunlap was loved on Wall St. for bringing huge returns to investors & shareholders . . . until the dark side of his actions began to emerge. This book documents the rise & fall of Dunlap, the havoc he wreaked on companies & people's lives, & how he came to power in the first place. A riveting account that captures the dark underside of the 90s restructuring boom. Illus. Put your values first and focus on what matters most Despite our good intentions, many of us experience a chronic imbalance between the desire to live our values and the distractions and never-ending to-do lists that can get in the way. In *Your 168: Finding Purpose and Satisfaction in a Values-Based Life*, readers learn how to pursue a values-based life by identifying and committing to their values and priorities. The book is written by bestselling author Harry Kraemer, former Chairman and CEO of Baxter International and currently a professor of management and strategy at Northwestern University's Kellogg School of Management, where he was a Professor of the Year. Kraemer uses personal stories and insights from others to help readers discover the dissonance between what they say is most important and where they actually devote their time. This is an eye-opener for most people, uncovering the obstacles to leading a value-based life. In *Your 168*, you will learn how to make changes and build new habits that put your values first by:

- Using self-reflection to identify what matters most and become more aware of how you spend your time
- Re-evaluating priorities such as career, family, health, recreation, spirituality, and making a difference
- Avoiding unpleasant "surprises" and "hitting the brick wall"
- Experiencing better balance in real time amid shifting priorities—personally and professionally

Fans of Kraemer's previous books on values-based leadership will embrace this new release - *Your 168: Finding Purpose and Satisfaction in a Values-Based Life*. The book provides actionable advice, filled with tips on how to live a life of meaning and experience a greater sense of purpose. Everyone will feel inspired to make lasting change. All of Harry's proceeds from the book sales are donated to the One Acre Fund in Africa. "This page-turning combination of business book and adventure saga tells the tale of the Ford Motor Company's" 2016 triumph at Le Mans (The New York Times, "10 New Books We Recommend This Week"). At the 2015 Detroit Auto Show, Ford unveiled a new car—and the automotive world lost its collective mind. This wasn't some new Explorer or Focus. Onto the stage rolled a carbon-fiber GT powered by a six-cylinder Ecoboost engine that churned out over 600 horsepower. It was sexy and jaw dropping, but, more than that, it was a callback to the legendary Ford GT40 Mk IIs that stuck it to Ferrari and finished 1-2-3 at Le Mans in 1966. Detroit was back, and Ford was going back to Le Mans. Matthew DeBord, a veteran auto industry journalist, tells the incredible story of Ford's resurgence in *Return to Glory*. A decade ago, CEO Alan Mulally took over the iconic company and, thanks to his "One Ford" plan, helped it weather the financial crisis without a government bailout. DeBord revisits the story of the 1960s, details the creation of the new GT, and follows the team through the racing season—from Daytona to Sebring and Laguna Seca in Monterey. Finally, DeBord joins the Ford team in Le Mans in June 2016. This fabled twenty-four-hour endurance race is designed to break cars and drivers, and it was at Le Mans, fifty years after the company's greatest triumph, that Ford's comeback was put to the ultimate test. "There are at least two kinds of games," states James Carse as he begins this extraordinary book. "One could be called finite; the other infinite." Finite games are the familiar contests of everyday life; they are played in order to be won, which is when they end. But infinite games are more mysterious. Their object is not winning, but ensuring the continuation of play. The rules may change, the boundaries may change, even the participants may change—as long as the game is never allowed to come to an end. What are infinite games? How do they affect the ways we play our finite games? What are we doing when we play—finitely or infinitely? And how can infinite games affect the ways in which we live our lives? Carse explores these questions with stunning elegance, teasing out of his distinctions a universe of observation and insight, noting where and why and how we play, finitely and infinitely. He surveys our world—from the finite games of the playing field and playing board to the infinite games found in culture and religion—leaving all we think we know illuminated and transformed. Along the way, Carse finds new ways of understanding everything from how

an actress portrays a role, to how we engage in sex, from the nature of evil, to the nature of science. Finite games, he shows, may offer wealth and status, power and glory. But infinite games offer something far more subtle and far grander. Carse has written a book rich in insight and aphorism. Already an international literary event, *Finite and Infinite Games* is certain to be argued about and celebrated for years to come. Reading it is the first step in learning to play the infinite game. Red Teaming is a revolutionary new way to make critical and contrarian thinking part of the planning process of any organization, allowing companies to stress-test their strategies, flush out hidden threats and missed opportunities and avoid being sandbagged by competitors. Today, most — if not all — established corporations live with the gnawing fear that there is another Uber out there just waiting to disrupt their industry. Red Teaming is the cure for this anxiety. The term was coined by the U.S. Army, which has developed the most comprehensive and effective approach to Red Teaming in the world today in response to the debacles of its recent wars in Iraq and Afghanistan. However, the roots of Red Teaming run very deep: to the Roman Catholic Church's "Office of the Devil's Advocate," to the Kriegsspiel of the Prussian General Staff and to the secretive AMAN organization, Israel's Directorate of Military Intelligence. In this book, author Bryce Hoffman shows business how to use the same techniques to better plan for the uncertainties of today's rapidly changing economy. Red Teaming is both a set of analytical tools and a mindset. It is designed to overcome the mental blind spots and cognitive biases that all of us fall victim to when we try to address complex problems. The same heuristics that allow us to successfully navigate life and business also cause us to miss or ignore important information. It is a simple and provable fact that we do not know what we do not know. The good news is that, through Red Teaming, we can find out. In this book, Hoffman shows how the most innovative

and disruptive companies, such as Google and Toyota, already employ some of these techniques organically. He also shows how many high-profile business failures, including those that sparked the Great Recession, could easily have been averted by using these approaches. Most importantly, he teaches leaders how to make Red Teaming part of their own planning process, laying the foundation for a movement that will change the way America does business. "This inspiring book belongs on the desk of every CEO and politician. With eye-opening case studies and recommended behaviors in every chapter, it's an indispensable user guide for servant leaders." —Ken Blanchard, coauthor of *The New One Minute Manager* and coeditor of *Servant Leadership in Action* On the most fundamental level, leaders must bring divergent groups together and forge a consensus on a path forward. But what makes that possible? Humility—a deep regard for the dignity of others—is the key, says distinguished leadership educator Marilyn Gist. Leadership is a relationship, and humility is the foundation for all healthy relationships. Leader humility can increase engagement and retention. It inspires and motivates. Gist offers a model of leader humility derived from three questions people ask of their leaders: Who are you? Where are we going? Do you see me? She explores each of these questions in depth, as well as the six key qualities of leader humility: a balanced ego, integrity, a compelling vision, ethical strategies, generous inclusion, and a developmental focus. Much of this book is based on Gist's interviews with a dozen distinguished leaders of organizations such as the Mayo Clinic, Costco, REI, Alaska Airlines, Starbucks, and others. And the foreword and a guest chapter are written by Alan Mulally, the legendary leader who brought Ford back from the brink of bankruptcy after the 2008 financial collapse and whose work is an exemplar of leader humility.

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