



Chapter 1

BUSINESS ACCELERATION

“What you have been today isn’t good enough for tomorrow.”

– Susan P. Peters, Vice President for Executive Development, G.E.

“Faster, faster!”

What was once a shout on the swings from the playgrounds of our childhoods now echoes the demands of our customers. For a business or enterprise to succeed today, speed—not time—is of the essence. In 2000, Bill Gates wrote, “The 21st century will be about velocity: the speed of business and the speed of change.”¹ Time has proven that Bill Gates was right.

Beginning with the fall of the Berlin Wall almost 20 years ago and bolstered by the advent of technological advances, Internet connectivity and instant messaging, the world has morphed into a global village where almost anyone can connect with another person in another part of the world at any time. You, your son, or your daughter can easily be chatting on an instant messaging program with a co-worker in Australia while writing an email to a cousin in England and using a program to have a free voice conversation with a friend in Peru—all at 8 p.m. on a Saturday night. We are all linked now and information is instantaneous. Who would have predicted that *Time Magazine’s* 2006 Person of the Year would be, of all people, You! And how did “You and I” rise to this honor? We helped create the success story of “community and collaboration on a scale never seen before” with the World Wide Web as our tool in our business and personal lives.²

At the same time, there are more countries in the world producing a greater amount of goods; this has resulted in a marketplace that is broken into smaller segments. All of these phenomena are creating the demand for speed in every aspect of the organization. Business acceleration is a way of life today, not some prediction for the future.

¹ Bill Gates, *Business @ the Speed of Thought: Succeeding in the Digital Economy*. (New York, NY: 2000), pp. i.

² Lev Grossman, “Time’s Person of the Year: You,” *TIME Magazine*, 13 Dec. 2006, <http://www.time.com/time/magazine/article/0,9171,1569514,00.html?aid=434&from=o&to=http%3A//www.time.com/time/magazine/article/0%2C9171%2C1569514%2C00.html>

Speed and More Speed

We demand speed everywhere, grinding our teeth when we're put on hold and told that our wait time will be five minutes or beating our steering wheels when we have to wait at a stoplight. There's "speed dating" and its equivalent in procurement, "speed matching." A popular monthly magazine, *Fast Company*, is devoted to helping companies compete and expand in this era of acceleration. The world's largest computer manufacturers are introducing servers with faster processors because we crave more speed. They are also offering systems designed to guarantee no business disruption should a server or two fail or a natural disaster shut down a server room, because the few minutes that servers are taken down for maintenance are a few minutes too long.

The Internet and the Web have helped create this sense of urgency. We use both tools to start and foster dialogues and relationships, resolve differences between systems and platforms, and learn more about individual customers. Enterprise application integrators (EAI's), enterprise service buses (ESB's), and web application servers tie disparate systems and programs together. Auto ID, wireless communications technology, and business software have been standardized, and system integrators have written custom interfaces to allow the exchange of data between programs.

All of these developments have made the notion of immediate orders a reality, and we all want our products to arrive almost as soon as we've ordered them. A frequent comment from Tompkins Associates clients is, "People click, and they expect the order's shipping time to be just as quick." It's not just customers who want their products as soon as possible. Marketing departments also want to get a new product launch completed and get rid of inventory before it becomes obsolete. Executives want their companies to grow as quickly as possible.

Global connectivity allows us to work 24 hours a day, continuously racing our competitors to be the "first to market," the "first to customer," the "first to the capital markets." New trade agreements, individual countries partnering with each other to produce and export goods, international e-commerce, and web applications have created a 24/7, on-demand, global marketplace and supply chains that mirror it. This point is driven home by Thomas Friedman in *The World Is Flat: A Brief History of the Twenty-First Century*. He describes his meeting in Bangalore with a top engineer from Infosys in which the engineer tells him a great truth: The enormous investment in establishing broadband connectivity worldwide during the 1990s, the corresponding explosion of software development that included segmenting development in modules that could travel, and lower prices for computers made it possible for developers to work remotely. When the engineer added that this had leveled the playing field, Friedman has a revelation: "The world is flat... Clearly it is now possible for more people than ever to collaborate and compete in real-time with more people on more different kinds of work from

more different corners of the planet and on a more equal footing than at any previous time in the history of the world—using computers, e-mail, networks, teleconferencing, and dynamic new software.”³

Politics and technology took us down this path, but the current focus on reducing costs and increasing profits has cemented it into a requirement for doing business today. On 26 February 2004, Jeffrey R. Immelt, Chairman of GE, speaking in front of a group of investors, had this to say about globalization: “Globalization has a bad name. But the world is inextricably global.” Immelt is right. There’s no going back now. If customers can get products faster and cheaper because they’re being manufactured in China while they sleep, by workers who accept lower pay, then those are the products they are going to buy.

Friedman agrees, although he states that globalization has been around since 1492, when Columbus set out for the West Indies. He says that there are actually three eras of globalization. The first, Globalization 1.0, began in 1492 and lasted until 1800. During that time, countries explored the possibilities of muscle power, horsepower, wind power, and steam power and in so doing, began a march toward global integration. Globalization 2.0 began about 1800 and lasted until 2000. This era, fueled by faster transportation, the telephone, electricity, fiber optic cabling, and the early days of the Internet and World Wide Web, created multinational companies, successfully shrinking the size of the world “from medium to small.”

In 2000, he says, the world entered Globalization 3.0, which differs from the first two eras because not only is the world flattened, but the individual, rather than the company, now has the power to collaborate and compete globally. The driving force is not horsepower and not hardware, but software applications that have “made us all next-door neighbors.”⁵

There are arguments over whether these developments are good or bad. Friedman sees them as a good thing; others find them frightening.⁶ No matter how you look at it, though, one thing is true: In this, the Globalization 3.0 era, it takes much more effort to establish a brand and this increases the importance of providing quality service. At the same time—after more than a decade of de-layering, reengineering, downsizing, and deverticalizing in efforts to improve efficiency and reduce cost base—companies are smaller.

³ Thomas L. Friedman, *The World is Flat: A Brief History of the Twenty-First Century*. (New York: 2005), pp. 6–7.

⁴ “Immelt’s Big Cheer for Globalization,” *BusinessWeek Online*, 27 Feb. 2004, http://www.businessweek.com/bwdaily/dnflash/feb2004/nf20040227_2342_db039.htm

⁵ Friedman, *The World Is Flat*, pp. 9–11.

⁶ “Editorial: A Deeper Look at the Flat World,” Oxford Leadership Academy, September 2005. http://www.oxfordleadership.com/Articles/articles_main.asp?aid=32; “The World is Flat: A Brief History of the Twenty-First Century.” Book review. *Interface*. May 2005, <http://bcis.pacificu.edu/journal/2005/05/friedman.php>

Sowing Seeds in Chaos: Google

Google, not even a decade old, is worth about \$125 billion and reports that it makes \$10 billion a year in revenue. What is the secret of such phenomenal success when other giants like Ford and Viacom are struggling? Google attributes it to a management model that is founded on the wish of co-founders Larry Page and Sergey Brin that Google not be like any other company.

For example, recently a Google vice president made a mistake to the tune of several million dollars. When she went to Larry Page's office and apologized, saying that she made the mistake because she moved too quickly and had no controls in place, Page surprised her. After thanking her for her apology, he said "I'm so glad you made this mistake. Because I want to run a company where we are moving too quickly and doing too much, not being too cautious and doing too little. If we don't have any of these mistakes, we're just not taking enough risk."

Google's senior vice president of operations, Shona Brown, argued in a 1998 book that anarchy in a company isn't always a bad thing—and that is why Page, co-founder Sergey Brin, and CEO Eric Schmidt hired her in 2003. The way to succeed in today's fast-paced

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The result is that everyone in business organizations has too much to do and not enough time to do it. CEOs are pressed, but so too are those who hold entry-level positions. The notion of "24/7" is now "28/9," even though that isn't possible. Company leaders are given 15 pounds of apples and told to fit them into 5-pound plastic bags. The reality is that we have much more work to accomplish in our quest to achieve customer satisfaction, grow business, and increase profitability and we have almost no time to do it. Our business climate today is best characterized as chaotic, and most companies have no real sense of how to handle it.

Handling the Apples

How are company leaders answering this call for speed? Well, as I see it, they're doing one of three things with their apples. Some are watching their apples spill out of the bag. They've heard the call for speed, but they've decided that they can't do anything about it. They're kicking the apples out of the way, tossing away the bag (either on the ground or into the hands of another company) and giving up. They close their businesses and find some other way to make a living.

Others keep stuffing the bag as if they have only 5 pounds of apples, even though they know that the bag won't hold them all. They close their eyes and keep shoving them down, hoping that by sheer force, the apples will fit. In other words, they continue to try to conduct business the old way—concentrating too much on the physical aspects of expansion or allowing functions that are not core competencies to eat up most of their precious time. These apple-weary folks are hoping that today's business challenges are hurdles that can be conquered by pushing them down.

Unfortunately, a 5-pound bag can't hold 15 pounds of apples, no matter how much stuffing you do. So, the bag breaks and apples go everywhere. Their companies rupture and their leaders are left with very little to salvage. Some even end up in re-structuring programs. These companies are suffering because they continue to do business as if it were still the early 1990s.

No one is immune. The number of companies admitting that their business models do not work anymore is increasing. Recently, Ford and Viacom admitted that they need to change the way they do business or they will not make money, and even Dell and pharmaceutical giants Merck, Pfizer, and Bristol-Myers Squibb say that they must develop new ways of doing business. The pressure is on and company boards and other stakeholders are not patient—if you do not fix things in a short period, you are toast.⁷ In some ways, it's almost better to be like the company that gives up, because they haven't expended all their energy trying to get ahead by doing the same things they've always done.

The third possible response to the puzzle is to look at the apples and the bag and rely on innovation to develop a way to get those apples in the bag without breaking it. Some are sorting the apples, keeping the ones that look the best, and giving the rest away. Others are making applesauce, putting it into the bag, and then sending the bag to someone to put in jars. Another group is taking seeds from the apples and using them to plant new trees. Some are making applesauce and using the seeds to plant new trees. These are the companies that are thriving in the current business climate through bold leadership.

The Good News: There Is Hope

An increasing number of company leaders are either facing ruptured bags or the threat that they might break. These leaders can take heart, however, because there is hope. The leaders that have made applesauce are not all that different from them—some may even have gotten the idea to make applesauce when the first few apples got smashed on the ground. A good example is Lou Gerstner of IBM. When he took over IBM in 1993, the company was on the brink of disaster. The company had lost sight

chaos, she says, is to try not to create too much structure while not having too little either. “If I ever come into the office and feel comfortable, if I don't feel a little nervous about some crazy stuff people are doing, then we've taken it too far,” she adds.

Crazy is definitely the norm at Google. The company's meetings usually start on the hour, and young employees will congregate outside scarce conference rooms before the meetings, doodling on hallway whiteboards and sharing private, inside jokes about expanding the company's online advertising campaign. The company figures out things as it goes, using helter-skelter spending and a “spaghetti” method of development, which is described as “toss against wall and see if it sticks,” and requiring all engineers to spend 20% of their time pursuing their own ideas. In 2006, Google surprised the business world when it acquired YouTube, the popular video sharing website. Eric Schmidt of Google said that the acquisition was about vision, not about business, and that the YouTube guys reminded him of the early days of Google. Analysts even said the acquisition was crazy. However, the purchase is an example of how Google operates. One technical analyst has described it like this: “Get the right people on the bus and then they'll figure out where to drive it.”^{8a}

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⁷ Geoffrey Colvin, “Managing in Chaos.” *Fortune*, 2 Oct. 2006, pp. 79–82.

Although it has made some mistakes, Google has made even more money—generating about \$800 million each quarter. Since it went public in 2004, its stock value has increased more than four times the original starting price—from \$85 a share to \$400.^b Crazy? Maybe. Successful? Definitely.

^a Anders Bylund, "Google buys YouTube," *Arstechnica*, 9 Oct. 2006, <http://arstechnica.com/news.ars/post/20061009-7942.html>. "Google buys YouTube: GooTube," *Boing Boing*, 9 Oct. 2006, http://www.boingboing.net/2006/10/09/google_buys_youtube_.html.

^b Adam Lashinsky, "Chaos by Design: The Inside Story of Disorder, Disarray, and Uncertainty at Google and Why It's All Part of the Plan," *Fortune*, 2 Oct. 2006, pp. 86–98.

of its customers and was completely mired in its arrogant, top-down, "it's our way or the highway," mindset, and this was killing it. But, in only nine years, he transformed the company and brought it back from the brink. It took a lot of hard work and Gerstner had to make unpopular decisions, but in the end, he saved the company.

Arrogant mindsets are being phased out, as many successful leaders are creating new ways to manage and motivate. The incredibly fast-paced, information-packed environment we live in has caused a shift in leadership style. A leader can misspeak, and the comment can be instantly reported to a worldwide audience through blogs, text messages, television and other mass media outlets. Because of scenarios like this, integrity and vision are more important than ever.

Leaders must adapt to the intense pace of a society that is linked together in this way. Instead of just telling others what to do, leaders listen more, discuss their vision and participate in the management and motivation of people. Executive coach and author Marshall Goldsmith describes it this way: "The great achiever: It's about me. The great leader: It's about them."⁸

So, the good news is that there is success to be had in this era of organizational acceleration. Those leaders that are trying to survive by doing business the way that they have always done can become the next Meg Whitman of eBay or Jeffrey Immelt if they leave the status quo behind. Great leadership always involves a change in the status quo and a willingness to take risks, and both of these company leaders have kept their organizations in the forefront of success by constantly seeking ways to build on their successes, yet not being afraid to shed a familiar piece of the business if necessary.

For example, Whitman has successfully overcome strong competition from Amazon.com and Yahoo!. She ad-

⁸ "Today's leaders juggle e-mails, blogs and integrity," CNN.com, 8 Jan. 2007, <http://www.cnn.com/2007/US/01/07/pysk.overview/index.html>

dresses and solves problems quickly and works to weed out fraudulent items and offers on her site. As a result, eBay has posted a consistent flow of profits, making it the world's most valuable Internet brand. Whitman does not rest on her laurels; instead, she continuously seeks to add services and improve the eBay experience. Recently, she negotiated the acquisition of Skype Technologies, a company that offers high-quality voice communications to anyone with an Internet connection anywhere in the world. This acquisition was met with curiosity; some analysts questioned the reasons for it.⁹

Those familiar with Whitman and the Skype product, however, have recognized the ingeniousness of the purchase. The Skype software is easy to download and install and enables free calls between Skype users online. After it is integrated with eBay, Skype is expected to streamline and improve communications between eBay buyers and sellers because buyers will be able to talk to sellers in real time, thereby quickly getting the information they need to buy. Sellers will have a faster method for building relationships and closing sales. As a result, Skype can increase the velocity of trade on eBay, especially in categories that require more involved communications such as used cars, business and industrial equipment, and high-end collectibles. With this acquisition, Whitman has recognized that speedier service is essential for eBay.

As for Immelt, many wondered if he would be able to fill the gigantic shoes left by Jack Welch, who, for years, has been hailed as *the* corporate leader to emulate. Immelt has startled the world by not trying to be Welch, but instead turning GE into an innovator, full of new ideas and channels. Immelt has definitely grasped the concept that a company will not be successful in the early decades of the 21st century if it maintains the status quo. His goal is to spur growth far above the company's current 4 percent growth rate without losing their productivity edge. He had devised a six-part growth model, and company leaders are not only charged with applying initiatives to it but also are using it to explain new initiatives.¹⁰ In addition, he has sold divisions of GE that have not been very profitable (such as insurance) and pared down slower-growth, small-margin divisions like small appliances. At the same time, GE has acquired businesses that allow the company to establish itself in such hot areas as cable and film (Universal Studios, Telemundo, and Bravo), biosciences (Amersham), and security (Edward Systems).¹¹

But that's just the tip of the iceberg. Immelt believes that the best way to achieve sustained organic growth is through innovation. One of the first things he did when he took over in 2001 was invest \$1 billion in research and development.¹² Immelt has also

⁹ David Kirkpatrick, "Why Skype? eBay's Still Thinking Big," *Fortune*, 12 Sept. 2005, <http://www.fortune.com/fortune/fastforward/0,15704,1103966,00.html>

¹⁰ Thomas A. Stewart, "Growth as a Process," *Harvard Business Review*, June 2006, pp. 60–70.

¹¹ "The Immelt Revolution," *Businessweek*, 28 March 2005, <http://www.businessweek.com/pdf/250332BWEPrint.pdf>

¹² Stewart, Growth, pp. 60–70.

The Importance of Company Values: Sam Palmisano

When Sam Palmisano took over as the CEO of IBM in 2002, IBM had come through one of the most difficult periods in the company's history. Lou Gerstner had guided it through that time and transformed the company from a mainframe maker to a hardware, software, and network solution provider. Palmisano's task was to continue IBM's transformation, but he instinctively knew that to do that, he could not continue on Gerstner's path. Instead, the long-time IBMer decided that it was time for the company to reexamine its values.

To do this, he decided to conduct an experiment that many (since that time) believed to be more innovative and daring than some of the products being developed in IBM labs. In July 2003, he used the IBM intranet to host "ValuesJam," a three-day online discussion with approximately 50,000 IBM employees where he asked them to discuss IBM's values. The first 24 hours were difficult because many employees used that time to share opinions that many IBM executives did not want to hear. One participant went so far as to say, "The only value in IBM today is the stock price." But when the executives urged Palmisano to shut down ValuesJam, he refused.

The result was that after three days, the responses became more positive and at the end, the

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instigated "Imagination Breakthrough" requirements for the company's leaders—each must submit at least three proposals to a council Immelt established that will change GE's direction or alter its brand image or perception in the public eye.¹³ He has also restructured the way products are made for countries other than the U.S. He decided that taking a product and removing features for countries outside the U.S. wasn't working. The result of that decision was the formation of a team of 25 people to change the philosophy from removing features to learning what customers in other countries needed and building products for them. So far, these changes have been very successful; in October 2005, GE announced that its third-quarter earnings would meet the high end of earlier projections.¹⁴

The lesson to be learned from Whitman and Immelt, along with other movers and shakers like Jeff Bezos of Amazon.com, Bill Gates (love him or hate him, he is still a visionary), Michael Dell, Sam Palmisano of IBM (see sidebar), the triumvirate at Google (Eric Schmidt, Larry Page, and Sergey Brin) and more, is this: Leaders must not only be bold if they want to thrive today, but they must also develop bold companies—encouraging boldness in all aspects of the organization.

Becoming Bold

Exactly what does it take to be bold? In the 30 years that I have been helping clients, I have been pondering the answer to this question. At first, I thought that extraordinary leadership was the answer. But, once I started examining the concept of leadership, I realized that being a bold leader is not enough. A bold company also requires boldness in every level of the organization, from management to support staff. Leaders must therefore teach others how to be leaders. Their strategies must be flexible and innova-

¹³ "The Immelt Revolution."

¹⁴ Greg Levine, "Faces in the News: Google Eyes Semel's Yahoo! Library; Jobs' Apple Event: Video iPod?; Trump Lauds Tough Ladies," *Forbes.com*, 7 Oct. 2005, http://www.forbes.com/2005/10/07/video-ipod-trump-cx_gl_1007faceweek.html

tive. They must challenge the established view of a leader as someone who leads and demonstrate that leadership means inspiring others to lead. They must have the courage and spirit to move from wherever they are to further their abilities to lead others into getting extraordinary things done. In other words, these leaders must practice Inspirational Leadership. And this is why I have devoted the next four chapters to this most essential type of leadership that fuels boldness throughout all organizations.

Having courage and spirit, which is at the heart of being an inspirational leader, is important. This is because bold and inspirational leaders must understand and help others understand that the company will have to make significant changes to the way it is doing business so that it can grow and thrive in an accelerated business environment. This means looking at the big picture and searching for the parts of that picture that are just filling up canvas and not adding value to the subject.

Actually, it is not enough just to look at the big picture. If your picture is in a frame, you need to look at the frame too. Is it possible that the frame is the important part and the picture inside it needs to be changed or removed? In other words, are you better at supporting the products your company makes than making them? Or is the frame that holds the picture rotting or overpowering the picture so that it is totally lost? That is often the case—CEOs and other company leaders are spending so much time repairing the parts of their companies which support their core competencies that they have lost sight of the competencies themselves. Basically, companies must critically examine themselves and determine what their core competencies are. They must also make sure they are concentrating their energies on the actions that will bring them success in their core competencies. To do this, everyone must understand their companies' goals and have contributed to putting a strategic vision and plan in place.

company had enough information, which they mined using one of their own programs, to create a revised set of values: "Dedication to every client's success," "Innovation that matters—for our company and the world," and "Trust and personal responsibility in relationships." These were shared with employees.

Palmisano then acted on the new values and gave the director of his e-business unit and his 15 direct reports the task of identifying the gaps between the values and company practices. The company overhauled almost all of the ways they did business, even going as far as selling the PC division to the Chinese computer manufacturer Lenovo, changing the way it priced items by offering a price for services that not only provide hardware but also the integration and support to run them, and working in partnership with a major shipping line to develop Radio Frequency Identification (RFID) tags that will identify shipping containers and help track them from place to place. These days, IBM is going strong and company employees are more excited about working there. When Palmisano is asked if values really matter, he can prove to them that they do.⁶

⁶ Paul Hemp and Thomas Stewart, "Leading Change When Business Is Good," *Harvard Business Review*, 1 Dec. 2004, pp. 61–71.

BOLD LEADERSHIP for Organizational Acceleration

After the core competencies have been identified, they can be subdivided into primary and secondary cores. This is analogous to separating the apples to put in the bag from those to keep out of the bag. Bold leaders and companies can then take steps to make sure that leaders and managers are concentrating the right amount of their precious time on those core competencies by letting others handle everything else. If leaders do this, then the company has a much greater chance of success. So many organizations have failed because not enough executive time was spent handling core competencies and executives were bogged down in the minutiae of physical expansion or antiquated IT systems that required constant maintenance and expenditures. When those worries are removed from the company leader's shoulders, the leader is free to focus on what is really important.

Of course, once you have identified core competencies, then it is time to look to other companies outside your organization to do the work that you have decided takes too much time away from focusing on your core. In other words, you must have an outsourcing plan and you must find organizations that have the experience to help you make your plan a reality. This is somewhat related to identifying core competencies, but it goes well beyond. There is no way, in this day and age, that companies can do it all. Outsourcing has taken on unnecessary negative connotations fed by analysts who say we're going to lose all our jobs to India, Mexico, and China. But in reality, outsourcing is the smart thing to do. If your company has decided to expand into a new market as part of its bold program, then it makes sense to seek out others who may know that market and work with them to ensure that your expansion is a success.

Not long ago, I would have told you that if you had a company that practices inspirational leadership and has taken the time to identify core competencies and outsource, then that company has an excellent chance of thriving in today's business climate. However, recent events such as 9/11, the Asian Tsunami, Hurricane Katrina and other disasters—combined with the increasingly complex yet fragile supply chains that have been created to support globalization—have led me to realize that being bold also means elevating business resiliency from contingency planning to a critical business strategy. If you do not know what will happen to your company after a natural disaster, a major power outage or even a terrorist attack, then your company does not have much of a chance of surviving should something like that occur. Your company must know exactly what it will do to recover from a disaster. Moreover, it is not enough to just know what your company will do; to be bold, you must also know what your supply chain partners and outsourcing providers will do.

“The supply chain is getting leaner, with less buffer and more inventory being held in other countries,” observed Steve Phillips, CIO, Avnet Inc., a distributor of electronic components and computers, in a recent *IndustryWeek* interview. “This means there is

less ability for the supply chain to soak up the shocks that occur.”¹⁵ To counteract this, a bold organization invests in technology and relationships that provide them with visibility into the whereabouts of parts and materials shipments, as well as the critical paperwork that must accompany them.

So to be bold, a company must excel at three things: inspirational leadership, core competency and business resilience. The purpose of this book is to show you how to create inspirational leaders, how to determine your core competency or competencies, and understand what it takes to be a resilient business. When you have them all down and recognize that you must never stop growing or evolving, then you will truly be **BOLD**.



If you were on an elevator with a colleague and had something important to explain, you would have to do it quickly and eloquently. These “On the Elevator” sections at the end of each chapter in this book work the same way. They are quick, succinct summaries for you to use on-the-go. The last chapter is a summary of the book in this format.

On the Elevator

Organizational acceleration is affecting all of us. Customers want our products and they want them now. However, downsizing, reengineering, re-layering and deverticalization have created smaller companies with fewer employees. Therefore, there is no longer enough time in the day, week, or even year for us to get everything done quickly.

Leaders travel one of three paths when faced with this acceleration. Some give up and close their company doors, taking a job elsewhere. Others keep trying to do business the way they have always done it and as a result, they will lose marketshare and customers because you can no longer be all things to all people today. The third path is to reexamine every aspect of the organization, and with a combination of innovation and boldness, redirect the company so that it can meet customer demands.

To thrive in this climate, companies and their leaders must be bold. To be bold takes:

- Inspirational leadership
- A combination of core competency identification and strategic, innovative outsourcing
- A business resiliency strategy

This book explores each of these attributes, starting with inspirational leadership, then moving to core competency and business resilience.

¹⁵ Doug Bartholomew, “Supply Chains At Risk,” *IndustryWeek*, 1 Oct. 2006, <http://www.industryweek.com/ReadArticle.aspx?ArticleID=12713>