

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.

Hitler's Final 42 Hours

100 Common Misconceptions about American Icon

An Autobiography

Why So Many Leaders Abdicate Their Most Important Responsibilities

Alan Mulally and the Fight to Save Ford Motor Company

Creating Clarity, Alignment and a Working Together Operating System to Maximize Your Business Performance

Inspire Accountability

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.

2017 National Book Critics Circle Award Finalist for Nonfiction "What's more American than Corn Flakes?" —Bing Crosby From the much admired medical historian (" Markel shows just how compelling the medical history can be " —Andrea Barrett) and author of An Anatomy of Addiction (" Absorbing, vivid " —Sherwin Nuland, The New York Times Book Review, front page)—the story of America ' s empire builders: John and Will Kellogg. John Harvey Kellogg was one of America ' s most beloved physicians; a best-selling author, lecturer, and health-magazine publisher; founder of the Battle Creek Sanitarium; and patron saint of the pursuit of wellness. His youngest brother, Will, was the founder of the Battle Creek Toasted Corn Flake Company, which revolutionized the mass production of food and what we eat for breakfast. In The Kelloggs, Howard Markel tells the sweeping saga of these two extraordinary men, whose lifelong competition and enmity toward one another changed America ' s notion of health and wellness from the mid-nineteenth to the mid-twentieth centuries, and who helped change the course of American medicine, nutrition, wellness, and diet. The Kelloggs were of Puritan stock, a family that came to the shores of New England in the mid-seventeenth century, that became one of the biggest in the county, and then renounced it all for the religious calling of Ellen Harmon White, a self-proclaimed prophetess, and James White, whose new Seventh-day Adventist theology was based on Christian principles and sound body, mind, and hygiene rules—Ellen called it " health reform. " The Whites groomed the young John Kellogg for a central role in the Seventh-day Adventist Church and sent him to America ' s finest Medical College. Kellogg ' s main medical focus—and America ' s number one malady: indigestion (Walt Whitman described it as " the great American evil "). Markel gives us the life and times of the Kellogg brothers of Battle Creek: Dr. John Harvey Kellogg and his world-famous Battle Creek Sanitarium medical center, spa, and grand hotel attracted thousands actively pursuing health and well-being. Among the guests: Mary Todd Lincoln, Amelia Earhart, Booker T. Washington, Johnny Weissmuller, Dale Carnegie, Sojourner Truth, Henry Ford, John D. Rockefeller, Jr., and George Bernard Shaw. And the presidents he advised: Taft, Harding, Hoover, and Roosevelt, with first lady Eleanor. The brothers Kellogg experimented on malt, wheat, and corn meal, and, tinkering with special ovens and toasting devices, came up with a ready-to-eat, easily digested cereal they called Corn Flakes. As Markel chronicles the Kelloggs ' fascinating, Magnificent Ambersons – like ascent into the pantheon of American industrialists, we see the vast changes in American social mores that took shape in diet, health, medicine, philanthropy, and food manufacturing during seven decades—changing the lives of millions and helping to shape our industrial age. Imagine a world in which most projects - personal, social, corporate, organizational and governmental - are successfully accomplished. That is the purpose and the reason for writing this book. There is work to be done. Only a select few projects deliver their purpose, meet their expected goals, achieve sustainable benefits, satisfy most stakeholders, meet their deadlines and stay within their original financial budget. So what is the secret? What can we learn from the thousands of failed projects? And how can we develop a framework or tool that guarantees, or at least significantly increases the chance of, project success? In fact, every aspect of our lives is becoming a set of projects. The speed of change witnessed in the past decade has radically affected the way we organize and manage our companies and work. Many of the traditional activities in organizations will soon be carried out by automation and robots. In this new landscape, projects are becoming an essential model to create value. In short, we are witnessing the rise of the project economy. Leading projects thinker Antonio Nieto-Rodriguez explains the tremendous consequences that this unnoticed disruption is having on our lives and the reasons behind it. He also looks at how leading companies, governments, schools, and universities have already embraced projects as the way to deliver on their strategy and ambitions. Ultimately, this book explains how individuals and companies can develop the competencies required to transform and thrive in the new digital and project-driven economy.

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 spanned 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.

The Fall and Resurrection of America's Big Three Automakers--GM, Ford, and Chrysler

The Power of Many

Lessons from a Business Maverick

The Breakthrough Workplace Transformation for 21st Century Leaders in the Age of Millennials

Attention All Passengers

Freedom's Forge

Selected as one of Motley Fool ' s "5 GreatBooks You Should Read" In The AIG Story, the company's long-term CEO Hank Greenberg(1967 to 2005) and GW professor and corporate governance expertLawrence Cunningham chronicle the origins of the company and itsrelentless pioneering of open markets everywhere in the world. Theyregale readers with riveting vignettes of how AIG grew from amodest group of insurance enterprises in 1970 to the largestinsurance company in world history. They help us understand AIG'sdistinctive entrepreneurial culture and how its outstandingemployees worldwide helped pave the road toglobalization. Corrects numerous common misconceptions about AIG that arose due to its role at the center of the financial crisis of 2008. A unique account of AIG by one of the iconic business leadersof the twentieth century who developed close relationships withmany of the most important world leaders of the period and helpedto open markets everywhere Offers new critical perspective on battles with N. Y. AttorneyGeneral Eliot Spitzer and the 2008 U.S. government seizure of AIGamid the financial crisis Shares considerable information not previously made public The AIG Story captures an impressive saga in businesshistory—one of innovation, vision and leadership at a company thatwas nearly—destroyed with a few strokes of governmental pens. TheAIG Story carries important lessons and implications for theU.S., especially its role in international affairs, its approach tobusiness, its legal system and its handling of financialcrises.

A legend in the car industry reveals the philosophy that's starting to turn General Motors around. In 2001, General Motors hired Bob Lutz out of retirement with a mandate to save the company by making great cars again. He launched a war against penny pinching, office politics, turf wars, and risk avoidance. After declaring bankruptcy during the recession of 2008, GM is back on track thanks to its embrace of Lutz's philosophy. When Lutz got into the auto business in the early sixties, CEOs knew that if you captured the public's imagination with great cars, the money would follow. The car guys held sway, and GM dominated with bold, creative leadership and iconic brands like Cadillac, Buick, Pontiac, Oldsmobile, GMC, and Chevrolet. But then GM's leadership began to put their faith in analysis, determined to eliminate the "waste" and "personality worship" of the bygone creative leaders. Management got too smart for its own good. With the bean counters firmly in charge, carmakers (and much of American industry) lost their single-minded focus on product excellence. Decline followed. Lutz's commonsense lessons (with a generous helping of fascinating anecdotes) will inspire readers at any company facing the bean counter analysis-paralysis menace.

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 our 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.

Effective Leadership: Theory, Cases, and Applications, by Ronald H. Humphrey, integrates traditional and new leadership theories—including transformational leadership, leader-member exchange, authentic leadership, servant leadership, self-leadership, shared and distributed leadership, identity theory, and the value of emotions and affect—to provide a comprehensive look at the many facets of effective leadership. Practical and fun to read, this innovative book incorporates personal reflections and current business examples to bring the theories of organizational leadership to life. In addition, " Put it in Practice " features help readers see how they can apply the leadership research to their own work lives, while leadership cases throughout demonstrate how real leaders have succeeded by applying the leadership principles discussed in the book.

American Icon

Work is Love Made Visible

A Tear in My Life

Thriving Organizations – Great Results

The AIG Story

Finding Purpose and Satisfaction in a Values-Based Life

Once Upon a Car

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.

Essential reading for business leaders and policymakers, an in-depth investigation of red teaming, the practice of inhabiting the perspective of potential competitors to gain a strategic advantage Red teaming. The concept is as old as the Devil's Advocate, the eleventh-century Vatican official charged with discrediting candidates for sainthood. Today, red teams are used widely in both the public and the private sector by those seeking to better understand the interests, intentions, and capabilities of institutional rivals. In the right circumstances, red teams can yield impressive results, giving businesses an edge over their competition, poking holes in vital intelligence estimates, and troubleshooting dangerous military missions long before boots are on the ground. But not all red teams are created equal; indeed, some cause more damage than they prevent. Drawing on a fascinating range of case studies, Red Team shows not only how to create and empower red teams, but also what to do with the information they produce. In this vivid, deeply-informed account, national security expert Micah Zenko provides the definitive book on this important strategy -- full of vital insights for decision makers of all kinds.

Warren Buffett built Berkshire Hathaway into something remarkable— and Fortune journalist Carol Loomis had a front-row seat for it all. When Carol Loomis first mentioned a little-known Omaha hedge fund manager in a 1966 Fortune article, she didn't dream that Warren Buffett would one day be considered the world's greatest investor—nor that she and Buffett would quickly become close personal friends. As Buffett's fortune and reputation grew over time, Loomis used her unique insight into Buffett's thinking to chronicle his work for Fortune, writing and proposing scores of stories that tracked his many accomplishments—and also his occasional mistakes. Now Loomis has collected and updated the best Buffett articles Fortune published between 1966 and 2012, including thirteen cover stories and a dozen pieces authored by Buffett himself. Loomis has provided commentary about each major article that supplies context and her own informed point of view. Readers will gain fresh insights into Buffett's investment strategies and his thinking on management, philanthropy, public policy, and even parenting. Some of the highlights include: The 1966 A. W. Jones story in which Fortune first mentioned Buffett. The first piece Buffett wrote for the magazine, 1977's "How Inflation Swindles the Equity Investor." Andrew Tobias's 1983 article "Letters from Chairman Buffett," the first review of his Berkshire Hathaway shareholder letters. Buffett's stunningly prescient 2003 piece about derivatives, "Avoiding a Mega-Catastrophe." His unconventional thoughts on inheritance and philanthropy, including his intention to leave his kids "enough money so they would feel they could do anything, but not so much that they could do nothing." Bill Gates's 1996 article describing his early impressions of Buffett as they struck up their close friendship. Scores of Buffett books have been written, but none can claim this work's combination of trust between two friends, the writer's deep understanding of Buffett's world, and a very long-term perspective.

Thinkers50 Management Thinker of 2015 Whitney Johnson has a goal: to help us identify and achieve our dreams. Her belief is that we can each achieve greater happiness when focusing both on our dreams and on other people in our lives. In this inspiring book, Johnson directs her attention to teaching women, in particular, a three-step model for personal advancement and happiness. She first encourages us to Dare to boldly step out, to consider disrupting life as we know it. Then she teaches us how to Dream, to give life to the many possibilities available, whether to start a business, run a marathon, or travel the world. She shows us how to "date" our dreams (no need to commit!) and how to make space for dreams. Finally, Whitney's model brings out the businesswoman in her; she teaches us to Do, to execute our dreams. She showcases the importance of sharing dreams with others to give them life, creating your own "dream team." Rich with real stories of women who have dared to dream, Dare, Dream, Do offers a practical framework for making remarkable things happen.

Remarkable Things Happen When You Dare to Dream

Dare, Dream, Do

A Catechism for Kids and Their Parents and Teachers

Plain Talk

The Project Revolution

Theory, Cases, and Applications

Your 168

American IconAlan Mulally and the Fight to Save Ford Motor CompanyCurrency

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.

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.

The Battling Brothers of Battle Creek

Relentless Implementation

Overhaul

Focus

The Battle for the Soul of American Business