



# Table of Contents

Acknowledgments — XV

Foreword — XIX

Introduction — XXIII

## Chapter 1

### World-Class Competition

Adopt the Olympic motto: Citius, Altius, Fortius — I

## Chapter 2

### Model the Olympics

Mirror the best models of performance — 15

## Chapter 3

### Create a Compelling Vision

Watch the horizon, not the wake — 25

## Chapter 4

### Setting Strategy

Define the pathway to high-performance — 37

## Chapter 5

### Expect Great Results

Better to aim high and miss — 45

## Chapter 6

### Organize by Design, Not Default

Organize for strength with speed — 53



# Table of Contents

## Chapter 7

### Leading the Way

Leadership strength determines business performance — 69

## Chapter 8

### Developing the Next Generation

Shaping the future — 87

## Chapter 9

### Recognize Superior Performance

Measure and reward superior performance — 105

## Chapter 10

### Team Works

Build the team to get the win — 117

## Chapter 11

### Focus on Essentials

Growth is the way to success — 125

## Chapter 12

### Anticipating Change

The essence of competitive advantage — 129

## Chapter 13

### Innovating Innovation

Encourage innovation — 147



# Table of Contents

## Chapter 14

### **Say No to “Yes Men”**

Seek out the minority opinion — 157

## Chapter 15

### **Culture Counts**

Unite against tough competition — 165

## Chapter 16

### **Role Model Leadership**

Trust, transparency, and credibility sustain leadership — 173

## Afterword

**On Courage and Commitment** — 179

**About the Author** — 183