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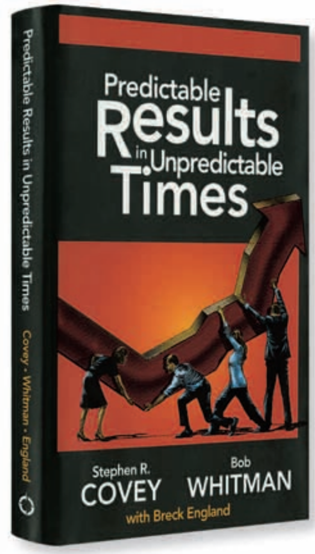

by Stephen R. Covey and Bob Whitman, with Breck England

Predictable Results in Unpredictable Times

THE SUMMARY IN BRIEF

If there's one thing that's certain in business, it's uncertainty. Still, there are great organizations that perform consistently and with excellence, regardless of the conditions. *Predictable Results in Unpredictable Times* discusses how to achieve predictable results in good times and bad by applying four key principles.

Unpredictable times create fear, stress and worry. These are all fatal distractions when you need total focus. Winning organizations entrust people with a mission they can believe in, channeling their anxiety into results.

Drawing on decades of experience working with thousands of private and public entities worldwide, authors Stephen R. Covey and Bob Whitman, with Breck England, suggest that there are a few basic principles that will never let you down — principles that help companies win, regardless of the turbulence of the ride or the shock of overwhelming change.

Great teams perform consistently and with excellence, regardless of the conditions. Great leaders anchor themselves in principles that are certain and solid, even in an uncertain and fluid environment. They know the world is unpredictable. Still, they get predictable results.

IN THIS SUMMARY, YOU WILL LEARN:

- Winning companies have "simple goals repeatedly revisited, together with clear targets and strong follow-through, including the measurement of results."
- Winning companies are capable of quick action "with the agility to respond ahead of, or at least stay even with, rapid changes in the new economic environment."
- Winning companies focus totally on value — they are not just cutting back, they are simplifying, reducing complexities that customers and employees don't value.

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THE COMPLETE SUMMARY: **PREDICTABLE RESULTS IN UNPREDICTABLE TIMES**

by Stephen R. Covey, Bob Whitman, with Breck England

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Predictable Results in Unpredictable Times by Stephen R. Covey and Bob Whitman, with Breck England. Copyright © 2009 by FranklinCovey. Summarized with permission of the publisher, FranklinCovey Publishing, a division of FranklinCovey Co. 110 pages. $14.99. ISBN 978-1-936111-00-8. To purchase this book, go to www.amazon.com or www.bn.com.

Predictable Results in Unpredictable Times

Every summer a colorful crowd of cyclists race each other in what is billed as the greatest human endurance test of all time — the Tour de France. On the flat, sunny terrain, they bunch up in a peloton, or platoon, some jockeying for the front, some coasting along in the slipstream of a rider inches ahead. But they mostly stay together. When the going is relatively easy, the peloton speeds along at a predictable pace. Then comes the severe test of the mountains. Uncertain weather hits. As the cyclists climb thousands of meters, the peloton strings out. Riders tire and drop away. Teams fall inexorably behind. It's in these extreme conditions that the great teams take the lead.

At times, your team or your company or your organization will face extreme conditions, with steep terrain and dramatic changes in climate. No one can see beyond the next hill.

Even in a turnaround, there's no likelihood of an easy ride — we've moved into a world where the measured risks of the past seem tame compared to what we face today.

Future crises might be more severe than anything we've experienced. From here on, everyone agrees, we may be "in the mountains."

Four Hazards of Unpredictable Times

Like the Tour de France cycling teams, companies trying to navigate in unpredictable times face four key hazards:

1. Failure to execute
2. Crisis of trust
3. Loss of focus
4. Pervasive fear

To succeed "in the mountains," like the great cyclists, you must anticipate these hazards. You can dodge the hazards and win if you:

1. Execute priorities with excellence.
2. Move with the speed of trust.
3. Achieve more with less.
4. Reduce fear.

You can rely on these four principles. They don't change. And they will never let you down.

Execute Priorities With Excellence

The landscape of your industry may be changing beyond recognition. Your resources may be stretched to the limit. What will you do now? You're thinking, "We've got our plan. Everybody knows what to do." But you should be asking yourself, "Does everyone understand and buy in to the goal? Does every team member know his or her role? Are they executing with precision?"

Today most business leaders are privately worried about execution. When about 150,000 workers were asked to name the top goals of their organizations, only about 15 percent could. Of that 15 percent, only 40 percent knew what to do about the goals. About 9 per-

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Rebecca S. Clement, Publisher; **Sarah T. Dayton**, Editor in Chief; **Andrew Clancy**, Senior Editor; **Edward O'Neill**, Graphic Designer; **Paula Ezop**, Contributing Editor

cent felt a high level of commitment.

If yours is like most other organizations, only a small percentage of the people are actively working on the strategy for getting through the mountains. The others don't understand the strategy, nor do they know how to carry it out, just when it's more crucial than ever.

In a crisis, narrowing the focus is critical. The research shows that companies who win in tough times have "simple goals repeatedly revisited, together with clear targets and strong follow-through, including the measurement of results."

If you lead by these same principles, you'll dramatically raise your chances of getting predictable results, even in a radically changing environment.

Elements of a Good Execution System

Great organizations, like great racing teams, have an execution system that ensures the predictability of results. Here are four tips to help your organization move ahead with excellence in execution:

1. Focus on the top goals.
2. Make sure everyone knows the specific job to be done to achieve these goals.
3. Keep score.
4. Set up a regular cycle of follow-through.

Great teams meet regularly and frequently — weekly at least, often daily — to review progress on their goals. These meetings are simple. Team members start by looking at the scoreboard to see where they are. They report on commitments made. They discuss lessons learned. They plan what to do next and make new commitments. These are not ordinary "staff meetings." The meetings focus entirely on moving forward the key measures of success. When team members can count on being asked repeatedly about progress, they know their leaders care and they want to contribute.

Are You 'Moving the Middle?'

Your strategy and goals are in place, the team knows what to do and what the score is, and you're following through. You've done everything you can to ensure a predictable result. But then you look at performance across the organization and you inevitably see variations.

It's a fact of life. Some people and teams perform well, some don't perform well at all — and then there's the vast middle. There's a big bulge in the middle — these are people who could contribute much more if only they knew how. Now, think of the huge impact if that middle 60 percent performed more like the top 20 percent! What would it mean to your performance?

Winning Performance Depends on Precise Execution

For the Tour de France, the mountains are the toughest challenge. This is the hardest part of the race where so much gets decided. Here the advantage goes not necessarily to the physically strongest team, but to the team that executes with the greatest precision.

Think about Lance Armstrong's famous U.S. Postal Service and Discovery Channel teams that won the Tour de France seven times. In the mountains, the team became a "ruthlessly efficient machine." Day after day they consistently paced themselves at the front of the pack through the punishing Alps and Pyrenees. According to one observer:

- George Hincapie, once a weak climber, now powered the peloton up the middle climbs of each stage.
- Floyd Landis would take the lead at the foot of the final mountain, setting a pace that splintered the field.
- Landis then handed off to Jose Azevedo, whose climbing pace was so fierce that only the top few riders in the world could keep up.
- By the time Armstrong rode to the front, he could focus on defeating the handful of rivals who remained.

Obviously, each team member knew his role and carried it out exactly. The sevenfold achievement of Armstrong's Tour de France teams might never be surpassed. An observer called them "one of the greatest sporting teams of all time, and an example of what a brilliantly planned and flawlessly executing organization can achieve."

As a leader, your biggest opportunity might be to move the middle "right and tight" on the performance curve. You don't want to stay "left and loose," that means you get strung out in the mountain passes and lose your advantage.

How to 'Move the Middle'

To "move the middle" — to move your performance "righter and tighter" — you'll want to do two things:

1. **Identify islands of excellence**. Where in your organization are people already performing in exceptional ways? What can the "right and tight" ones teach the rest of the organization?
2. **Ask the team how to improve performance**. No one knows better than the team members what could be done better, faster and at less cost.

Move With the Speed of Trust

Great Ormond Street Hospital in London has earned a reputation 150 years in the making at the forefront of children's services in all aspects of care, especially critical surgeries.

But at one point some years ago, seven infants died in quick succession following heart surgery. The surgical teams involved were devastated. Clearly, something was wrong somewhere. Not only was the crisis causing the public to lose confidence in them, they were also losing confidence in themselves.

A great deal of researching — and soul-searching — went into the investigation of these failures. Soon they learned that the most dangerous time in the surgical procedure wasn't in the operation or the intensive-care unit, but in the journey between the two. After one discouraging day, the surgical team collapsed exhausted in the physicians' lounge. A Formula One auto race was on television when the surgeons noticed something remarkable on the screen. They became fascinated — not by the race itself, but by what was going on in the pit.

When champion driver Michael Schumacher roared into the pit, the team that serviced the Ferrari racer went to work as if they were one person.

"I got in touch with them," Dr. Goldman says. "And we then went to Italy and showed them videos of our processes." The Ferrari people were stunned at how chaotic it was — no one in charge, lots of conversation, lots of people in each other's way, unclear systems.

"This is fundamentally opposed to the way in which the Formula One pit crew works. They know their job. Each one does. Silently they do it, and they get out of the way. They trust each other."

A Crisis of Trust

Trust always affects two measurable outcomes: speed and cost. When trust goes down, speed goes down and costs go up. Distrust slows everything. Sales decelerate, customers grow cold, and team members get discouraged or drop out entirely. Distrust has hard costs. If you're distrusted, people will actively refuse to do business with you, your pipeline of revenue freezes and, in extreme cases, you shut down.

Distrust has grown to global proportions. A crisis of confidence has overwhelmed the economy. The World Economic Forum cites a "crisis of trust and confidence" as the number-one challenge facing organizations in this decade.

Business confidence is one of the top concerns of CEOs in the latest Conference Board Report of 2009 — earlier in the decade, it didn't even show up.

Just as distrust slows everything down and raises costs, the opposite is also true. Trust speeds everything up and lowers costs. You can do business in minutes on a handshake with a person you really trust.

Trust Taxes and Trust Dividends

When things get intense, there are enormous parallels between a Formula One pit stop and your own teamwork. You have to make complex decisions fast among team members doing different jobs under time pressure. And you've got to be absolutely trustworthy or people quickly lose confidence in you.

An authority on the subject of trust, Stephen M. R. Covey, puts it this way in his book *The Speed of Trust*:

The serious, practical impact of the economics of trust is that in many relationships, in many interactions, we are paying a hidden low-trust tax … Mistrust doubles the cost of doing business.

Covey also suggests that, just as the tax created by low trust is real, measurable and extremely high so the dividends of high trust are also real, quantifiable and incredibly high. When trust is high, the dividend you receive is like a performance multiplier, elevating and improving every dimension of your organization.

Here are four key points to help your organization understand the importance of trust:

1. The evidence shows that when the economy slows down, the companies that succeed actually get faster.
2. Breakthrough companies confront crises by actively and deliberately building trust, showing more transparency than ever before. Also, they act swiftly.
3. They are able to leap hurdles that impede less trusted companies.
4. During the market plunge of 2008, the stock of a group of such companies appreciated in value 24 percent!

Rebuilding Trust

The Formula One team that inspired the doctors of Great Ormond Street Hospital was a team of unbelievable speed and precision. But it didn't used to be that way. In the mid-1990s, Ferrari was a losing team. They had not won a Formula One title in nearly 20 years. Often criticized by the press for "notorious backstabbing," no one trusted anyone else on the team. At the same time the team was known for its "unfounded optimism"; carrying the noble name Ferrari, they believed themselves to be the best in the world, despite their mediocre record and against all evidence: "The performance of the Ferrari pit crews was considered a running joke."

Then, in 1996, everything changed. New CEO Lucadi Montezemolo decided to revive the once-great Ferrari racing tradition. Some of the best people in the sport were lured to Ferrari to accomplish this miracle, and they made it happen. What turned this once-struggling team into the most successful in Formula One history?

The first thing they did was eliminate infighting and posturing by facing realities: a poor track record, outdated technology and a culture of complacency.

Soon they succeeded at building "a cohesive structure devoid of the polemics which were so rife." Champion driver Michael Schumacher then took the team to six straight world titles, an unprecedented achievement.

Building trust requires high levels of both character and competence. The Ferrari CEO knew he could only achieve predictably good results with predictably capable people.

In a crisis, you need your best performers around you and they need your trust. Montezemolo turned Ferrari's auto sports division over to the best performers he could find, and trusted them to keep their commitment to get back on top of the racing world.

The "cohesive structure" of the new team meant careful alignment of their systems and processes with the job to be done.

Three Trust-Building Behaviors

Asked what companies should do in difficult times to build trust, Stephen M.R. Covey suggests three trust-building behaviors:

1. **Create transparency** — "This is telling the truth in a way that people can verify and validate for themselves."
2. **Keep your commitments** — Failing to keep a commitment depletes trust — fast.
3. **Extend trust to your team** — Great performers want to be trusted, and they will deliver.

A Trusted Character

These and other trust-building behaviors — such as demonstrating respect, listening and continuously improving your operations — are essential when you're facing a crisis of trust. But even more fundamental to your trustworthiness is your own character. Your capabilities might even fail you from time to time, but good character never fails. There are times when you might not know what to do, but you will still know what is right.

No one leads without followers, and just as your team trusts your competence, they must also be able to trust your character — or they won't follow.

You're probably in your leadership position because of your skills, and your team will defer to your positional authority up to a point. They will not, however, trust you unless you also have moral authority. The economic breakdown is about a breakdown in moral authority.

Moral authority comes from two commitments: to act with unshakable integrity and honorable intent.

One of the most respected leaders in business is Bill George, former CEO of Medtronic. Under his guidance, the firm's value rose from $1.6 billion to $60 billion between 1989 and his retirement in 2001. About today's crisis of trust in leadership, he says:

I think we've had way too many leaders who are in it for themselves. They're more focused on charisma, style and image than they are on character, substance and integrity. We need leaders of genuine integrity who are committed to building the organization and will inspire others to step up and lead. There's no doubt that failed leadership is at the heart of the crisis on Wall Street.

Achieve More With Less

In the mountains, it's not enough to do more with less — you need to do more of what matters. Imagine what it takes to climb the highest peak on each of the seven continents, including Mount Everest. Now try doing all of that blind. Erik Weihenmayer has done it. The first blind man to reach the seven peaks, he knows perhaps more than anyone living what is required to succeed in extreme conditions.

What do you really need to have with you when the going gets nearly impossible? Here's his advice:

Talk about packing for a mountain, you're carrying your house on your back, and you can't carry everything you want. So you pack light.

As you get higher up the mountain and it gets harder, you have to become more strategic and focused and drop a lot of the extraneous stuff that weighs you down and becomes a distraction, all those obligations that you thought defined you.

You have to strip yourself down and become more nimble so you can achieve the thing you really want. And when you're on the side of Mount Vinson in Antarctica and it's 50 below, you might have to drop your pack altogether.

Everyone knows that in a crisis, you have to do more with less. We all have to "pack light." But the important thing is to pack strategically. And the more challenging the times, the more "strategic and focused" we need to be.

Building Customer and Employee Loyalty

When you're trying to do more with less, the real question is "more of what?" Shouldn't it be more of what customers value and will pay for? Shouldn't it be more of what employees value and will stay for?

A crisis tempts us to take the focus off customers and employees and onto the finances. Getting buried in budgets and balance sheets can lead to mindless cutting rather than focusing on value. Companies that succeed in unpredictable times focus totally on value. They don't just cut fat; they simplify and reduce complexities that customers don't value or even understand.

There's a difference between customer satisfaction and customer loyalty. Merely satisfied customers find no reason to complain. Loyal customers, on the other hand are emotionally connected to you. They represent the biggest share of your business because they repurchase. They would miss you if you were gone.

The principle here is to focus on the job customers really want you to do for them — and that doesn't necessarily mean more of what you've done before.

Of course, companies that put the emphasis on the customer enjoy higher levels of customer loyalty. Intriguingly, they also enjoy higher levels of employee loyalty. When times are bad, employees will stay with you, but this doesn't mean they want to.

The research shows that when companies "align the customer experience with the employee experience, they create employees who are passionate about what the company stands for. Passion and engagement go hand in hand."

Research at FranklinCovey shows that people, on average, are less motivated by money than by the feeling that their contribution is valued.

Knowledge workers — the new majority — want meaningful work.

Even in tough times (perhaps especially in tough times), people want to contribute, they want to help, they want to make a difference

The leader's task in a crisis is to create a "contribution-focused" workplace.

Pushing the 'Reset' Button: Aligning the Organization to Customer Value

The steeper the climb, the lighter the pack needs to be. Doing more with less does not mean saying yes to more things. It means saying no to more things and yes to only the most important things.

As we've seen, in a crisis, it's essential to focus the organization more on customer value — the job the customer wants done. Once you have narrowed down the job to be done, your task is to realign the organization to provide that value.

Unfortunately, many companies simply cut people and resources without rethinking the job to be done. According to Watson-Wyatt research, a weak economy "forces companies to do more with less. Supervisors and managers often turn to their top performers, pressuring them to carry more of the productivity burden. The additional stress can cause burnout, disillusionment and disengagement."

Besides the stress of more work, even top performers suffer when their focus is divided. Research shows that high-engagement employees rate "unclear job definition" as their top stressor. Faced with several jobs to do, they can't excel at any of them and soon "crash and burn."

Now is the time to reset your culture from "slow and heavy" to "lean and mean." FranklinCovey research shows there's plenty of room for a reset. Here are some key statistics about streamlining your organization:

- Only 9 percent of workers feel a very high level of commitment to organizational goals.
- Only 22 percent agree that there is a clear line of sight between their own work and the organization's top priorities.
- Workers spend 23 percent of their time on "urgent but irrelevant activities."
- Workers spend 17 percent of their time on "counter-productive activities."

A crisis is an opportunity to push the reset button and start dong more of those things that really matter. Listen once more to Erik Weihenmayer, the champion mountain climber, who knows something about adversity:

It's a great time to examine your priorities and ask yourself what life you really want to create. It's time to make those hard choices, to scale down your distractions, to take a hard look at your losses and see if there's a nugget that can propel you forward and make a change in your life that you've wanted to do anyway and been too scared or too slow to do it.

Reduce Fear

"In the mountains," fear is the great enemy. Threatened jobs, disintegrating retirement, mortgage problems, high prices, eroding health care — it's all "piling on" people. Economic recession produces a debilitating psychological recession. What *The Economist* calls "an endless series of hobgoblins" takes its toll.

Your valued people are not immune to this perfect storm of fear.

Actually, any major change produces fear, such as new strategies, industry fragmentation or disruptive technologies. So here are a few provocative questions:

• What does the psychological recession cost you?

• Is your organization fatally distracted by fear? Are people paralyzed by uncertainty?

• Have you figured out how to redirect all this anxiety into productive energy?

What Does the Psychological Recession Cost You?

The costs of fear are heavy. Even in normal times, "distractions consume as much as 28 percent of the average U.S. worker's day … and sap productivity to the tune of $650 billion a year." In these confusing times, people are more mentally sidetracked than ever. When their homes, their families, their jobs, and their health are threatened, it's just harder for people to focus.

Of course, if we take the long view, there are no predictable times. Within recent memory, we have seen huge surges in global stock markets and huge collapses. The collapse of the Asian markets, the Dotcom Bubble, the Enron/Worldcom debacle, near total paralysis of world financial markets — obviously, we do not live in a smooth predictable world. As Nassim Taleb, author of *The Black Swan: The Impact of the Highly Improbable* says, "History does not crawl, it jumps."

"Fear wears us out, and it undermines our health and well-being. When that happens, we're less able to hope," says Shane Lopez, a researcher into the psychology of hope. "Managing this fear has to happen in a big way at the beginning of a crisis, and then it needs to be mini-managed every day."

Is Your Organization Fatally Distracted by Fear? Are people paralyzed by uncertainty?

So how do you manage fear? Olivier Blanchard, chief economist of the International Monetary Fund, advises leaders to give absolutely clear direction. "First and foremost, reduce uncertainty … Above all, adopt clear policies and act decisively."

With a clear, unmistakable mission, people can transform anxiety into action and productivity. Even if they're not sure what to do, leaders can defuse a lot of fear just by communicating clearly about the situation. In crisis time, "communication carries more significance and requires greater transparency." And yet only 13 percent of leaders have talked to their people about the turbulent times we live in. Nearly half of respondents say that their "leaders have taken no actions to respond to the economic anxiety in the workplace."

Be transparent and simply tell the story. Don't assume everybody already knows how the turbulence is affecting the organization. Talk about what's next. If you have a strategy, lay it out in clear terms.

Have You Figured Out How to Redirect All This Anxiety Into Productive Energy?

Clear direction can go a long way toward reducing fear. But the roots of fear still remain. Like a weedy vine, fear comes up from under the surface and saps emotional energy that could be used productively. It's not enough to ignore it or tell ourselves to snap out of it. An effective leader uproots it.

To do that, you have to recognize that fear is an emotional response. As a leader, you're now in the business of managing other people's emotions.

You successfully uproot debilitating fear by changing the paradigms that produce fear. You don't do it by exhorting people to get over it or to walk straight into the storm. It will crush them — privately, silently perhaps, but inevitably. If you really want to help people, don't work on their behavior, work on their paradigms.

The Root of Fear

The paradigm at the root of the psychological recession is the widespread belief that people have no control over what happens to them. The forces of change are so crushing that people simply wilt. What Martin Seligman calls "learned helplessness" is a psychological condition in which people act helpless, even when they have the power to change an unpleasant or even harmful circumstance.

A feeling of futility causes people to disengage from their work. They see themselves as victims of the economy, of the company, of their co-workers, of an unfair boss or of the "system." Judith Bardwick describes it this way:

A psychological recession is an emotional state in which people feel extremely vulnerable to economic hardship, leading to a dour view of the present and an even bleaker view of the future, which often is not based on current reality.

Your task as a leader is to help people uproot this mindset, and the only way to do that is to replace it with another mindset. Seligman says, "Habits of thinking need not be forever … individuals can choose the way they think."

Work within your Circle of Influence, not your

Circle of Concern. Everybody has worries ranging all over the place — job, family, the national debt, the possibility of a comet hitting the earth. We call this range of worries the "Circle of Concern."

So the trick is to shift your mindset from the Circle of Concern to the Circle of Influence. By doing so, you become proactive — taking charge of your own future, exercising your own resourcefulness and initiative.

Within the Circle of Influence are those measures you can take to tame unpredictability.

By focusing your time and energy on the Circle of Influence, your power to control your future increases.

Adopt a 'Knowledge Age' Paradigm of Leadership

Many leaders still hold an "Industrial Age" paradigm of leadership. To the Industrial Age leader, people are like machines to be efficiently controlled. Supervisors stand over them to ensure closer and closer compliance with orders from the top down. It's a work environment where the consequences of stepping out of line are fearful.

Why does this kind of environment generate fear in people? What kinds of fears? Fear of loss, primarily — loss of job, personal dignity, security, status or self-esteem. Perhaps even more deeply, they fear the meaninglessness that comes from being treated as a mindless cog in a machine rather than as a creative, thinking, purposeful human being.

A far more effective paradigm is "Knowledge Age" leadership. In the Knowledge Age, people are valued for their unique contribution — their ability to learn, to adapt, to innovate, to capture opportunities entrepreneurially. They are no longer just machines to be switched on and off and discarded on schedule.

To lead in the Knowledge Age, you need a paradigm of releasing, unleashing, valuing the different (even disruptive) viewpoint. You motivate people with zeal for the mission.

Closing Thoughts

In the Tour de France, the race is won in the mountains. In the same way, whether in business, education or government, the successful organization is the one that gets predictably good results in uncertain times.

Consider the case of two camera makers. Both Polaroid and Canon were giants in consumer photography. And a few years ago, they both hit "the mountains" — the disruptive technology of digital cameras.

In the 1990s, Polaroid looked like a big winner. Their time-honored instant camera was the razor, the film the razor blades. A flood of new models boosted sales — a Barbie camera for girls, a Business Pro camera for the office and the I-one for teens, among others. The old business model of virtually giving away inexpensive cameras to make big profits on expensive film never looked better.

By 2001, Polaroid was bankrupt. Share price had fallen nearly 100 percent, from $60 in 1997 to 28 cents. All remaining assets were sold off.

By contrast, Canon moved systematically into digital photography in the late 1990s and thrived. In 2001, Canon issued its first mass-market digital cameras — inexpensive, reliable and independent of the film business. The cameras were a hit. Share values rose predictably as Canon shares had pretty much always done since the day Goro Yoshida sold his first "Kwannon" camera in Japan in 1933.

In the midst of the 2008-09 recession, a Canon share was worth twice what it was in 1997 at the height of the technology boom. Even while suffering a drastic slowdown in sales, Canon's profit margins far exceeded those of its competitors.

Principles That Will Never Let You Down

The times are, by their nature, unpredictable. You can't begin to compute all the uncertainties of the future into a set of certainties. But there are certain principles you can rely on even in volatile times:

- You can pack only a few things in the mountains — so they'd better be important things.
- You'll be trusted only as far as you are worthy of trust.
- If customers really must have what you sell, they'll find a way to pay for it.
- The only thing stronger than fear is purpose — so make your purpose strong.

These principles will never let you down.

RECOMMENDED READING LIST

If you liked *Predictable Results in Unpredictable Times*, consider:

1. ***Crisis Leadership Now* by Laurence Barton.** Barton applies his insider's insight to numerous case studies, demonstrating how catastrophes happen to real companies. A key strategy for your management toolbox.
2. ***Chaotics* by Philip Kotler and John A. Caslione.** The authors teach readers the necessity of learning to manage in the "new" normality, one of turbulence and unpredictable circumstances.
3. ***The Accountable Leader* by Brian Dive.** This book explores what it means for managers to be held accountable at every level and argues that most leadership-related problems arise from the lack of accountability.