CONTENTS

ACKNOWLEDGMENTS xi
THE AUTHOR xiii
FOREWORD BY WARREN BENNIS xv

INTRODUCTION The Ultimate Test of Leadership 1

LESSON #1 Face Reality, Starting with Yourself 15

LESSON #2 Don't Be Atlas; Get the World Off Your Shoulders 31

LESSON #3 Dig Deep for the Root Cause 47

LESSON #4 Get Ready for the Long Haul 61

LESSON #5 Never Waste a Good Crisis 75

LESSON #6 You're in the Spotlight: Follow True North 89

LESSON #7 Go on Offense, Focus on Winning Now 105

CONCLUSION Crisis May Be Your Defining Moment 121