CONTENTS

	FOREWORD ACKNOWLEDGMENTS	vii xi
SECTION 1	THE ERA OF RAPID CHANGE	
CHAPTER 1	NOVEL APPROACHES IN THE FACE OF UNCERTAINTY	3
	Facing the Unknown and Making Tough Choices; Five Elements; Four Prevalent Traits; Meeting the Challenge of Uncertainty; Type 1 and Type 2 Situations; Are Type 2 Situations on the Rise?; A New Ball Game	
CHAPTER 2	WHY BUSINESS AS USUAL CAN BE HARMFUL Dissecting Catch Phrases; Good for the Goose? Megatrends: Pop Maxims; What Is a Principle? When Principles Meet Type 2 Situations; When Sound Principles Did Not Work; Assumptions About the Aerospace Business; One Manager's Bane ; Just Because It Worked Once ; The Dynamics of Applying Principles; The Development Principle; The "Nonprin"	14
CHAPTER 3	THE ROLE OF INTUITION Type 1 Tools for Type 1 Situations; Relying on Intuition; Intuition When It's Called For; A Wide-Angle View; Programmed Intuition? Balancing Analysis and Intuition; Working with Intuition; When Intuition Will Not Help; Minicase: Intuition in the Toy Business	27
		xii

CHAPTER 4	BARRIERS TO EFFECTIVELY DEALING WITH TOUGH CHOICES INTERNAL BARRIERS: Experience; The Ego Trap; The Interia Trap. EXTERNAL BARRIERS: The Technological Trap; The Organizational Trap	37
SECTION 2	TOOLS FOR TOUGH CHOICES	
CHAPTER 5	FOCUSING ON THE LONG TERM Less Predictability; A Long-term Perspective; Long-term Planning in Good Times and Bad; Timing and the Long Term; Planting Seeds for the Future; Long-term Decisions and Risk; How Long Is Too Long?; Long-term Planning and Living with Contradictions; Long-term versus Short-term Goals; Maintaining Balance; Intuition and Long-term Planning	53
CHAPTER 6	FROM PLANNING TO IMPLEMENTATION Involving Others, But Recognize That It Comes Down to One; Feeling Comfortable with Uncertainty; The Speed of Decision Making; How Much Information Is Enough?; Monitoring the Plan; A Supportive Staff; Corrective Action; Long-term Flexibility; Recognize and Adjust; Stepping Down; Learning from the Past; Long-term Planning and the Big Picture	66
CHAPTER 7	ACKNOWLEDGING THE BIG PICTURE The Little Picture at Dow: An Example; The Little Picture; Not for Type 2s; The Little Picture at the Wrong Time; A Big Picture Focus; The Big Picture within the Corporation; Helping an Acquired Company Adjust Its Focus; Not Losing the Little Picture Focus; The Bigger Picture— Outside the Corporation; Government Is Always Somewhere in the Picture; The Global Picture; Humanity and the Big Picture	76
CHAPTER 8	EMPLOYING A TEAM OF GOOD PEOPLE What Is Meant by Good People?; In Short Supply; Different Strokes; Good and Motivated; Employees Who Keep Pace with Change; Philosophical Compatibility— More than just a Phrase; No "Yes" Men or Women; Finding the Self-manager; Relational Management; Relational Management and Teamwork; The Importance of the Team Process; Challenging and Retaining Key Staff	93

CHAPTER 9	PRACTICING FLEXIBILITY	107
	The Long-term Demonstration of Flexibility; The Three Forms of Flexibility; Can One Become Too Flexible?; Two Personal Characteristics of Flexibility; Perceptual Flexibility in Practice; Keeping Options Open; Staying Flexible with Contingencies; Achieving Flexibility; Analytical Flexibility in Practice; Attempting to Wake the Dead; Constant Self-challenge	
CHAPTER 10	FLEXIBILITY IN ACTION	120
	Operational Flexibility in Practice; Planning; Organizational Structures; Evaluations; Employee Relations; Negotiations, Correcting Mistakes; The Fine Line of Appropriate Flexibility	
CHAPTER 11	EXAMINING THE BOTTOM LINE	129
	Society and the Bottom Line; The Whole of Things; The Bottom Line Meets the Long Term; More Bottom Lines; The Human Element in the Bottom Line, Not Just Numbers; The Bottom Line at Rohr Industries, The Bottom Line at TRW; The Wrong Term After All?	
SECTION 3	A NEW FRAMEWORK	
CHAPTER 12	HANDLING TOUGH CHOICES	141
	An Individual Approach, Avoiding Ever Present Temptations; Minicase: Forcefitting; An Environment that Spawns Type 2 Managers; Balancing Quantitative with Qualitative; Distinguishing Type 1 and Type 2 Situations; Minicase: Excellence is Illusory; A Framework for Approaching Type 1 and Type 2 Situations; Top Executives in Type 2 Situations	
THE TOP 50		150
BIBLIOGRAPHY		157
INDEX		159