

THE LEADING EDGE

*CEOs Who
Turned Their
Companies
Around:
What They
Did and How
They Did It*

MARK POTTS &
PETER BEHR

CONTENTS

1. The Leading Edge: A New Breed of CEO	1
2. General Electric: Charting a Fast New Course for a Once-Stodgy Corporate Giant	12
3. Anticipate and React: Effective Corporate Change	26
4. Martin Marietta: Rebuilding from the Ashes of a Takeover War to Become a High-Tech Leader	38
5. Play to Your Strengths	48
6. RCA: Restructuring a Troubled Company around Its Strengths	57
7. Gould: An Industrial Company Becomes a Purveyor of High-Tech Electronics	68
8. The High-Tech Revolution: Opportunities and Caveats	78
9. Seek Alliances at Home and Abroad	90
10. National Intergroup: The Metamorphosis of an Old-Line Steel Company	100
11. A New Alliance: Management and Labor	109

12.	American Telephone & Telegraph: Learning a New Corporate Culture in the Heat of the Technology Wars	116
13.	Encourage Risk-Taking	127
14.	Coca-Cola: Wagering the Crown Jewels	140
15.	Walt Disney Company: Rekindling the Creative Spark	152
16.	General Motors: Reinventing the Wheel	166
17.	Borg-Warner: Blending Manufacturing with Services to Take Advantage of the Changing Environment	180
18.	Balance Long-Term and Short-Term Pressures	190
19.	Leadership: The Essential Ingredient	200
	Acknowledgments	211
	Index	214