

PREFACE

This book helps people work together better.

Who's The Driver Anyway? has been written to give senior leaders many collaborators in their mission for success. These are the managers and executives in the middle of the organization, from supervisors to vice-presidents. Designing and building a cohesive, productive organization is difficult, complex work. It is a lot easier when everyone on the team “gets it.”

This book provides a carefully thought-out means to get one thing — how to share decision-making authority to deliver great results on-time and on-spec. Great results are what bring the vision of the organization to life. Results satisfy customers and clients. Results reward stakeholder investments and lead to an ever brighter future. The book is intended to shift the culture of your organization towards one of individual accountability for the results of a team and the entire organization. “No man is an island unto himself,” wrote John Donne in 1595. Yet, every person is responsible for his or her role on the team.

For many leaders, working with a group of people who are on the same page is the most gratifying aspect of their work. They are part of a team dedicated to a cause that is about more than just making money. They feel the pleasure that comes when one plus one adds up to three. They are making a difference and loving it. For other leaders, bad experiences have left them feeling scarred. It is not pleasant when you hear the stories. Conflicts that got personal. Resentments that stewed, often for years. Politics that cut like a knife. Stress that burned them out. Sometimes they just walked away from it all. The struggle wasn't worth it any more. It was their life's work and the only happy ending was cashing in or moving on. They always departed with vast potential left behind.

I have had both. Many years after walking away from a blossoming corporate career, I now offer you this bag of tools on how to get others to get things done. If you are surprised or delighted by anything you read, it will be because you've been so busy running your business, you didn't have time to think of these yourself! I understand. Managing a business is a tremendous responsibility.

I offer you one main lesson: *Collaboration means deciding who gets to decide.* Collaborating isn't about holding hands on final decisions. It is about agreeing on shared power and control in order to avoid gridlock and overcome stubborn resistance. The 21st century is changing rapidly and you cannot succeed alone. Collaborating effectively will get you where you want to go. You will need courage and humility along the way. This book will help you get there.

Who's The Driver Anyway? Making the Shift to a Collaborative Team Culture
Thought Leadership Series

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Executive coach and friend Jean Davies says, “All of my clients have only three problems. Their boss. Their peers. And their employees. That’s all I coach on.” To be a successful leader, you have to solve people issues, in addition to business issues.

This book is not long. The concepts are familiar. But there is new language that is fresh. New language is the cornerstone of culture. For your convenience, there is a glossary at the back of the book.

Who’s The Driver Anyway? will make you self-aware. It will empower you. It may even make you feel uncomfortable. You will know it worked when team members work together better than they did in the past. The reward will be better results, greater respect and a more satisfying leadership style.

John Kuypers, November 2010