# CONTENTS

## Acknowledgments

xiv

## Introduction

1

- Recognition of the Present
- Developing a New Model
- A Visualization of Tomorrow
- The Need to Focus on a Single Point of Change
- A Change Epidemic to Counter Resistance
- A Breakthrough to Overcome Barriers
- A Fellowship to Sustain Improvement

## Part I. Managing in an Era of Profound Change

11

### Chapter 1. The Megadigm: Confronting the Six Shifts of Change

13

- The Megadigm

vii
Intangible Quality: Engage in the Third Quality Revolution 17
“Infolocity”: Work in Dog Time 24
Age of Value: Demonstrate a Great Value Proposition 27
Recognize the Obsolescence of Space 31
Coopetitive Advantage: Develop the Cooperative Competitor 36
Mass Uniqueness: The Great Customization Wave 38
The Mass Extinction of Most of Us 41

Chapter 2. A Destiny of Choice: Taking Steps that Matter 47
What Is Transformation? 48
The Pervasive Problem 56
What Is Required to Shape the Future 63
The Leader Within 74

PART II. SHAPING THE FUTURE YOU CHOOSE 79

Chapter 3. The Henry Response: Discovering the Leader Within 81
Hamlet vs. Henry 83
The Disciplines of Leadership 86
A Final Thought 107

Chapter 4. The Simple View: Establishing the Bridge to the Future 109
Fog of Bureaucracy 110
A Detailed View of the Future 115
Boiling It All Down—The Strategic Imperative 123