

Contents

Preface		ix
Acknowledgments		xvii
Introduction	Great Recession, Great Disruptions	1
	Disruptions Are All around Us	3
	Where Are the Seismic Struggles?	5
	What Happened?	11
	Connecting the Dots: The 10 Essential Elements	12
Chapter 1	The Old World of Business versus the New World of Business in Four Major Industries	17
	Industry Snapshot: Retail—Circuit City Stores, Inc.	18
	Industry Snapshot: Technology and Telecommunications—Motorola, Inc.	20
	Industry Snapshot: Transportation—Airlines, Rails, and Automobiles	21
	Industry Snapshot: Journalism, News Media, and Publishing	35
	Facing the Facts: The Old Rules No Longer Work	43
	New Rules for a Reinvented World	43
	The Takeaway	46

Part I Succeeding in the New World of Business

Chapter 2	Element #1: Vision and Values	51
	EMC: Mark S. Lewis, Chief Strategy Officer	51
	Zuvo Water: Andy Butler, CEO	56
	Anita Borg Institute for Women and Technology: Dr. Telle Whitney, President and CEO, and Jerri Barrett, VP of Marketing	61
	Fresh Lifelines for Youth: Christa Gannon, Founder and Executive Director, and Skye DeLano, Director of Development	66
	The Takeaway	71
Chapter 3	Element #2: Entrepreneurship	73
	EMC: Steve Todd, Distinguished Engineer, Author, Intrapreneur	73
	Synopsis: Rich Goldman, VP Corporate Marketing and Strategic Alliances, CEO Synopsis Armenia	77
	The Bridge Group: Reiko Emmi-Sota, Cultural Ambassador	82
	EMC: Barbara Robidoux, VP Corporate Marketing	86
	The Takeaway	89
Chapter 4	Element #3: Navigation	91
	EMC: John T. (Jack) Mollen, EVP Human Resources	91
	EMC: Gwen Weld, VP of Global People and Infrastructure	97
	Zuvo Water: Ray Brown, VP Marketing	101
	<i>MicroEnterprise Journal</i> : Dawn R. Rivers, Publisher, Journalist	105
	The Takeaway	109

Chapter 5	Element #4: Responsible Risktaking	111
	EMC: Kathrin R. Winkler, VP of Corporate Sustainability	111
	M-Cubed Global: Exley Mixon, CEO	116
	Zuvo Water: Elizabeth Flammini, Chief Evangelist, Director of Marketing	122
	The Takeaway	126
Chapter 6	Element #5: Disruption and Discontinuity	127
	West Valley College: Dr. Lori Gaskin, President	127
	EMC: Patricia Florissi, Ph.D., Chief Technology Officer, Americas	131
	EMC: Linda Connly, VP and GM, SMB Division & Inside Sales, Americas	136
	The Takeaway	140
Chapter 7	Element #6: Experimental and Exploration	143
	EMC: Bill Cook, President, Data Computing Division	143
	Space Portal: Robert Bruce Pittman, Director of Flight Projects and Chief Systems Engineer, NASA Research Park	148
	Zuvo Water: Brian Godfrey, Lab Manager, Research and Development Engineer	154
	The Takeaway	157
Chapter 8	Element #7: Innovation and Invention	159
	EMC: Jeffrey M. Nick, Senior VP and Chief Technology Officer	159
	Latinas in Computing: Patricia Lopez, Ph.D., Technologist and Inventor	165
	The Takeaway	175

Chapter 9	Element #8: Transition and Training	177
	SAP: Phyllis Stewart Pires, VP of Human Resources, Global Diversity Leader, Gender Diversity Expert	177
	New World Transitions: Gayle Uchida, Consultant	183
	Zuvo Water: Phil Houdek, VP Engineering and Operations, Quality Office	188
	Zuvo Water: Joseph Taylor, Regional Sales Manager, Betty Kinney, Regional Sales Manager	193
	The Takeaway	197
Chapter 10	Element #9: Networking and Collaboration	201
	EMC: Sheryl Chamberlain, Senior Director, Central Partner Engineering, EMC Solutions Group	201
	Synopsys: Karen Bartleson, Senior Director, Community Marketing	208
	F Gordon Group: Francine Gordon, Ph.D., CEO	212
	The Takeaway	218
Chapter 11	Element #10: Execution	219
	Zuvo Water: Margaret Diesel, VP Finance	219
	EMC: Heather Healy, VP and Business Unit CIO	223
	Tara Collison, Ph.D., Senior Manager, Corporate Affairs	228
	EMC: Chris Claudatos, Senior Director, EMC CTO Office Research & Development, and Shawn Douglass, Senior Director, Advanced Technology Ventures	232
	Zuvo Water: Esterina Gentilcore, Social Responsibility Manager	237
	The Takeaway	239

Part II: The Practical Side of Reinvention

Chapter 12	Navigating Your Way: Implementing the 10 Essential Elements	245
	Different Approaches to Reinvention	245
	The Takeaway	247
Chapter 13	The Reinventing Organization	249
	Is Your Organization Reinvention Ready?	250
	The Takeaway	256
Chapter 14	The Reinventing Leader	257
	Are You a Reinvention-Ready Leader?	257
	Transitions, Disruptions, and Innovation	258
	The Takeaway	261
Chapter 15	The Reinventing Career Professional	263
	Are You a Reinvention-Ready Career Professional?	263
	Managing Your Personal Inflection Curve	266
	The Takeaway	268
	Conclusion	268
About the Author		269
	About the Companion Websites	269
Index		271

<http://www.pbookshop.com>