## **CONTENTS**

Brian A. Gallagher	7
President and CEO, United Way Worldwide	
CREATING A NEW BUSINESS MODEL: LESSONS IN	
BUDGETING, COMMUNICATION, AND EXECUTION	
Olivier Poirot	15
CEO, Accor North America, Motel 6, and Studio 6	
SUCCEEDING IN TOUGH TIMES	
Christine W. McEntee	25
EVP and CEO, The American Institute of Architects	
CREATING A SUSTAINABLE, INTEGRATED,	
AND DIVERSE STRATEGY	
Nanette Pattee Francini	33
President and Co-Founder, The Sports Club Company	
ENHANCING NET OPERATING INCOME	
WITH EXPENSE MANAGEMENT	
Lyndon J. Faulkner	41
President and CEO, Pelican Products Inc.	
EMPOWERMENT AND ENGAGEMENT:	
KEYS TO A SUCCESSFUL STRATEGY	
Rick A. Lincicome, AIA	51
CEO, Ellerbe Becket	
KEEPING YOUR COMPANY'S STRATEGY HEALTHY:	
BEING AGILE AND STAYING FOCUSED	
Dan Mondor	61
President and CEO, Concurrent Computer Corporation	
IMPLEMENTING YOUR STRATEGY IN DYNAMIC	
MARKETS	

George E. Martin, Ph.D.	71
President, St. Edward's University	
PRIORITIES AND PRINCIPLES: HOW TO SET	
AND ACHIEVE YOUR STRATEGIC PLAN	
Stanley C. Feuerberg	83
President and CEO,	
Northern Virginia Electric Cooperative (NOVEC)	
REINVENTING YOUR COMPANY AND THINKING	
OUTSIDE THE BOX	
Dan B. Madsen	91
Chairman and CEO, One Eighty	
IT IS EASIER TO MOVE FORWARD WHEN	
EVERYONE ELSE IS LOOKING BACKWARDS	
James H. Moore Jr.	101
President and CEO,	
The University of Arizona Foundation	
A SIMPLE PLAN, CLEAR GOALS, AND A NIMBLE	
OUTLOOK	
Neil Smith	115
CEO, Promontory Growth and Innovation	
SHORT-TERM STRATEGY: STILL AN INTERNAL FOCUS	
Ramón M. Ruiz-Comas	125
President and CEO, Triple-S Management Corporation	
DIVERSITY AS AN ANTIDOTE TO RISK:	
A STRATEGY FOR GROWTH	
L. Randoph Lowry	135
President, Lipscomb University	
EXPANSION AND CHANGE AS A FOUNDATION	
FOR SUCCESS	