

## My Years With General Motors And Other Stories

Follow a pioneer's journey from factory floor to CEO Road to Power is the story of how Mary Barra drove herself to the pinnacle of a company that steers the nation's wealth. Beginning as a rare female electrical engineer and daughter of a General Motors die maker, Barra spent more than thirty years building her career before becoming the first woman to ever lead a global automaker. With \$155 billion in sales and 200,000 employees, GM is widely considered to be a proxy for the U.S. economy, making Barra's position arguably the most important corporate role a woman has ever held. This book describes the personal character, choices, and leadership style that enabled her to break through the glass ceiling. When 52-year-old Mary Barra was named CEO of General Motors in 2013, only people outside of the company were surprised. She had done everything from working on the factory floor to overseeing manufacturing, from improving union relations to paring down bureaucracy, and from running human resources to helping drag the company back from its 2009 bankruptcy. This book details each step of her career, and the lessons she learned along the way. Learn how Mary Barra's willingness to take on diverse assignments helped steer her career trajectory. Examine the fine details of Barra's management style and her ability to relate to colleagues. Discover the qualities and experiences Barra had that drove her to lead this male-dominated profession. Study the valuable lessons Barra learned at each stage in her professional life, and why they stuck with her throughout her journey to the top. Barra is most certainly a pioneer for women in business, but she's also a living lesson as to how far the right outlook, skills, and drive can take you in your career. Road to Power explores the talent and the mindset that got her all the way to the top.

"Set on the Caribbean island of Jacaranda at different points in a disturbing future, Ghosts weaves a counterpoint between the family wound and a world caught between amazing technological progress and the wounds global warming inflicts on an agitated planet"--Cover p. [4].

The New York Times bestselling author of Bitter Brew chronicles the birth and rise to greatness of the American auto industry through the remarkable life of Harley Earl, an eccentric six-foot-five, stuttering visionary who dropped out of college and went on to invent the profession of automobile styling, thereby revolutionized the way cars were made, marketed, and even imagined. Harley Earl's story qualifies as a bona fide American family saga. It began in the Michigan pine forest in the years after the Civil War, traveled across the Great Plains on the wooden wheels of a covered wagon, and eventually settled in a dirt road village named Hollywood, California, where young Harley took the skills he learned working in his father's carriage shop and applied them to designing sleek, racy-looking automobile bodies for the fast crowd in the burgeoning silent movie business. As the 1920s roared with the sound of mass manufacturing, Harley returned to Michigan, where, at GM's invitation, he introduced art into the rigid mechanics of auto-making. Over the next thirty years, he functioned as a kind of combination Steve Jobs and Tom Ford of his time, redefining the form and function of the country's premier product. His impact was profound. When he retired as GM's VP of Styling in 1958, Detroit reigned as the manufacturing capitol of the world and General Motors ranked as the most successful company in the history of business. Knoedelseder tells the story in ways both large and small, weaving the history of the company with the history of Detroit and the Earl family as Fins examines the effect of the automobile on America's economy, culture, and national psyche.

The roller-coaster life of the flamboyant creator of General Motors William C. Durant did big things the big way: he overreached, but, until his final failure, he picked up the pieces time after time to confound his competitors. From a turbulent childhood in the small town of Flint, Michigan, to his phenomenal success in creating General Motors, Durant's meteoric career easily rivals the success stories of modern legends like Ted Turner, Rupert Murdoch, and Bill Gates. With his trademark smile and personal charisma, Durant assembled General Motors in a few short years, buying companies at the rate of one every thirty days. Durant's deal-making artistry even tempted Henry Ford, and had Durant upped his acquisition price Ford would be a division of GM today. Durant's story illuminates the conflict between innovation and control of innovation -of the uneasy alliances struck again and again between inventors and their sources of capital. His years of heady success building General Motors were marked by epic struggles with bankers. But he depended on only a few sources of big money to finance his exploding business, and pitted himself against forces he underestimated or refused to consider. Gambling on a run on GM stock, he was finally forced into a buyout that ousted him from his role in the GM empire. Into the dramatic tale of this early twentieth-century mogul come the fascinating automotive pioneers -Henry Ford, David Buick, Charles Nash, Albert Champion, Louis Chevrolet, and Alfred P. Sloan. On Wall Street, J. P. Morgan turned down Durant's request for a loan while Pierre du Pont invested in Durant's expansion. Tracing the fortunes of a man and his era, The Deal Maker is a fast-paced, rousing tale of Durant's dizzying success and ultimate failure. What does classical philosophy have to offer modern business? Nothing less than the secrets to building great morale and productivity in any size organization. This is the message that Tom Morris will deliver this year to thousands of executives of leading companies such as Merrill Lynch, Coca Cola, Bayer, and Northwestern Mutual Life. In If Aristotle Ran General Motors, Morris, who taught philosophy at Notre Dame for fifteen years, shares the knowledge that he garnered from a lifetime of studying the writings and teachings of history's wisest thinkers and shows how to apply their ideas in today's business environment. Although he frequently draws on the wisdom of Aristotle, Morris also finds inspiration in the teachings of a wide array of thinkers from many different traditions and eras. Throughout these pages we're invited to pause and consider the words of Confucius, Seneca, Saint Augustine, Ralph Waldo Emerson, Abraham Lincoln, and many others. By looking at the inside workings of various kinds of businesses-- from GE to Tom's of Maine-- Morris shows why any company that is serious about attaining true excellence must adhere to four timeless virtues first identified by Aristotle more than two thousand years ago: Truth, Beauty, Goodness, and Unity. Morris makes clear that the most successful companies encourage a corporate culture that ensures that all interactions among colleagues, employees, management, bosses, clients, customers, and suppliers are infused with dignity and humanity. Moreover, the book provides clearly stated strategies for how everyone who works can make these qualities the foundation for their everyday business (and personal) lives. If Aristotle Ran General Motors presents the most compelling case of any book yet written for a new ethics in business and for a workplace where openness and integrity are the rule rather than the exception. It offers an optimistic vision for the future of leadership and a plan for reinvigorating the soul back into our professional lives.

Bill Gates told Fortune, "My Years with General Motors is probably the best book to read if you want to read only one book about business." Alfred P. Sloan was the control stockholder of General Motors Corporation. General Motors was the largest industrial company in the world. General Motors was larger than almost all of the other countries of the world. The man who helped build the world's largest industrial corporation - and created the organizational system that has made it run as efficiently and effectively as

any organization in the world - tells the remarkable story of how General Motors evolved. When Alfred P. Sloan joined General Motors in 1918, it was a sprawling loosely organized country headed towards severe financial and mismanagement crisis. Two years later, after the resignation of President and founder W. C. Durant, Mr. Sloan and the du Ponts assumed management responsibility and began to develop the delicate balance between centralized operational responsibility that has made General Motors competitive in policy as well as in product. In Part I Mr. Sloan describes the evolution of the company's basic management policies and strategic concepts: the organizational policy, the concept of financial control, and the product policy which revolutionized the automobile market long dominated by Henry Ford's Model T. In the early 1920s Mr. Sloan recognized the importance of offering the public "a car for every purse and purpose" and of upgrading cars for an increasingly prosperous, consumer oriented society. Part II takes the reader behind the scenes into many operating phases of the corporation: its specialized staffs, non-automotive divisions, and specific management problems. Mr. Sloan's vivid narrative is illuminated with lively quotations from the record as he describes some of the most dramatic events in American industrial history. This is the authentic inside story of how modern management techniques enabled General Motors to triumph in the roaring 20s and emerge strong from the depression 30s; to convert slowly to war production in the 40s and go on to break all records for production, sales, and profits in the 50s and 60s. My Years With General Motors is the story no other businessman could tell - a distillation of half a century of intimate experience with the largest industrial complex in the world, It is a story of ideas as well as events. Alfred P. Sloan, Jr., was born in 1875 and graduated from Massachusetts Institute of Technology at twenty. Four year later he was general manager of the Hyatt Roller Bearing Company, and when Hyatt was combined with several other automotive suppliers to form the United Motors Corporation Mr. Sloan was named president of the new company. In 1918 United Motors became a part of General Motors, and Mr. Sloan joined G. M. as a director and vice president. He was made president and chief executive officer in 1923 and was elected board chairman in 1937. Mr. Sloan has been honorary chairman since 1956. He founded and has endowed the Alfred P. Sloan Foundation, of which he is chairman, and was co-founder of the Sloan-Kettering Institute for Cancer Research. The General Motors Corporation was established in 1908 by William C. Durant, who combined the Buick, Oldsmobile, and Oakland companies and, later, Cadillac, to form GM. From the 1920s onwards, GM grew from a firm that accounted for about 10% of new car sales in the U.S. to become the largest producer of cars and trucks in the world. The peak of the company's power and market dominance came in the 1960s, which proved to be the decade of change for the U.S. auto industry. With the introduction of federal safety regulations and control tailpipe emissions, GM's position as the world's largest industrial corporation changed. Its marketing strategy was undone by competitive challenges, and the business was never to be the same again. General Motors: A Photographic History explores the growth of the company in a series of over 200 black-and-white images. From the first assembly line to post-Second World War recovery, images from the world auto shows and the consequent re-organization of GM take the reader on an intriguing visual tour of a tremendously important era in the industrialization of America.

In a time of great inequality and a gutted middle class, the dramatic story of "the strike heard around the world" is a testament to what workers can gain when they stand up for their rights. The tumultuous Flint sit-down strike of 1936-1937 was the birth of the United Auto Workers, which set the standard for wages in every industry. Midnight in Vehicle City tells the gripping story of how workers defeated General Motors, the largest industrial corporation in the world. Their victory ushered in the golden age of the American middle class and created a new kind of America, one in which every worker had a right to a share of the company's wealth. The causes for which the strikers sat down—collective bargaining, secure retirement, better wages—enjoyed a half century of success. But now, the middle class is disappearing and economic inequality is at its highest since before the New Deal. Journalist and historian Edward McClelland brings the action-packed events of the strike back to life—through the voices of those who lived it. In vivid play-by-plays, McClelland narrates the dramatic scenes including of the takeovers of GM plants; violent showdowns between picketers and the police; Michigan governor Frank Murphy's activation of the National Guard; the actions of the militaristic Women's Emergency Brigade who carried billy clubs and vowed to protect strikers from police; and tense negotiations between labor leader John L. Lewis, GM chairman Alfred P. Sloan, and labor secretary Frances Perkins. The epic tale of the strike and its lasting legacy shows why the middle class is one of the greatest inventions of the 20th century and will guide our understanding of what we will lose if we don't revive it.

Whether your primary interest is to improve your card game or put together a political coalition, here you will be enjoyably instructed in an approach to strategy that has caught the imagination of a generation of readers.

"Vigorous, provocative... The Sack of Detroit is compelling, bold and stylishly written." —Barbara Spindel, The Wall Street Journal A provocative, revelatory history of the epic rise—and unnecessary fall—of the U.S. automotive industry, uncovering the vivid story of innovation, politics, and business that led to a sudden, seismic shift in American priorities that is still felt today, from the acclaimed author of Hoover In the 1950s, America enjoyed massive growth and affluence, and no companies contributed more to its success than automakers. They were the biggest and best businesses in the world, their leadership revered, their methods imitated, and their brands synonymous with the nation's aspirations. But by the end of the 1960s, Detroit's profits had evaporated and its famed executives had become symbols of greed, arrogance, and incompetence. And no company suffered this reversal more than General Motors, which found itself the main target of a Senate hearing on auto safety that publicly humiliated its leadership and shattered its reputation. In The Sack of Detroit, Kenneth Whyte recounts the epic rise and unnecessary fall of America's most important industry. At the center of his absorbing narrative are the titans of the automotive world but also the crusaders of safety, including Ralph Nader and a group of senators including Bobby Kennedy. Their collision left Detroit in a ditch, launched a new era of consumer advocacy and government regulation, and contributed significantly to the decline of American enterprise. This is a vivid story of politics, business, and a sudden, seismic shift in American priorities that is still felt today.

Andy Grove, founder and former CEO of Intel shares his strategy for success as he takes the reader deep inside the workings of a major company in Only the Paranoid Survive. Under Andy Grove's leadership, Intel became the world's largest chip maker and one of the most admired companies in the world. In Only the Paranoid Survive, Grove reveals his strategy for measuring the nightmare moment every leader dreads--when massive change occurs and a company must, virtually overnight, adapt or fall by the wayside--in a new way. Grove calls such a moment a Strategic Inflection Point, which can be set off by almost anything: mega-competition, a change in regulations, or a seemingly modest change in technology. When a Strategic Inflection Point hits, the ordinary rules of business go out the window. Yet, managed right, a Strategic Inflection Point can be an opportunity to win in the marketplace and emerge stronger than ever. Grove underscores his message by examining his own record of success and failure, including how he navigated the events of the Pentium flaw, which threatened Intel's reputation in 1994, and how he has dealt with

the explosions in growth of the Internet. The work of a lifetime, *Only the Paranoid Survive* is a classic of managerial and leadership skills.

Deming's classic work on management, based on his famous 14 Points for Management. "Long-term commitment to new learning and new philosophy is required of any management that seeks transformation. The timid and the fainthearted, and the people that expect quick results, are doomed to disappointment." —from *Out of the Crisis* In his classic *Out of the Crisis*, W. Edwards Deming describes the foundations for a completely new and transformational way to lead and manage people, processes, and resources. Translated into twelve languages and continuously in print since its original publication, it has proved highly influential. Research shows that Deming's approach has high levels of success and sustainability. Readers today will find Deming's insights relevant, significant, and effective in business thinking and practice. This edition includes a foreword by Deming's grandson, Kevin Edwards Cahill, and Kelly Allan, business consultant and Deming expert. According to Deming, American companies require nothing less than a transformation of management style and of governmental relations with industry. In *Out of the Crisis*, originally published in 1982, Deming offers a theory of management based on his famous 14 Points for Management. Management's failure to plan for the future, he claims, brings about loss of market, which brings about loss of jobs. Management must be judged not only by the quarterly dividend, but by innovative plans to stay in business, protect investment, ensure future dividends, and provide more jobs through improved product and service. In simple, direct language, Deming explains the principles of management transformation and how to apply them.

When James Womack, Daniel Jones, and Daniel Roos wrote *THE MACHINE THAT CHANGED THE WORLD* in 1990, Japanese automakers, and Toyota in particular, were making a strong showing by applying the principles of lean production. However, the full power of lean principles was unproven, and they had not been applied outside of the auto industry. Today, the power of lean production has been conclusively proved by Toyota's unparalleled success, and the concepts have been widely applied in many industries. Based on MIT's pioneering global study of industrial competition, *THE MACHINE THAT CHANGED THE WORLD* offers a groundbreaking analysis of the entire lean business system, including product development, supplier management, sales, service, and production - an analysis even more relevant today as GM and Ford struggle to survive and a wide range of British and American companies embrace lean production. A new Foreword by the authors brings the story up to date and details how their predictions were right. As a result, this reissue of a classic is as insightful and instructive today as when it was first published. Drawing on the experience of hundreds of past and present GM insiders, filled with intrigue and humor, dramatic moments, and vivid personalities, top industry analyst Maryann Keller brings her hardhitting insight to the once-unparalleled leader of an industry--General Motors.

The man the *Detroit Free Press* calls "a blue collar Tom Wolfe" delivers a full-barreled blast of truth and gritty reality in *Rivethhead*, a no-holds-barred journey through the belly of the American industrial beast.

\* Financial Times and McKinsey Business Book of the Year \* Winner of the J. Anthony Lukas Book Prize? \* 800-CEO-READ Business Book of the Year \* A New York Times Notable Book \* A Washington Post Notable Book \* An NPR Best Book of 2017 \* A Wall Street Journal Best Book of 2017 \* An Economist Best Book of 2017 \* A Business Insider Best Book of 2017 \* "A gripping story of psychological defeat and resilience" (Bob Woodward, *The Washington Post*)—an intimate account of the fallout from the closing of a General Motors assembly plant in Janesville, Wisconsin, and a larger story of the hollowing of the American middle class. This is the story of what happens to an industrial town in the American heartland when its main factory shuts down—but it's not the familiar tale. Most observers record the immediate shock of vanished jobs, but few stay around long enough to notice what happens next when a community with a can-do spirit tries to pick itself up. Pulitzer Prize-winning reporter Amy Goldstein spent years immersed in Janesville, Wisconsin, where the nation's oldest operating General Motors assembly plant shut down in the midst of the Great Recession. Now, with intelligence, sympathy, and insight into what connects and divides people in an era of economic upheaval, Goldstein shows the consequences of one of America's biggest political issues. Her reporting takes the reader deep into the lives of autoworkers, educators, bankers, politicians, and job re-trainers to show why it's so hard in the twenty-first century to recreate a healthy, prosperous working class. "Moving and magnificently well-researched...Janesville joins a growing family of books about the evisceration of the working class in the United States. What sets it apart is the sophistication of its storytelling and analysis" (Jennifer Senior, *The New York Times*). "Anyone tempted to generalize about the American working class ought to meet the people in Janesville. The reporting behind this book is extraordinary and the story—a stark, heartbreaking reminder that political ideologies have real consequences—is told with rare sympathy and insight" (Tracy Kidder, Pulitzer Prize-winning author of *The Soul of a New Machine*).

A uniquely informed investigative account of one of the biggest financial crises of President Obama's early administration During his first year in office, President Obama faced the possibility of more than a million lost jobs as GM and Chrysler headed for financial ruin. He joined forces with Treasury Secretary Tim Geithner and economic advisor Larry Summers in a historic government intervention to keep these two auto-industry giants afloat, working against a ticking clock and fielding vocal opposition from free market champions along the way. It's from this vantage point that former New York Times financial journalist Steven Rattner witnesses a new administration's grace under pressure in the face of gross corporate mismanagement—a scenario rich in hard-earned lessons for managers and executives in any industry.

"Beyond the Horizons: The Lockheed Story is the story of those turbulent eighty-two years during which Lockheed achieved fantastic successes and endured occasional failures. Lockheed aircraft set innumerable records and were flown by great pioneering aviators such as Amelia Earhart, Wiley Post, and Howard Hughes. Lockheed engineers achieved fame usually reserved for film stars: Men like the great Kelly Johnson and Ben Rich advanced the world of aviation with their genius, and were honored as legends in their own time. Yet the secret of Lockheed lies in the spirit of family that illuminated the corporation over the years and permitted it to gain great triumphs and survive great tragedies. Over eight decades, Lockheed's unique corporate culture has enabled the company to thrive despite fierce competition. Making the right choices in leadership and technology at the right time contributed to their success, and here is the inside story of the people responsible for transforming Lockheed into the most profitable, prestigious, and influential company in the aerospace industry." --

*Innovation on Tap* is the story of innovation in America told through the eyes of 25 entrepreneurs, from Eli Whitney and his cotton gin to Lin-Manuel Miranda and his Broadway smash, *Hamilton*. The stories illustrate the sweep and impact of innovation. From razor blades, insurance, and baseball to smart cities, online running communities, and cybersecurity, innovators across three centuries gather in an imaginary barroom to discuss the essential themes of entrepreneurship--Mechanization, Mass Production,

Consumerism, Digitization, and Sustainability--while emphasizing and reemphasizing the importance of community to their success.

My Years with General Motors became an instant bestseller when it was first published in 1963. It has since been used as a manual for managers, offering personal glimpses into the practice of the "discipline of management" by the man who perfected it. This is the story no other businessman could tell--a distillation of half a century of intimate leadership experience with a giant industry and an inside look at dramatic events and creative business management. Only a handful of business books have reached the status of a classic, having withstood the test of over fifty years' time. Even today, Bill Gates praises My Years with General Motors as the best book to read on business, and Business Week has named it the number one choice for its "bookshelf of indispensable reading."

Annotation A former General Motors executive tells the dramatic, colourful story of Billy Durant and Alfred Sloan, who founded and led one of the most powerful companies in North America. Durant, a dreamer, gambler and adulterer, got GM started with his deal-making abilities, while Sloan, the intellectual and expert on strategy, made it into the huge success it is today. Pelfrey had access to GM archives, and here he chronicles the ups and downs of both men and the company from the 1870s to the present day. Illustrated with 41 photos, the book also examines the start and growth of the automobile industry, including vivid portraits of such key players as Ford, Buick, Leland, Nash and Olds.

A legend in the car industry reveals the philosophy that's starting to turn General Motors around. In 2001, General Motors hired Bob Lutz out of retirement with a mandate to save the company by making great cars again. He launched a war against penny pinching, office politics, turf wars, and risk avoidance. After declaring bankruptcy during the recession of 2008, GM is back on track thanks to its embrace of Lutz's philosophy. When Lutz got into the auto business in the early sixties, CEOs knew that if you captured the public's imagination with great cars, the money would follow. The car guys held sway, and GM dominated with bold, creative leadership and iconic brands like Cadillac, Buick, Pontiac, Oldsmobile, GMC, and Chevrolet. But then GM's leadership began to put their faith in analysis, determined to eliminate the "waste" and "personality worship" of the bygone creative leaders. Management got too smart for its own good. With the bean counters firmly in charge, carmakers (and much of American industry) lost their single-minded focus on product excellence. Decline followed. Lutz's commonsense lessons (with a generous helping of fascinating anecdotes) will inspire readers at any company facing the bean counter analysis-paralysis menace.

The story of the ghostwriting of Alfred P. Sloan's best-selling memoir, General Motor's attempts to block the book's publication, and the author's eventual triumph over the corporation. Published in 1964, My Years with General Motors was an immediate best-seller and today is considered one of the few classic books on management. The book is the ghostwritten memoir of Alfred P. Sloan, Jr. (1875-1966), whose business and management strategies enabled General Motors to overtake Ford as the dominant American automobile manufacturer in the 1920s and 1930s. What has been largely unknown until now is that My Years with General Motors was almost not published. Although it was written with the permission of General Motors -- and slated for publication in October 1959 -- at the last minute General Motors tried to suppress the book out of fears that some of the material in it could become evidence in an antitrust action against the company. This book, by John McDonald, Sloan's ghostwriter, tells the behind-the-scenes story of the book's writing, its attempted suppression, and the lawsuit that eventually led to its publication. McDonald's narrative is partly the David-and-Goliath story of a lone journalist taking on the world's then-largest corporation and partly a study of strategy in its own right. McDonald's struggle to publish the book led him to navigate a complicated course among the competing interests of General Motors, Fortune magazine (his employer), and Time, Inc. (Fortune's owner). In many ways this "book about the book" parallels the Sloan book as a tale of successful, brilliantly planned strategy.

Praise for the first edition: "A fascinating book [and] a sympathetic look at the man who glued General Motors together and in the process made Flint one of the great industrial centers of America." ---Detroit Free Press "It is refreshing to report that Billy Durant is one of the best researched books dealing with an automotive giant." ---Antique Automobile "Billy Durant fills in a masterly way the only important void remaining concerning the work of the motorcar pioneers." ---Richard Crabb, author of Birth of a Giant: The Men and Incidents That Gave America the Motorcar What explains Billy Durant's powerful influence on the auto industry during its early days? And why, given Durant's impact, has he been nearly forgotten for decades? In search of answers to these questions, Lawrence Gustin interviewed Durant's widow, who provided a wealth of previously unpublished autobiographical notes, letters, and personal papers. Gustin also interviewed two of Durant's personal secretaries and others who had known and worked with the man who created General Motors. The result is the amazing account of the mastermind behind what would become, as the twentieth century progressed, the world's largest company.

Rational Leadership: Developing Iconic Corporations shows how a business version of rational leadership develops business corporations and inspires people with confidence. It presents classic case studies of leaders using these developing methods to establish or enhance an iconic corporations. Using the examples of General Motors, Toyota, McDonalds, Walmart, Intel, Armani, and eBay, it presents a "leaders-eye view" through autobiographical writings corroborated and supplemented by biographical and historical sources.

This book examines the changes in General Motors' organization between 1924 and 1970.

Once this country's largest and most successful corporation, General Motors has now fallen into bankruptcy. Back in the 1950s, during its heyday, Richard Underwood and his family knew and worked with some of General Motors' top executives. Underwood worked at GM Central Office and at Chevrolet Central Office in Detroit, Michigan. The author combines his inside observer's view of its rise and historic fall with a brief memoir of his life both before and after working at the corporation.

"You're going to sell what? Empty Boxes?" Back in 1978, Kip Tindell (Chairman & CEO of The Container Store) and his partners had the vision that people were eager to find solutions to save both space and time - and they were definitely

