

On The Front Line With The Women Who Fight Back

Walking around the commercial streets of New York, San Francisco, Milan, London, or Paris and looking at the succession of multinational chain stores' windows, you can easily forget what country you are in. However, if you hear the small talk among the employees, you hear very different stories. In New York, a 30-year-old woman is worried because she does not know if she will work enough hours to make a living the following week—whereas, in Milan, a mother of the same age knows she will work 20 hours a week but is concerned about whether her contract will be renewed at the end of the following month. Following three years of fieldwork, which included 100 in-depth interviews with front-line retail workers and unionists in New York City and Milan, *Front-Line Workers in the Global Service Economy* investigates both the lived experiences of salespersons in the "fast fashion" industry—a retail sector made of large chains of stores selling fashion garments at low prices—and the possibilities of collective action and structured forms of resistance to these global trends. In the face of economic globalization and vigorous managerial efforts to minimize labor costs and to standardize the retail experience, mass fashion workers' stories tell us how strong the pressure toward work devaluation in low-skilled service sectors can be, and how devastating its effects are on the workers themselves. It began as a personal memoir for her son, stories of inspiration and combat journal entries. It became the first book that defines the post 9/11 generation of service members, offers lessons learned on life, leadership, and service, all of which is shared from the distinct perspective of a female combat leader. Also available in paperback.

Training for frontline managers and supervisors is being ignored as a business improvement tactic at the worst possible time. As management jobs become increasingly complex, we continue to be inundated with the latest methods for improving job performance, along with less time to sort through all this information. Focused on interpersonal management skills, *Leadership Basics for Frontline Managers: Tips for Raising Your Level of Effectiveness and Communication* explains what it takes to improve how you communicate and relate to your employees, customers, and bosses. It presents 25 chapters grouped into four categories: Personal Effectiveness, Leadership, Communication, and Your Career. After reading this book, you will better understand: How to deal with information overload The best ways to manage during tough times How to handle difficult co-workers How to run more effective meetings The basics of giving and receiving feedback How to manage your career more effectively Each chapter dissects a different management skill and concludes with a list of bullet points to help you take action immediately. By illustrating key concepts with scenarios drawn from a range of work situations, this book is an ideal reference for: Anyone new to a management position Experienced managers who want to sharpen their leadership skills Managers who find themselves managing a diverse group of employees Because the chapters were written to stand on their own, this book supplies guidance you can easily read in short chunks, a few minutes at a time. While the book draws on contemporary management theory, the bulk of the writing stems from the author's real-world experience as a facilitator, trainer, writer, coach, and program designer in both the private and public sectors.

The Sunday Times Bestseller Put yourself in their shoes. In 2007, Stacey Dooley was a twenty-something working in fashion retail. She was selected to take part in the BBC series *Blood, Sweat and T-Shirts* which saw her live and work alongside Indian factory workers making clothes for the UK High Street. This sparked her series of hugely popular investigations, establishing her as one of BBC3's most celebrated presenters. Through the course of her documentary making, Stacey has covered a variety of topics, from sex trafficking in Cambodia, to Yazidi women fighting back in Syria. At the core of her reporting are incredible women in extraordinary and scarily ordinary circumstances - from sex workers in Russia, to victims of domestic violence in Honduras. In her first book, *On the Front Line with the Women Who Fight Back*, Stacey draws on her encounters with these brave and wonderful women, using their experiences as a vehicle to explore issues at the centre of female experience. From gender equality and domestic violence, to sex trafficking and sexual identity, Stacey weaves these global strands together in an exploration of what it is to be women in the world today.

A Washington Post Bestseller Three Principles for Managing—and Avoiding—the Problems of Growth Why is profitable growth so hard to achieve and sustain? Most executives manage their companies as if the solution to that problem lies in the external environment: find an attractive market, formulate the right strategy, win new customers. But when Bain & Company's Chris Zook and James Allen, authors of the bestselling *Profit from the Core*, researched this question, they found that when companies fail to achieve their growth targets, 90 percent of the time the root causes are internal, not external—increasing distance from the front lines, loss of accountability, proliferating processes and bureaucracy, to name only a few. What's more, companies experience a set of predictable internal crises, at predictable stages, as they grow. Even for healthy companies, these crises, if not managed properly, stifle the ability to grow further—and can actively lead to decline. The key insight from Zook and Allen's research is that managing these choke points requires a "founder's mentality"—behaviors typically embodied by a bold, ambitious founder—to restore speed, focus, and connection to customers: • An insurgent's clear mission and purpose • An unambiguous owner mindset • A relentless obsession with the front line Based on the authors' decade-long study of companies in more than forty countries, *The Founder's Mentality* demonstrates the strong relationship between these three traits in companies of all kinds—not just start-ups—and their ability to sustain performance. Through rich analysis and inspiring examples, this book shows how any leader—not only a founder—can instill and leverage a founder's mentality throughout their organization and find lasting, profitable growth.

Fundamentals of Frontline Surgery is an easy to read text, written by world class faculty, that provides clinicians with succinct and didactic information about what to do in high intensity, resource limited situations. With global conflicts and humanitarian emergencies on the rise, there has been a dramatic uptake in the number of volunteers for both

military and humanitarian operations. This manual aids best practice and fast decision making in the field.

History is filled with women who have dramatically changed the world. Their sacrifices, passion, and fire still inspire us today. These pages highlight the lives of nine such women...ordinary women...women who struggled with choices and the convictions of their hearts. Today women still face the same choices, issues, and dilemmas. Each day brings an opportunity to impact the lives around you...the chance to change the history of your generation. As you read about these women and the choices they made, may you too be inspired to heed the call to courage and step up to the front lines of faith, hope, and love.

The Frontline collects essays in a companion volume to Ploky's *The Gates of Europe and Chernobyl*. The essays present further analysis of key events in Ukrainian history, including Ukraine's relations with Russia and the West, the Holodomor and World War II, the impact of Chernobyl, and Ukraine's contribution to the collapse of the Soviet Union. Welfare-to-work or activation policies refer to programmes aimed at promoting the employability, labour-market and social participation of benefit recipients of working age. Frontline workers delivering these policies are conceived of as policy implementers, as policy makers, and as actors mediating politics in an arena where conflicting interests are at stake. Frontline work plays a crucial role in determining what welfare-to-work practically means and how it affects the lives of the people it targets. Yet few books have deliberately focused on comparing what happens when frontline workers, some of whom are professional social workers, meet clients. Pioneering the provision of scholarly reflections on both theoretical and policy relevance of studying frontline practices of delivering activation, internationally renowned researchers present the first comparative analysis of how activation policies are actually delivered by frontline staff in selected EU countries and in the United States. In trying to understand and interpret frontline practices in activation, each contribution provides insights into what 'activation in practice' looks like, what services are provided and how they are enacted. This involves examining processes of client selection, monitoring, sanctioning and motivating, as well as the role of external service providers. This book is an important acquisition for scholars and researchers of social policy, public administration, public management, social work and policy implementation.

At twenty-six Douglas MacArthur was military aide to President Theodore Roosevelt, and his courageous leadership of the Rainbow Division in World War I made him a general. At the same time, his reluctance to heed any authority but his own gained him a reputation of arrogance and insubordination that was to shadow his entire career. As MacArthur helped guide defeated Japan to democracy, it was remarked that he himself tolerated no democratic questioning of his commands. When he was summoned from Japan to take command of the desperately beleaguered forces in Korea, the conflict between duty and pride brought his career to a dramatic conclusion. With brilliant generalship he saved his army from defeat, only to be removed from his post when he refused to obey the president himself. Douglas MacArthur's deeds were of heroic proportion, but he is, and will continue to be, one of America's most controversial figures.

In this horizon-expanding, spirit-lifting, heart-warming book Mark Greene serves up a liberating view of how God can and does work in and through us in our daily lives. Brimming with true stories, the combination of fresh Biblical insight, humor, and practical steps, here is a fresh and original framework for fruitfulness which will open up a host of possibilities to make a difference for Christ every day.

General Patton has nothing on Scarlet Holmes. She's beautiful, savvy, and smart, and if anyone can take down the Nazi's single-handedly, it's her.

2.7 billion of the world's workforce are frontline workers - this book explains how business leaders can transform their organization by making frontline workers more effective, efficient, motivated, and happier in their work. "An essential business book for senior management in retail, manufacturing, construction, hospitality, or indeed any industry that employs large numbers of frontline workers." Given that 80% of the world's workforce is employed on the frontline, why have organizations not invested in the mobile tools that will make those workers more effective, efficient, motivated, and happier in their work? Desk-based workers have been provided with such tools, why not their frontline counterparts? These are the questions that Cristian Grossmann addresses in his new book, *The Rise of the Frontline Workers*, in which he outlines why it is so important for businesses to digitalize their frontline workforce and explains how organizations should best approach doing so. Cristian is a tech entrepreneur whose company Beekeeper has raised more than \$80M in funding and supplies its employee communications app to some of the world's biggest and best-known organizations, including London Heathrow Airport, Domino's Pizza, and Hilton Hotels. Cristian, a former frontline worker himself, has an extensive understanding of what technology is required to make the frontline workforce more effective and describes why frontline workers need tools and solutions that are designed specifically for them, not a patched-up version of something that works for desk-based workers. *The Rise of the Frontline Workers* explores how frontline workers are essential to the smooth running of society. The events of 2020 and the Covid-19 pandemic have proved that beyond any doubt. Yet for many employers, frontline workers and their needs are overlooked, time and time again. During the various lockdowns of 2020, frontline workers rarely had the option of working from home and continued to work on the frontline, often at personal risk to themselves due to a lack of PPE. This ignoring of frontline worker needs is not new and dates back centuries. But things are changing. Covid-19 has accelerated trends that had been building for years. People were already using smartphones in massive numbers and reaching frontline workers via their smartphones has become a mission-critical objective for many organizations. The on-going rise of mobile technology and changing perceptions of how frontline workers are valued have combined to create a perfect storm in which the needs of the frontline workforce are finally being addressed. Providing frontline workers with the tools to communicate with, to give them access to the information that will keep them safe at work, and to ensure they feel valued has become one of the biggest priorities for businesses now. By the end of *The Rise of the Frontline Workers*, you will have gained a greater understanding of the perfect storm that has gathered to make digitalization of frontline workers so important, learn from companies that have already done so, and be ready to start your own frontline worker digitalization projects. Organizations that take the needs of 80% of their workforce seriously by providing them with the right digital tools for the job will survive and indeed thrive in the future. Those that continue to ignore the needs of the frontline workforce will head in the opposite direction. This book makes it clear why you should choose the former option.

This series reflects the multidisciplinary nature of the field and includes within its scope international law, anthropology, medicine, geopolitics, social psychology and economics.

The soldiers of the SAS, the Commandos and Special Operations Engineer Regiment are Australia's most highly trained soldiers. Their work is often secret, their bravery undeniable and for thirteen years they were at the forefront of Australia's longest war. Shunning acclaim, they are the Australian Defence Forces' brightest and best skilled. In an extraordinary investigation undertaken over ten years, Chris Masters opens up the heart of Australia's Special Forces and their war in Afghanistan. He gives voice to the soldiers, he takes us to the centre of some of the fiercest combat Australia has ever experienced and provides the most intimate examination of what it is like to be a member of this country's elite fighting forces. But he also asks difficult questions that reveal controversial clouds hanging over our Special Operations mission in Afghanistan. For Australia, there is no more important war to examine in detail. Afghanistan lives in our recent past and will continue to occupy our future. Masterfully told, *No Front Line* will find a place as one of Australia's finest books on contemporary soldiering. 'In this remarkable book about the intense combat environment experienced by our soldiers in Afghanistan, Chris Masters captures the highs, the lows, the courage and the sacrifice of Australian warriors and their loved ones in our longest war.' - Air Chief Marshal Sir Angus Houston AK, AFC (Ret'd) 'This book tells a story that

many of us had not told our loved ones and will no doubt help to articulate and heal all those who sacrificed much in and out of uniform.' - Commando Warrant Officer 'I was impressed by [No Front Line's] detail, quality and objectivity...I wanted to reassure you that most Regiment members understand this and are speaking positively about the book.' - Former SASR Patrol Sergeant 'Thank you Chris Masters for your dedication and attention to detail in documenting this most comprehensive story of Australian Special Forces in Afghanistan.' - Former Commando corporal 'I have always felt that 90% of the blokes in the unit would be supportive of the book...' - SASR Troop Sergeant 'Brilliant. There's seriously no one else in Australia with the knowledge that Chris Masters has in relation to Australian Special Forces in Afghanistan. Lots of lessons learned and examples of heroism that if not for Chris Masters would be lost forever.' - Former Commando Major 'Thanks for your professionalism and intellectual honesty. It is much needed in this space.' - Former SASR Trooper 'Well done. Great to see the boys being recognised for their sacrifice.' - Former Commando Lance Corporal 'I think you captured the feelings of many of us at the end of that deployment perfectly.' - Former Special Forces Major

OFFICIAL STAR WARS IN-UNIVERSE BOOK FEATURING NOTES ON TACTICS, ARMOR, AND VALOR FROM GALACTIC CONFLICTS IN THE STAR WARS UNIVERSE From the Clone Wars and the Rebellion to the clashes with the First Order, the galaxy is defined by war. Star Wars: On the Front Lines chronicles the tactics, weapons, and armor used in pivotal battles along with acts of valor achieved during the campaign. By focusing on elements of the battles that occurred "off screen," this collection brings the struggles faced by ground soldiers and starfighter pilots to life like never before, placing the reader on the battlelines. With full-spread, classic illustrations that capture the sweeping scale of these historical battles, On the Front Lines brings a fresh look at the forces who fought on the front lines. By reading this book, you will gain insight from industry veteran Hank Balch on what it takes to make your sterile processing department (SPD) efficient and safe, and how to keep staff morale and motivation high, all of which lead to improved patient safety. If you work in sterile processing, this book is for you. The Front Line will provide valuable information to help you grow professionally and help your SPD operate effectively. Additionally, you will you gain 4.5 continuing education units (CEUs) upon completing the online quiz. The number of surgical cases combined with the ever-increasing complexity of medical instrumentation makes thoroughly cleaning and sterilizing delicate surgical instruments challenging. Overcoming this challenge requires more than the mere process of cleaning instruments. The process of managing yourself and your department are critical aspects of keeping your department humming.

The story of Nicolas Nabokov's involvement with the CIA-funded Congress for Cultural Freedom (CCF) is a story of the politics and sociology of culture; how music was used for political ends and how intellectual groups formed and functioned during the Cold War. The seemingly independent CCF, established to counteract apparent Soviet successes in the fields of the arts and intellectual life, appointed Nabokov (a Russian emigre and minor composer) as its Secretary General in 1951. Over the next ten years he gave music a high profile in the work of the organisation, producing four international musical festivals, the first and most ambitious of which was 1952's L'Oeuvre du XXe Sie in Paris, an event which showcased the work of no less than 62 composers. As Ian Wellens reveals, Nabokov's musical involvement with the CCF was in fact a struggle on two fronts. Apparently a defence of Western modernism against 'backward', 'provincial' Soviet music, Nabokov's writings show this to have meshed closely with the domestic concern - shared by many intellectuals - that high culture was being undermined by an increasingly culturally aware middle class. His attacks on Soviet cultural policy, and his unflattering assessments of Shostakovich, are seen to be not merely salvos in the cold war but part of a broader campaign aimed at securing the authority and prestige of intellectuals.

Leaders are committed to improving and growing their businesses, but all too often they find themselves mired in operational details and daily issues, leaving no time to pursue bold visions. The Fearless Front Line is a call to action for these leaders: to set a standard of fearlessness where front line workers have an "I run this place!" mindset that reflects pride and ownership of their critical role. This, in turn, liberates leadership to focus on the big-picture, bold strategies to improve and grow the business. Featuring Ray Attiyah's Run-Improve-Grow (RIG) model, The Fearless Front Line provides readers with critical processes and tools, including the RIG Roadmap, World Class Time Allocation standards, and What Went Well Daily Huddle scripts to create responsive, innovative, and nimble organizations and inspired, accountable, and confident teams. With The Fearless Front Line, leaders can benefit from a proven program to drive perpetual and transformational improvement and growth.

A Young Man on the Front Line: Lessons of War is a true story of a young man on the front line of war. The story chronicles his experience of becoming a soldier, enduring his soldiering days, and reconciling his life in the aftermath of his war experiences. As a reader, you become a fellow traveler with Chris Makas on his journey of war, trauma, adaptation, and self-acceptance while contemplating "lessons of war" - all within the historic realities of World War II. This powerfully written memoir is a touching tribute from a daughter for her father. After growing up hearing his stories of war, survival, and appreciation of peacetime civilian and family life, Elaine I. Makas, Ph.D., penned this heartfelt and poignant account of her father's life through his eyes. She masterfully captures his voice and perspective through the excitement, then terrible disillusionment of going to World War II at age 18. This book is a beautiful tribute to daughters and fathers, veterans, world history, and family love.

This open access book examines everyday practices in an asylum administration. Asylum decisions are often criticised as being 'subjective' or 'arbitrary'. Asylum Matters turns this claim on its head. Through the ethnographic study of asylum decision-making in the Swiss Secretariat for Migration, the book shows how regularities in administrative practice and 'socialised subjectivity' are produced. It argues that asylum caseworkers acquire an institutional habitus through their socialisation on the job, making them 'carriers' of routine practices. The different chapters of the book deal with what it means to methodologically study administrative practice: with how asylum proceedings work in Switzerland and with the role different types of knowledge play in overcoming the uncertainties inherent in refugee status and credibility determination. It sheds light on organisational socialisation processes and on the professional norms and values at the heart of administrative work. By doing so, it shows how disbelief becomes normalised in the office. This book speaks to legal scholars, sociologists, anthropologists, human geographers and political scientists interested in bureaucracy, asylum law, migration studies and socio-legal studies, and to NGOs working in the field of asylum.

Sarah Y. Tse created a successful small publishing business, which possessed an expanding client list and national reputation. And then, disaster! "7 Years on the Frontline" is the compelling true story of Sarah's seven-year journey of business setbacks and personal loss. During this trying period, the litigation seemed endless, and the option to "end it all" was increasingly tempting. This story reveals how she came out on the other side victorious, with numerous lessons to benefit small-business owners and future entrepreneurs. Sarah's trials teach us how to prepare for battle and build an armory. The weapons you need to add to your arsenal include: making correct choices, surviving betrayal and deception, deciding when to fight and when to

yield, competing without compromising your ethics, and meeting challenges as a better, not a bitter, person.

Now, here, is the paperback edition to celebrate the year of the everyday heroes, who changed our way of seeing the world of work and heroism - a picture book without words, timeless, universal, and finally, both heart-breaking and ennobling. Frontline Heroes is the book to give to anyone who has known and appreciated these heroes, or who wants to recall the best part of ourselves, in the worst of times. With an Introduction by comic legend Geof Isherwood (Marvel illustrator of Dr Strange, Thor and other classic titles). Featuring frontline workers battling and defeating the Coronavirus - in hospitals, in shops, and on our streets. With over 40 full-colour illustrations, and black and white sketches.

A collection of stories from the wars and conflicts of the 20th Century that shaped the modern world. It is not only told from the perspective of the common soldier, but also from prisoners of war, slaves in German work camps, war administrators, under-cover spies and ordinary citizens who witnessed historical events first hand.

Pricing on the Front Line addresses the key challenges and opportunities encountered by professionals whose jobs have them working in a legal pricing capacity--whether within a law firm or a law department.

The Underground Railroad, an often misunderstood antebellum institution, has been viewed as a simple combination of mainly white "conductors" and black "passengers." Keith P. Griffler takes a new, battlefield-level view of the war against American slavery as he reevaluates one of its front lines: the Ohio River, the longest commercial dividing line between slavery and freedom. In shifting the focus from the much discussed white-led "stations" to the primarily black-led frontline struggle along the Ohio, Griffler reveals for the first time the crucial importance of the freedom movement in the river's port cities and towns. Front Line of Freedom fully examines America's first successful interracial freedom movement, which proved to be as much a struggle to transform the states north of the Ohio as those to its south. In a climate of racial proscription, mob violence, and white hostility, the efforts of Ohio Valley African Americans to establish and maintain communities became inextricably linked to the steady stream of fugitives crossing the region. As Griffler traces the efforts of African Americans to free themselves, Griffler provides a window into the process by which this clandestine network took shape and grew into a powerful force in antebellum America.

Reporters Ben Urich and Sally Floyd are determined to uncover the secret truth hidden in the heart of the superhuman Civil War. But to find it, they'll have to brave the front lines of the battle - and that's a very dangerous place to be. Through interviews with heroes, villains, government officials and power players on both sides, Sally and Ben inch ever closer to unraveling the true motivations behind the war - but some secrets should never be brought to light. Plus: Speedball is public enemy No. 1, jailed and blamed for the Stamford disaster that kicked off the war. COLLECTING: CIVIL WAR: FRONT LINE 1-11

"In this brilliant and profoundly moving collection of farewell letters written by servicemen and women to their loved ones, Sin Price offers a remarkable insight into the hearts and minds of some of the soldiers, sailors and airmen of the past three hundred years. Each letter provides an enduring snapshot of an impossible moment in time when an individual stares death squarely in the face. Some were written or dictated as the person lay mortally wounded; many were written on the eve of a great charge or battle; others were written by soldiers who experienced premonitions of their death, or by kamikaze pilots and condemned prisoners. They write of the grim realities of battle, of daily hardships, of unquestioning patriotism or bitter regrets, of religious fervor or political disillusionment, of unrelenting optimism or sinking morale and above all, they write of their love for their family and the desire to return to them one day. Be it an epitaph dictated on a Napoleonic battlefield, a staunch, unsentimental letter written by a Victorian officer, or an email from a soldier in modern day Afghanistan, these voices speak eloquently and forcefully of the tragedy of war and answer that fundamental human need to say goodbye."

How did Canadian border officers come to think of themselves as a "police of the border"? This book tells the story of the shift to law enforcement in Canadian border control. From the 1990s onward, it traces the transformation of a customs organization into a border-policing agency. Border Frictions investigates how considerable political efforts and state resources have made bordering a matter of security and trade facilitation best managed with surveillance technologies. Based on interviews with border officers, ethnographic work carried out in the vicinity of land border ports of entry and policy analysis, this book illuminates features seldom reviewed by critical border scholars. These include the fraught circulation of data, the role of unions in shaping the border policy agenda, the significance of professional socialization in the making of distinct generations of security workers and evidence of the masculinization of bordering. In a time when surveillance technologies track the mobilities of goods and people and push their control beyond and inside geopolitical borderlines, Côté-Boucher unpacks how we came to accept the idea that it is vital to deploy coercive bordering tactics at the land border. Written in a clear and engaging style, this book will appeal to students and scholars in criminology, sociology, social theory, politics, and geography and appeal to those interested in learning about the everyday reality of policing the border.

Transform your leadership with powerful lessons from the frontline Leading on the Frontline brings humanitarian leadership into the boardroom, giving business leaders a powerful lesson in engagement, motivation, inspiration and innovation. Drawing upon a lifetime of humanitarian work in some of the world's most difficult places, author Linda Cruse shares stories from the frontline that illustrate how to dig deep, inspire, thrive and more. Business leaders work on a different type of frontline — one that is no less volatile, uncertain, complex and ambiguous — and the ability to deal effectively with the unexpected sets great leaders apart from the herd. Tap into your own intuition, compassion and courage; keep composure under pressure; align vision with strategic goals; exercise mental toughness — these skills are required in the aftermath of a tsunami in Thailand or a landslide in Nepal, and in business, they propel good people to great feats of leadership. This book presents extraordinary stories of extraordinary people who confront the best and worst of humanity every day. These people accomplish big things with few resources, prioritise progress over personal comfort and prevail over seemingly impossible odds. Their lessons contain multitudes for those who aspire to be great leaders — and the very best version of themselves. Learn the secrets of effective leadership through the frontline humanitarian lens Master the art of storytelling to build morale, strengthen teamwork and define problem solving paradigms See everyday situations in a new way, discover new possibilities and unearth new solutions Learn how extraordinary people confront fear, face death and find joy in the most difficult circumstances Whether on the frontline or in the boardroom, the objective is the same: to achieve goals and exceed expectations. Leading on the Frontline equips leaders with the skills and perspective they need to emerge victorious in a relentlessly volatile, constantly changing world.

NEW ZEALAND'S WAR THROUGH THE LENS OF THOSE WHO SERVED A landmark book exploring New Zealand's second world war effort through over 800 photographs, many never before published and many live-action shots taken by those at the front. The images span North Africa, Europe and the Pacific, as well as action on the water and in the air - every battle and theatre in which New Zealanders fought. The text by one of New Zealand's leading military historians places the images in context. Chapters on prisoners of war, the home front and New Zealand's role in Japan after the end of hostilities in the Pacific round out this rich visual account of a conflict that dominated all aspects of New Zealand life for seven years.

Real leadership that leads to high engagement, higher performance, and a culture of accountability As president and CEO of Scripps Health, one of America's most prestigious health systems, Chris Van Gorder presided over a dramatic turnaround, catapulting Scripps from near bankruptcy to a dominant market position. While hospitals and health systems nationwide have laid people off or are closing their

doors, Scripps is financially healthy, has added thousands of employees (even with a no-layoff philosophy), and has developed a reputation as a top employer. What are the secrets to this remarkable story? In *The Front-Line Leader*, Chris Van Gorder candidly shares his own incredible story, from police officer to CEO, and the leadership philosophy that drives all of his decisions and actions: people come first. Van Gorder began his unlikely career as a California police officer, which deeply instilled in him a sense of social responsibility, honesty, and public service. After being injured on the job and taking an early retirement, Van Gorder had to reinvent himself, taking a job as a hospital security director, a job that would change his life. Through hard work and determination, he rose to executive ranks, eventually becoming CEO of Scripps. But he never forgot his own roots and powerful work ethic, or the time when he was a security officer and a CEO would not make eye contact with him. Van Gorder leads from the front lines, making it a priority to know his employees and customers at every level. His values learned on the force—protecting the community, educating citizens, developing caring relationships, and ultimately doing the right thing—shape his approach to business. As much as companies talk about accountability, managers seldom understand what practical steps to take to achieve an ethic of service that makes accountability meaningful. *The Front-Line Leader* outlines specific tactics and steps anyone can use starting today to take responsibility, inspire others, and achieve breakout results for their organizations. Van Gorder reveals how a no-layoff philosophy led to higher accountability, how his own attention to seemingly minor details spurred larger change, and how his own high standards for himself and his team improved morale and productivity. From general strategy to the tiny, everyday steps leaders can take to create the kind of culture and accountability that translates into major competitive advantage, *The Front-Line Leader* charts a path to better leadership and a more engaged, higher-performing organization.

Both editors are active duty officers and surgeons in the U.S. Army. Dr. Martin is a fellowship trained trauma surgeon who is currently the Trauma Medical Director at Madigan Army Medical Center. He has served as the Chief of Surgery with the 47th Combat Support Hospital (CSH) in Tikrit, Iraq in 2005 to 2006, and most recently as the Chief of Trauma and General Surgery with the 28th CSH in Baghdad, Iraq in 2007 to 2008. He has published multiple peer-reviewed journal articles and surgical chapters. He presented his latest work analyzing trauma-related deaths in the current war and strategies to reduce them at the 2008 annual meeting of the American College of Surgeons. Dr. Beekley is the former Trauma Medical Director at Madigan Army Medical Center. He has multiple combat deployments to both Iraq and Afghanistan, and has served in a variety of leadership roles with both Forward Surgical Teams (FST) and Combat Support Hospitals (CSH).

Veteran Sunday Times war correspondent, Marie Colvin was killed in February 2012 when covering the uprising in Syria. *On the Front Line* is an Orwell Special Prize winning journalism collection from veteran war correspondent Marie Colvin, who is the subject of the movie *A Private War*, starring Rosamund Pike and Jamie Dornan.

An epic, genre-bending, and transformative new series that reimagines World War II with female soldiers fighting on the front lines. *World War II, 1942*. A court decision makes women subject to the draft and eligible for service. The unproven American army is going up against the greatest fighting force ever assembled, the armed forces of Nazi Germany. Three girls sign up to fight. Rio Richlin, Frangie Marr, and Rainy Schulterman are average girls, girls with dreams and aspirations, at the start of their lives, at the start of their loves. Each has her own reasons for volunteering: Rio fights to honor her sister; Frangie needs money for her family; Rainy wants to kill Germans. For the first time they leave behind their homes and families—to go to war. These three daring young women will play their parts in the war to defeat evil and save the human race. As the fate of the world hangs in the balance, they will discover the roles that define them on the front lines. They will fight the greatest war the world has ever known. Perfect for fans of *Girl in the Blue Coat*, *Salt to the Sea*, *The Book Thief*, and *Code Name Verity*, from New York Times bestselling author Michael Grant.

Front-line employees who deal directly with customers are the face of any organization. Not only do they have the most impact on how a brand is perceived, but they are also the most valuable source of insight into what customers want and how to give it to them. Unfortunately, as management experts Chris DeRose and Noel M. Tichy explain, most organizations don't know how to evaluate the risk of giving employees more autonomy. Many of those who are willing to try haven't even invested resources in ensuring that—once the shackles are off—front-line employees make good judgments. Tichy and DeRose offer powerful examples of front-line leadership, such as: How Zappos trusts its people to do anything in service of a customer, including providing free product or reimbursing for mistakes How Mayo Clinic of Arizona enabled its nurses to challenge the hierarchy in order to improve patient care

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