

ACKNOWLEDGMENTS

I could not have written *The CEO's Boss: Tough Love in the Boardroom* without the encouragement and support of a number of Columbia Business School colleagues. Rita McGrath, the most prolific writer among our Executive Education faculty team (her latest offering being *Discovery-Driven Growth: A Breakthrough Process to Reduce Risk and Seize Opportunity*, 2009) was my central catalyst. We were delayed by weather on one of our return flights from Buffalo, NY, after working with M&T Bank. During that three-hour layover at the airport we wrote the initial outline for the book. David Beim, whose case study of Take Two Interactive is the cornerstone of chapter 5, was my entrée into working with the Outstanding Directors Exchange (ODX). David, after a 25-year career in investment banking, is now Professor of Professional Practice at Columbia Business School. His recent writing on the root cause of our financial crisis is indicative of his insight, such as his March 2009 article in *Forbes*, "It's All About Debt: Who Caused the Global Economic Collapse? We All Did." Bill Duggan, the author of three recent books on strategic intuition as the key to innovation—*Napoleon's Glance: The Secret of Strategy* (2002); *The Art of What Works: How Success Really Happens* (2003); and *Strategic Intuition: The Creative Spark in Human Achievement* (2007)—was my soul mate in my work with Columbia Business School Publishing (CBSP). He

encouraged me in my journey and alerted me to the talents of Myles Thompson, publisher, and Marina Petrova, assistant editor. In addition, I want to give a special thanks to Bridget Flannery-McCoy, the editorial assistant who was assigned to do the final developmental and fine editing of the book—she understood “tough love” and how it could make this author’s writing even better. Finally, my grateful recognition of the help of Troy Eggers, Associate Dean of Executive Education, who brokered my work to CBSP and told them of the Executive Education faculty’s proven record of translating the school’s thought leadership into practice—as in the works of Eric Abrahamsen, David Beim, Joel Brockner, Noel Capon, Mike Fenlon, Don Hambrick, Rita McGrath, Willie Pietersen, and Mike Tushman, which are referenced in the book.

I have had the privilege to serve over the last 3 years as the faculty director of the ODX/Columbia Business School partnership. During that time I have worked with a team of professionals who have supported my case work and presentations to directors at their ODX meetings in New York, Chicago, and San Francisco. Special thanks goes to Maureen Neary, executive director of ODX; Janet O’Neil, program director of ODX; Heather Wolf, director of the Outstanding Directors Program and the annual classes of Outstanding Director winners; and Gavin Daley, executive editor and managing director at Money-Media, a *Financial Times* company and producer of ODX.

Finally, I want to acknowledge Susan Klepper, my fellow faculty member at Columbia University, who models tough love in our family boardroom. Bill, Caroline, and Michael, our children, can attest to her skill and the effects that this love has had on their leadership in business and in life. This book is dedicated to them and their ongoing success.

THE CEO'S BOSS

