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## **FAILURES OF LEADERSHIP AN OUTRAGEOUS "WALL OF SHAME"**

### **Bob Vanourek And Gregg Vanourek Offer Solutions To Today's Leadership Letdowns**

"We see failures of leadership all around us," say Bob Vanourek and Gregg Vanourek, authors of the new book, **TRIPLE CROWN LEADERSHIP: Building Excellent, Ethical, and Enduring Organizations**. The "wall of shame" includes AIG, Barclays, Bear Stearns, BP, Countrywide, Johnson & Johnson, Lehman Brothers, MF Global, Penn State, Walmart, to name a few. Every week the list seems to grow, not just with corporations but nonprofits, universities, government agencies, sports teams, and religious institutions.

"Most of the scandals and breakdowns we see were avoidable," the Vanoureks explain. "CEOs caught up in ego and pursuing growth at all costs. Outsized CEO compensation packages with perverse incentives. Boards asleep at the switch. Corrupt corporate cultures. Managers and employees afraid to speak up. All of these can be addressed with a better brand of leadership. We can't change human nature, but we can influence human behavior. We can and must do better."

In **TRIPLE CROWN LEADERSHIP**, the authors draw on interviews with leaders at sixty-one organizations in eleven countries, including Google, Zappos, Mayo Clinic, KIPP Foundation, Princeton, Habitat for Humanity International, Share Our Strength, Ashoka, eBay, Spotify, and Xerox. In

addition, they discuss their own experiences in the corporate, nonprofit, and academic worlds, and use examples from thoroughbred horseracing and its Triple Crown—"the most elusive championship in all of sports"—to show how organizations the world over can achieve greatness. The Vanoureks offer advanced leadership practices to build organizations that are excellent (high performance), ethical (do the right thing), and enduring (stand the test of time)—the "triple crown of leadership."

In their book, blog posts, and articles, the Vanoureks stress that organizations today require a better brand of leadership, explaining, "One of the primary tasks of leadership is to get results. However, in the pursuit of results too many leaders cut ethical corners, focus too much on the short term, or engage in unsustainable behavior. Leaders seeking to build excellent, ethical, and enduring organizations engage people more, gain their loyalty and creativity, and build mutually beneficial relationships with other stakeholders."

The Vanoureks have identified the five practices of triple crown leadership:

- **Head and Heart:** Most organizations focus on knowledge, skills, and experience – "head" issues. Triple crown leaders, by contrast, recruit for all that plus character, emotional intelligence, and "fit" with the culture of the organization – people with both "head" and "heart."
- **The Colors:** Triple crown leaders employ their organization's shared purpose, values, and vision as sacrosanct "colors" to represent their quest, infusing them into the DNA of the organization.
- **Steel and Velvet:** Triple crown leadership requires the judgment to flex between the hard and soft edges of leadership, depending on the situation and the people, without being inconsistent.
- **Stewards:** Stewards develop and protect the organization's colors and culture of character. They work on the enterprise, not just in it.
- **Alignment:** Triple crown leaders align organizations to achieve peak performance.

In addition, they answer critical questions that arise in special circumstances:

- **Breakdowns:** Why do some many leaders and organizations – around the world in all sectors – break down? Why have they gone from great to grim, and how can others avoid that fate?
- **Turnarounds:** What must leaders do differently during transformational turnarounds and crises?

••**Startups:** What can entrepreneurs do to position their ventures for high performance, integrity, and impact?

••**Social Impact:** How can organizations achieve a positive social impact – on employees, customers, shareholders, suppliers, communities, the environment, and the world – even as they achieve exceptional performance?

••**Snapshots:** How can leaders assess progress in building excellent, ethical, and enduring organizations?

**TRIPLE CROWN LEADERSHIP** calls leaders into the starting gate with a new race plan. CEOs, managers, and aspiring leaders will gain valuable knowledge from the book that they can use to lead more effectively and put an end to the failure of leadership that is destroying organizations around the world.

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## About the Authors

**Bob Vanourek** has served as CEO of New York Stock Exchange companies during his thirty-year business career. As CEO (now retired), Bob guided Sensormatic (a \$1 billion security company) and Recognition Equipment (a \$250 million optical character recognition company) through successful turnarounds. He has served as Group Vice President and Division President of two major divisions of Pitney Bowes (a \$5 billion mail stream company) and Vice President, General Manager of two divisions of Avery International (a \$6 billion adhesives company). Vanourek has led businesses and teams that have won numerous local, state, and national awards, including a state-level Malcolm Baldrige Quality Prize and the Shingo Prize for Manufacturing Excellence (shortly after he left).

He is a dynamic and popular speaker on leadership and has written several book chapters and articles. He has taught leadership at the University of Denver and Colorado Mountain College and is Chairman Emeritus of the Vail Leadership Institute. Vanourek has served on the boards of and consults with numerous businesses and community organizations. He is a Baker Scholar graduate of the Harvard Business School, a magna cum laude graduate of Princeton University, and served as an officer in the U.S. Army. Bob Vanourek lives in Colorado.

**Gregg Vanourek** is coauthor of three books: *Triple Crown Leadership*, *Life Entrepreneurs*, and *Charter Schools in Action*. He has written several book chapters and reports, as well as numerous articles for leading media outlets, including *Harvard Business Review* blogs and *Washington Times* columns. Vanourek teaches at the Stockholm School of Entrepreneurship and the Royal Institute of Technology. Previously, he taught at the Euromed School of Management, University of Denver, and

Colorado Mountain College. He cofounded New Mountain Ventures (an entrepreneurial leadership development company) and served as Senior Vice President of School Development for K12 (a market-leading online education company, NYSE: LRN) during its startup years. In addition, he helped to launch and served as Vice President for Programs at the Thomas B. Fordham Foundation (an education reform foundation) and research fellow at the Hudson Institute (a think tank).

Vanourek is a featured speaker and consultant for clients worldwide. He is a graduate of the Yale School of Management, London School of Economics and Political Science, and Claremont McKenna College. He serves on the board of the Vail Leadership Institute. A native of California, Gregg Vanourek lives in Sweden.

### **TRIPLE CROWN LEADERSHIP**

#### **Building Excellent, Ethical, and Enduring Organizations**

By Bob Vanourek and Gregg Vanourek

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