

# MORE than a motorcycle

THE LEADERSHIP JOURNEY  
AT HARLEY-DAVIDSON

Rich Teerlink and Lee Ooley  
HARVARD BUSINESS SCHOOL PRESS

MORE than  
a motorcycle

by Rich Teerlink and Lee Ooley

1997

# More Than A Motorcycle The Leadership Journey At Harley Davidson

**Gregory S. Carpenter, Gary F.  
Gebhardt, John F. Sherry**



### **More Than A Motorcycle The Leadership Journey At Harley Davidson:**

**More Than a Motorcycle** Rich Teerlink, Lee Ozley, 2000-09-18 In the late 1980s Harley Davidson beat back an assault by Japanese competitors and engineered a remarkable financial turnaround But it subsequently faced an even more formidable challenge maintaining and improving on its success in the absence of an external crisis To answer this challenge then CEO Rich Teerlink partnering with organizational consultant Lee Ozley threw out the top down strategies that had just saved the company and began building a different Harley one that would be driven not by top management but by employees at every level What happened next is the stuff of turnaround legend *More Than a Motorcycle* is the story behind the story of the purposeful transformation of an American icon as told by the two individuals most deeply involved in that decade long process The book chronicles the victories and setbacks along Harley s difficult journey from a traditional command and control culture to an open participative learning environment Teerlink and Ozley deliver three fundamental messages people are a company s only sustainable competitive advantage there is no quick fix to effect lasting beneficial organizational change and leadership is not a person but a process to which everyone must contribute They provide practical reality tested prescriptions for critical tasks like developing employee alignment building structures that support participation and implementing effective reward programs Finally they draw lessons from the Harley experience lessons about values trust and community that apply broadly to any business An against the odds story of a business road less traveled this book encourages today s leaders to look around the next bend and to give every employee a view of the road from the driver s seat

**Shaping the Future** Arun Maira, 2023-10-19 You want to make the world a better place for everyone How do you do it You must learn to listen to people not like yourself People must believe you care for them and be willing to follow you The three disciplines of System Being Systems Thinking and Systems Acting provide lenses to see the world and new theories to guide your actions You can be a leader of change no matter how young or old you are or high or low your position in a hierarchy Take the first steps now to shape a future that will be good for everyone around you and for future generations too

*Building Brand Communities* Carrie Melissa Jones, Charles Vogl, 2020-06-09 An authentic brand community is more than just people buying your product or working alongside one another This book articulates the critical roles of mutual concern common values and shared experiences in creating fiercely loyal customer and collaborator relationships Smart organizations know that creating communities is the key to unlocking unprecedented outcomes But too many mistakenly rely on superficial transactional relationships as a foundation for community when really people want something deeper Carrie Melissa Jones and Charles Vogl argue that in an authentic and enriching community members have mutual concern for one another share personal values and join together in meaningful shared experiences whether online or off On the deepest level brands must help members grow into who they want to be Jones and Vogl present practices used by global brands like Yelp Etsy Twitch Harley Davidson Salesforce Airbnb Sephora and others to connect in a meaningful way with the people critical

for their success They articulate how authentic communities can serve organizational goals in seven different areas innovation talent recruitment customer retention marketing customer service building transformational movements and creating community forums They also reveal principles to grow a new brand community to critical mass This is the first comprehensive guide to a crucial differentiator that gives organizations access to untapped enthusiasm and engagement

**The Psychology of Leadership** David M. Messick, Roderick M. Kramer, 2004-09-22 In this book some of the world's leading scholars come together to describe their thinking and research on the topic of the psychology of leadership Most of the chapters were originally presented as papers at a research conference held in 2001 at the Kellogg School of Management of Northwestern University The contributions span traditional social psychological areas as well as organizational theory examining leadership as a psychological process and as afforded by organizational constraints and opportunities The editors goal was not to focus the chapters on a single approach to the study and conceptualization of leadership but rather to display the diversity of issues that surround the topic Leadership scholars have identified a host of approaches to the study of leadership What are the personal characteristics of leaders What is the nature of the relation between leaders and followers Why do we perceive some people to be better leaders than others What are the circumstances that evoke leadership qualities in people Can leadership be taught And so on The contributions to this book examine these important questions and fall into three categories conceptions of leadership factors that influence the effectiveness of leadership and the consequences and effects of leadership on the leader All in all the chapters of this volume display part of a broad spectrum of novel and important approaches to the study of the psychology of leadership We hope that they are equally useful to those who are or would be leaders and to those who study the topic As recent events have served to remind us it is too important a topic to be ignored by psychologists

**5-D Leadership** Scott Campbell, Ellen Samiec, 2005 Annotation There exists a widening chasm between the flexible leadership organisations require and the one dimensional skills leaders often bring to today's complex business challenges 5 D Leadership closes this gap by exposing the realities of what it takes to be a successful leader a continual shifting between various leadership approaches to respond to whatever each unique situation demands

**The CCL Guide to Leadership in Action** Martin Wilcox, Stephen Rush, 2015-08-11 The Center for Creative Leadership CCL is the world's premier institution devoted exclusively to leadership research and education For more than three decades CCL has worked with hundreds of thousands of executives to create practical models tools and publications for the development of effective leaders and organizations This important collection is drawn from CCL's long running publication Leadership in Action The guide examines the skills that you need to successfully give and receive feedback make use of coaching work with difference deal with change achieve work life balance and address the larger issue of expanding the leadership capacity of your organization

**Resurgence** Gregory S. Carpenter, Gary F. Gebhardt, John F. Sherry, 2025-09-23 Based on a multi year study with several large companies Resurgence reveals how some of the most interesting and notable brands in the world

have managed to stage remarkably successful comebacks following periods of decline The core of this book is a smart simple four part framework for reinvention plus compelling advice distilled for general business readers Yet it also features fascinating insider accounts of the change process with stories from a core group of leaders at companies such as Motorola Alberto Culver Harley Davidson and others as they considered the question How do we reinvent a firm that does not recognize the need for radical change Three top marketing experts bring a compelling wealth of experience and knowledge to the forefront as they were granted extensive access to the executives at these companies and track how each of these organizations look dramatically different as a result of its changed efforts

**Harley-Davidson Motor Company** Missy Scott, 2008-08-30 It s 1901 and a guy named Harley has an idea Put an engine on a bicycle What Outside his door carts are still pulled by horses and autos are a rare sight for goodness sake It s 1908 and a Harley Davidson motorcycle sets a record by getting 188 miles to a gallon of gas It s 1909 and the company introduces something new to its line a V Twin cylinder engine Fast forward to the twenty first century and the technical innovation hasn t stopped But there s a lot more than just choppers in the mix Examples The Harley Davidson racing team adds a seventeen year old girl to the roster 250 000 people help celebrate Harley s 100th anniversary in Milwaukee Wisconsin And a museum devoted to the company s products opens up Clearly this is a company unlike any other How did Harley do it How did it go from making motorcycles to creating a Harley experience that puts hundreds of thousands of people aged sixteen to one hundred on the road traveling to events each year where they can meet company officials and other Harley riders That s what this book is all about Honda may match Harley Davidson for quality and perhaps innovation but no one has matched the company for its ability to create buzz marketing and turn casual riders into unofficial sales people Harley Davidson it turns out isn t just in the motorcycle business As its mission statement points out it s in the business of fulfilling dreams As author Missy Scott shows Harley Davidson is a rare company in other ways Its loyal workforce for one thing is guided by principles like trust and respect for the individual For another the company has made a superb effort to keep jobs in the U S when it would be far cheaper and easier to use offshore labor Teetering on the brink of bankruptcy in the early 1980s Harley has roared back to capture the hearts of riders the world over including the million plus members of the Harley Owners Group members are known naturally as HOGs This book Explains the importance of the company and the essential disruptions that changed business forever Details Harley s origins and history Presents biographies of the founders and the historical context in which they launched the company Explains Harley s strategies and innovations Assesses Harley s impact on society technology processes and work methods Details financial results over the years Predicts Harley s future prospects and successes In addition Scott offers special features that include a look at the colorful people associated with Harley interesting trivia a Harley Davidson time line a focus on products a look at how the company treats its workers what its detractors have to say and where the company is headed Harley Davidson a company that changed and is changing the world

**Sturgis Stories** ,2002 **70 Must Reads**

**Executives Should Read Before They Lead** Mostafa Sayyadi,2023-01-18 There are some executives that like to look at academic journals but unfortunately the crossover literature has not reached them enough In this book we attempt to blend scholarly concepts with real world application This book adds to a relatively small body of business literature but pays homage to the scholarly contributions This book actually investigates the crossover potential of scholarly research and how it can be applied in the organizational boardroom Things that can be used immediately and applied to the bottom line to improve profitability and revenue

**Police Chief** Daniel S. McDevitt,Mark W. Field,2010 Based on over seventy years of extensive experience at the federal state county and municipal level the authors draw on current knowledge to provide a thorough overview of the realities of the position of chief of police The book provides practical common sense advice for preparing oneself for the position successfully negotiating the application and screening process and competing in various selection procedures including the assessment center The book then addresses negotiating an employee compensation and benefits agreement and once the position is offered how to prepare for your first days as a chief of police It also furnishes sound advice intended to help the chief retain his physical emotional and ethical health while leading a professional law enforcement agency Chapter topics include advice on taking control of the police department and setting the agenda in place emphasizing the extreme importance of role modeling the behavior that the chief expects of department personnel the requirements for a productive relationship with the command staff exploring the multifaceted relationship a chief has with his employees and guidelines for managing relations with collective bargaining units schools and businesses and the various elements of the community It also examines establishing and maintaining your relationship with your superior whether that is a city manager or elected official developing and managing a budget managing the disciplinary process how to respond when things go wrong to include officer involved shootings and other misconduct and building a good working relationship with the media Each chapter concludes with a OC Points to RememberOCO section that will be beneficial to the new police chief in order to avoid mistakes and build on the body of knowledge that constitutes professional law enforcement leadership There are several sample policies procedures and forms included in the book that will prove very useful for the new or veteran chief This resource will be invaluable to all prospective and current chiefs of police law enforcement professionals policymakers and police academics

**PEAK** Chip Conley,2017-10-30 Proven principles for sustainable success with new leadership insight PEAK is the popular transformative guide to doing business better written by a seasoned entrepreneur CEO who has disrupted his favorite industry not once but twice Author Chip Conley founder and former CEO of one of the world s largest boutique hotel companies turned to psychologist Abraham Maslow s Hierarchy of Needs at a time when his company was in dire need And years later when the young founders of Airbnb asked him to help turn their start up home sharing company into a world class hospitality giant Conley once again used the principles he d developed in PEAK In the decade since this book s first edition Conley s PEAK strategy has been developed on six continents in organizations in

virtually every industry The author's foundational premise is that great leaders become amateur psychologists by understanding the unique needs of three key relationships with employees customers and investors and this message has resonated with every kind of leader and company including some of the world's best known from Apple to Facebook Avid users of PEAK have found that the principles create greater loyalty and differentiation with their key stakeholders This new second edition includes in depth examples of real world PEAK companies including the author's own at Airbnb and exclusive PEAK leadership practices that will take you and your company's performance to new heights Whether you're at a startup or a Fortune 500 company at a for profit nonprofit or governmental organization this book can help you and your people reach potential you never realized you had Understand how Maslow's hierarchy makes for winning business practices Learn how PEAK drove some of today's top businesses to success Help employees reach their full potential and beyond Transform the customer experience and keep investors happy The PEAK framework succeeds because it elevates the business from the inside out These same principles apply in the boardroom the breakroom and your living room at home and have proven to be the foundation of healthy fulfilled lives Even if you think you're doing great you could always be doing better and PEAK gives you a roadmap to the next level

**Marketing Turnarounds** Hooman Estelami, 2010 MARKETING TURNAROUNDS A Guide to Surviving Downturns and Rediscovering Growth Knowledge of the intricate dynamics of marketing turnarounds is a fundamental requirement for business survival and growth today The intense desire to survive in a slow market and find new avenues for growth has become a pressing goal for companies The objective of this book is to enable the pursuit of this goal by providing a guide for managers on various marketing approaches that can lead to growth and profitability The science of marketing turnarounds is based on an accurate understanding of how consumers respond to their changing environment This book provides such an understanding by developing a framework of the various approaches to successfully executing marketing turnarounds The framework and tools discussed not only enable managers to combat sales and profitability downturns but also guide them in their aggressive pursuit of innovative ways to further nurture their businesses in stable and growing markets Marketing Turnarounds is a step by step guide to stop the bleeding and reposition your company for profits Whether it's due to the economy or management blunders this book will help you decide if a company or brand can be salvaged how to cut costs without hurting sales how to reposition the company or brand to take advantage of consumer and environmental trends how to price and how to promote even in a bad economy I strongly recommend this book for any company whose profits have started pointing south I also recommend it for would be entrepreneurs reading this will help you avoid some of the mistakes you would otherwise make Marlene Jensen CEO of Pricing Strategy Associates and author of Pricing Psychology Report and The Tao of Pricing A step by step marketing manual for a much ignored subject turnarounds Jeffrey F Willmott Former Chairman of RCG Companies A must have for all marketers It is timely and an important tool kit for marketers and a path breaking work in marketing Rajneesh Suri Associate Professor of Marketing Drexel University

Marketing Turnarounds is a timely and extremely valuable addition to the current literature not only for practitioners and students of marketing but it is also a must read for leaders and managers in all disciplines who are interested in growing the top and bottom lines of their businesses William V Catucci Former CEO of AT T Canada Long Distance Services     **The Sourcing Solution** Larry Paquette,2003 The Sourcing Solution will help you stay on top of it all by giving you a clear and thorough overview of the new tools for sourcing success Author Larry Paquette brings his considerable experience to this engaging and accessible guide designed to give you practical ideas to use in your organization and throughout your entire career Jacket     **Acting as One** Maria Collar,2013-08-02 Times of economic uncertainty require greater commitment from all members It is no longer sufficient to empower into action if the collective efforts do not enable strategic direction In this concrete guide strategic consultant Maria Collar combines first hand experiences with the latest research to explore the hidden potential of peer driven processes as the foundation of sustainable solutions A practical guide that will propel leaders teams and entities into collective action under a joint strategic direction by Exercising the mind for the challenges of tomorrow Navigating the barriers of communication and Harnessing the power of collective creativity It will help answer what is possible the greatest question in the business world today How can our talented employees gain collective action to the business process to effectively execute strategic goals and objectives Acting as One seeks to empower at all levels to equal partnership through shared responsibility and mutual accountability Readers will find the appropriate framework to equip with all necessary strategic competencies and align to the overall strategic direction Maria has captured the heart of leaders through her inquisitive and open mind Acting as One is a tool for leaders and gift to any member of a team Powerful concise a tour de force Enrique J Brouwer Instructor of Industrial Psychology at Washington State University Acting as One captures the type of culture that can catapult a company from average to extraordinary through its people and processes Renee Larsen EEO Compliance Manager     *Species Conservation* Jamieson A. Copsey,Simon A. Black,Jim J. Groombridge,Carl G. Jones,2018-06-28 Biodiversity studied by researching island species recovery and management     *Talent* Edward E. Lawler, III,2010-12-23 The source of competitive advantage has shifted in many organizations from reliability to innovation and flexibility But what does it take for an organization that innovates to then manage effectively In this follow up to Built to Change Ed Lawler argues that it is a combination of the right structure and the right people First organizations must decide what structure they are are you a high involvement organization that has products and services that require a high level of coordination and cooperation among employees Or do you have a more global competitor structure in which you are constantly bringing in new talent and technological expertise Are you a mixture of both Lawler outlines the unique human capital strategy for each approach shows what it looks like in action and provides the foundation and tools for creating competitive and innovative organizations     **Loyalty Rules!** Frederick F. Reichheld,2001 Reichheld draws upon case studies of a variety of businesses including Harley Davidson Dell Computer and Enterprise Rent A Car to



show how employee and customer loyalty promote financial success His approach to developing loyalty is based upon six principles of leadership including never profiting at the expense of partners rewarding the right results and honest communication Reichheld is a Bain Fellow and author of *The Loyalty Effect* c Book News Inc [Join the Club](#) Tina Rosenberg,2011-04-08 In the style of *Nudge* or *The Spirit Level* a groundbreaking book that will change the way you look at the world Tina Rosenberg has spent her career tackling some of the world s hardest problems *The Haunted Land* her searing book on how Eastern Europe faced the crimes of Communism was awarded both the National Book Award and the Pulitzer Prize in the US In *Join the Club* she identifies a brewing social revolution that is changing the way people live based on harnessing the positive force of peer pressure Her stories of peer power in action show how it has reduced teen smoking in the United States made villages in India healthier and more prosperous helped minority students get top grades in college calculus and even led to the fall of Slobodan Milosevic She tells how creative social entrepreneurs are starting to use peer pressure to accomplish goals as personal as losing weight and as global as fighting terrorism Inspiring and engrossing *Join the Club* explains how we can better our world through humanity s most powerful and abundant resource our connections with one another

**Organizational Psychology** Steve M. Jex,2002-11-08 A comprehensive treatment of the science and practice of organizational psychology Following a scientist practitioner model *Organizational Psychology* explores the practical implications of the current research in the field expertly integrating multicultural and international issues Beginning with a foundation of research methodology author Steve Jex examines the behavior of individuals in organizational settings Drawing on his experiences as a consultant and educator he uses actual cases to illustrate workplace issues offering balanced coverage of such key topics as occupational stress motivation and corporate culture Also presented is unique information on research methods and the use of statistics in understanding organizations With an emphasis on applying theory and research in practice Jex explores the mechanisms that organizations use to influence employees behavior addressing the major motivation theories in organizational psychology Readers will discover how psychological models can be used to improve employee morale productivity and quality of service The focus then shifts from the individual to the group level an important distinction given the increased reliance on teams in many organizations Jex identifies the factors that have the greatest impact on group effectiveness and examines the dynamics underlying intergroup behavior Finally he moves to the organization macro level revealing a variety of ways in which organizations engage in planned change with the assistance of behavioral science knowledge

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