

FOREWORD

I have been through the plethora of books, seminars, proselytizing, and baloney about leadership theory. Why do I subject myself to this? Because a small percentage of this stuff actually has value. Leadership skills are so crucial, that it really is worth wading through all the muck and mire to find an occasional gem.

The problem with most is that leadership is treated as if it's a formula.

Do this and you'll be a great leader. This leadership technique works for everybody. That's the baloney part!

This may make a leader's job easier, having a formula for leadership and applying that same formula every time. The problem is, it works a very small amount of the time.

Leadership is an art. Great leaders are able to analyze situations and spontaneously take leadership action specific to the situation. That's not easy, but it works.

The Advantage-Makers by Steven Feinberg makes it less difficult, and will enable you to be a leadership artist.

Many people think that leadership comes only through experience. Experience is important, no doubt. But all the experience in the world alone will not make you a leader. When you start practicing Feinberg's *The Advantage-Makers* teachings, your leadership experience (or better put, your productive leadership experience) begins. Nothing will make you a proven leader overnight, but the sooner your productive experience begins, the sooner you will succeed.

The Advantage-Makers teaches you how to effectively use the tools you already have—your time, your interactions, your perceptions—the very structure of your leadership behavior. In short, with your existing leadership tools, Feinberg teaches you how to be a leadership craftsman.

The Advantage-Makers provides what Feinberg refers to as “T.I.P.S.” (time, interactions, perceptions, structures) to see opportunities, create advantages, and influence outcomes. You will start seeing solutions that, till now, you didn’t realize existed.

As Feinberg so astutely puts it, “Advantage-Makers’ skill and advantage-making are designed to consistently create superior outcomes in the face of constraints. Resources are leveraged in simple, timely solutions that may not have been initially obvious. If you are not an Advantage-Maker, it is very likely that you will be outmaneuvered by someone who is.”

The initial chapter of *The Advantage-Makers*, “How to Shift the Odds in Your Favor in the Best of Times and the Worst of Times,” is the essence of Feinberg’s *The Advantage-Makers*. Favorable odds are sometimes accomplished by taking the right calculated risks. *The Advantage-Makers* will help you get the best bang for your risk-taking buck.

In the words of “The Great One,” Wayne Gretzky, “You miss 100% of the shots you don’t take.” *The Advantage-Makers* gives you a shot very much worth taking.

—Barry X Lynn
Chairman, 3Tera Corporation
former CIO, Wells Fargo and Company
President, Wells Fargo Technology Services, Inc.
March 12, 2007