

# FIRST PERSON

TALES OF  
MANAGEMENT  
COURAGE AND  
TENACITY

EDITED WITH AN INTRODUCTION BY

THOMAS TEAL

HARVARD BUSINESS SCHOOL PUBLISHING

# First Person Tales Of Management Courage And Tenacity

**Donald J. Reifer**



## **First Person Tales Of Management Courage And Tenacity:**

**First Person** Thomas Teal, 1996 In this striking and often moving collection of first person accounts from the Harvard Business Review the eleven contributors describe the hazards and frustrations of trying to be a good manager Together the voices in First Person provide a dose of realism that will inspire and motivate the leaders of today and tomorrow First Person Harvard Business Review Staff, 1996-02 Management is harder than it looks In this striking motivating people to do what's best for customers the business putting themselves in the hot seat of authority while pushing people toward shared responsibility developing sensitivity to the needs of subordinates while having the courage to say no

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bridges over Korea's Toko Ri In Vietnam it was the bridge at Thanh Hoa called Dragon's Jaw For seven long years hundreds of young US airmen flew sortie after sortie against North Vietnam's formidable and strategically important bridge dodging a heavy concentration of anti aircraft fire and enemy MiG planes Many American airmen were shot down killed or captured and taken to the infamous Hanoi Hilton POW camp But after each air attack when the smoke cleared and the debris settled the bridge stubbornly remained standing For the North Vietnamese it became a symbol of their invincibility for US war planners an obsession for US airmen a testament to American mettle and valor Using after action reports official records and interviews with surviving pilots as well as untapped Vietnamese sources Dragon's Jaw chronicles American efforts to destroy the bridge strike by bloody strike putting readers into the cockpits under fire The story of the Dragon's Jaw is a story rich in bravery courage audacity and sometimes luck sometimes tragedy The bridge story of Vietnam is an epic tale of war against a determined foe

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