



The Journey to Create the 10-Book TRUSTED TO LEAD Series

1987-1996

Between 1987 and 1996, I wrote four books on strategic alliances. These initial writings were to begin understanding the overarching “architecture of collaboration.”

The quest was to discern specifically how *synergy* can be created and sustained.

Many unanswered questions needed to be resolved and explored.

1997-2007

The first decade of writing was augmented by implementing in the field, and proving that the alliance architecture produced three times the success rate.

In 1998, this author founded the [Association of Strategic Alliance Professionals](#) (ASAP), and served for four years as its founding chairman. It now has several thousand members who are in a position to take collaborative leadership positions in their companies around the world.

It became quite evident that the alliance architecture generated significant levels of innovation. In 2003 this author worked closely with Procter and Gamble to institute the innovation system in their supply chain. The result was more than a ten-fold innovation increase in less than five years.

Thus it became important to codify the [innovation process](#) (scheduled as book #9). By 2007, we had basically “cracked the synergy code” that lay underneath collaborative innovation.

However, innovation was more challenging than expected due to the necessity to understand some very critical cultural issues that impact innovation, particularly the issue of *trust*.

2008-2012

Starting in 2007 an intense devotion began to develop the *trust architecture*. It was greatly accelerated when I reconnected with Professor Paul Lawrence (my mentor at Harvard Business School). We realized that his “four drive” model of human behavior, and my trust models were a match made in heaven. In 2010 he and I began writing “*Trusted to Lead*,” as a sequel for his forthcoming book “[Driven to Lead](#).”

The first step was the article for the European Business Review: [Leadership and the Structure of Trust](#). We were well into the writing the book based on this article when Paul fell ill and passed away in late 2011.

I was deeply saddened and very tempted to finish the book in his memory.

2013-present

However, in the course of solo writing, I was compelled to address a much deeper issue – leadership itself needed more than just a fix centered on solely on trust; the problem was deeper and more systemic.

The entire way we thought about leadership needed a complete overhaul.
The overarching “architecture of leadership” was missing.



However, because leadership exists in the context of an organization’s culture, we needed a strong “architecture of culture” that would produce high-impact results.

The culture framework was essential to understand collaborative innovation, teamwork, and a positive response to adversity to its fullest.

So too with our understanding of value creation, managing complexity, holistic risk management, and the generation of sustainable synergy.

Writing a book on trust-based leadership in the vacuum of these missing elements was like shadow boxing, unable to hit invisible targets.

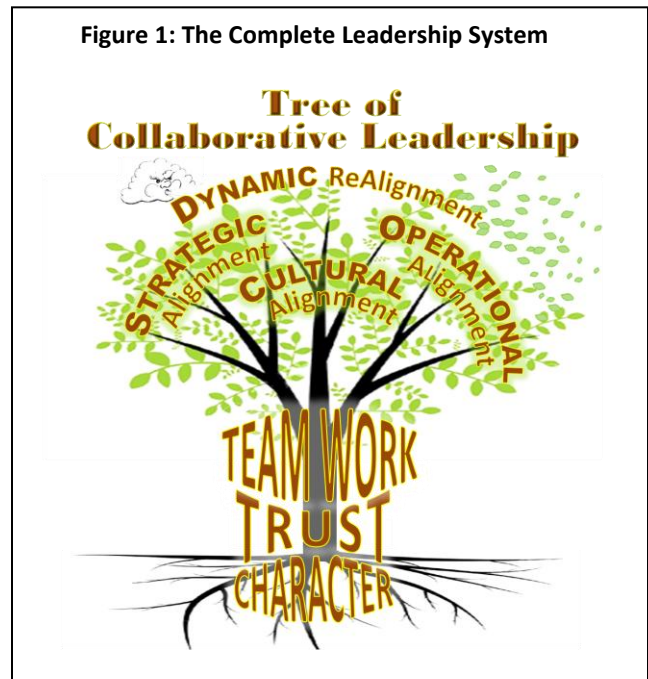
Without this holistic integrated framework, writing books about pieces of the problem was simply disingenuous – one more book, with marginal results.

Put another way, we had in incomplete view. In the perspective of Figure 1, we had the “roots and trunk” framed perfectly, but the “branches of the tree” were far too ill-defined.

The good news: the holistic, integrated collaborative architectures are now complete.

We now have the first real breakthrough in over 100 years: “Leadership as a System of Alignments”

And Paul Lawrence’s work on the Four Drives of human behavior and our joint work on the trust architecture acts as solid foundation for understanding and practicing leadership in many new ways.



The result in the delay in rushing the book to market was to enable a series of major breakthroughs in that form the foundation of a holistic “Architecture of Collaborative Excellence” that has the potential to change the way leaders think and act.

Further, I vowed not to engage in promoting another book until it could hurdle 100,000 sales.

The timing could not be better – we need these answers now.