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**THE FEARLESS FRONT LINE:
The Key to Liberating Leaders to Improve and Grow Their Business**

By Ray Attiyah

Do you feel your time is consumed by urgent but unimportant tasks? The frontline activities of a business are so unpredictable, unreliable and complicated, and the systems surrounding them are so often superfluous, that leaders can't seem to pull themselves away. Intended to keep a business running smoothly, the unnecessarily complex systems derail leaders on a daily basis. So, if the leaders of an organization are spending most of their time on the day-to-day aspects of the business, who is creating the innovative and inspiring visions and strategies that are critical to an organization's growth?

According to entrepreneur and transformational leader **Ray Attiyah**, leaders must learn to spend less time on the day-to-day operations, in order to free themselves up to focus on the big-picture visions and strategies that drive transformational improvement and growth. In **THE FEARLESS FRONT LINE: The Key to Liberating Leaders to Improve and Grow Their Business** (Bibliomotion; hardcover; March 5, 2013), Attiyah describes how to embolden the front line to take true ownership of essential day-to-day operations, which will liberate leaders from getting mired in the distracting details. Leaders can then capitalize on the momentum created by the fearless front line to determine what the organization needs to do to make (then keep) bold promises, place (then win) bold bets and scout (then hire) bold people.

So how does Attiyah suggest you develop this inspired, accountable and confident front line?

- Raise the bar of excellence by investing in top performers and removing obstacles that frustrate them.
- Foster quick-win success by removing frustrations and making meaningful changes quickly to bolster team confidence, enthusiasm and trust.
- Implement daily huddles to foster a positive "what went well" environment, communicate your standards of performance and create a simple touch point for communicating status of reactive improvements.

In the book, Attiyah says leaders have difficulty forgetting bad situations and that inability to let go shakes their confidence in their frontline team and its activities. To compensate for their lack of confidence in the frontline, leaders become conditioned to over-manage and under-lead. The precondition for liberating leaders is having a frontline that can operate reliably, excellently and independently day in and day out.

Attiyah's approach is based on a simple truth: as businesses mature, they create clutter. Superfluous processes are added to create a safety net for unreliable systems, and the organization can't see clearly what it needs to do to be efficient and effective. Leaders end up spending most of their time in the weeds, which distracts them from their most important priority: growing their business. Featuring Attiyah's Run-Improve-Grow model, a continuously moving system that stimulates a culture of consistent relevancy, new growth and constant innovation, **THE FEARLESS FRONT LINE** helps leaders understand how to relinquish control of operations and focus on the big picture, while maintaining assurance that everything won't fall apart in the process.

Attiyah describes how to use the principles of Run-Improve-Grow to build a solid-and simplified-foundation. The Run focuses on excellence and empowers the front line to take true ownership of their critical role. Improve capitalizes on the momentum created by the fearless front line to liberate the organization's leaders. With a fearless front line, simplified management system and new organizational attitude, an organization is ready to launch boldly into the Grow, outlining what the organization needs to pursue strategic innovations and new opportunities that will propel the company to great relevancy and profitable growth.

THE FEARLESS FRONT LINE is a call to action for leaders: to set a standard of fearlessness where front line workers have an "I run this place!" mindset and leaders can benefit from a proven program to create responsive, innovative organizations.

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The Key to Liberating Leaders to Improve and Grow Their Business
By Ray Attiyah
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ABOUT THE AUTHOR



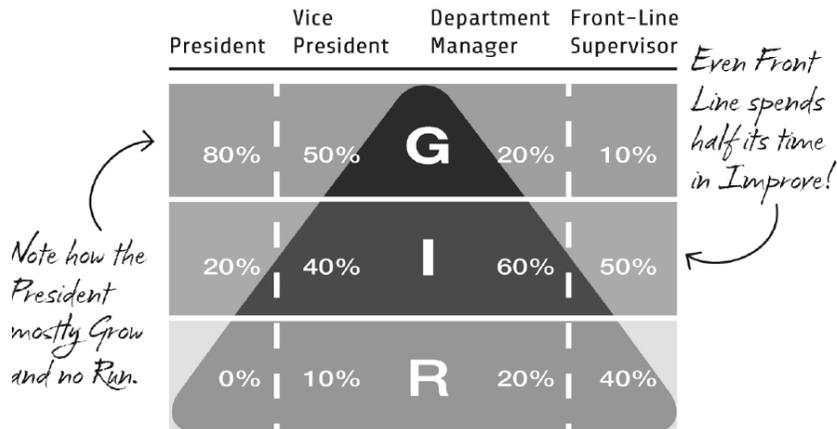
Ray Attiyah is the founder and Chief Innovation Officer of Definity Partners, a training, process and leadership improvement firm. In addition to founding Definity Partners, Attiyah also owns 16 additional businesses including start-ups, manufacturer, training and e-commerce companies. Attiyah's business expertise comes from twenty plus years of hands-on experience in engineering, operations and management leadership roles in manufacturing and service businesses, including Johnson & Johnson, Johnson & Hardin and UPS. Inspired by his experiences, Attiyah founded Definity

Partners in 1996, and has helped hundreds of companies and thousands of leaders to perpetual and transformational growth and improvement. Attiyah is a charismatic speaker with a passion for teaching and developing others. Attiyah is innovative and fearless in life – leading by example and tackling every challenge with a “What will it take to...?” attitude. A graduate of Rutgers with an MBA from Xavier University, Attiyah lives with his wife and three daughters in Cincinnati, Ohio.

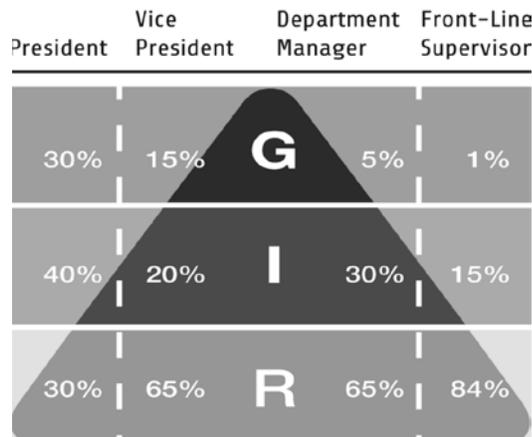
TIME ALLOCATION IN THE RUN-IMPROVE-GROW MODEL

There are three essential areas where leaders can choose to spend their time: Run – day-to-day operations and firefighting, Improve – proactive and reactive improvements and Grow – new geographies, new markets and new products and services. Without an empowered front line, leaders get dragged down in the “Run” area, preventing them from working in areas where they add the most value to their organization and its customers – in the “Improve” and “Grow” functions. How much time should leaders at various levels in the organization spend in the Run versus the Improve and the Grow?

World Class Time Allocation



Actual Time Allocation in Large Businesses



Actual Time Allocation in Small Businesses

