



More Than a Motorcycle: The Leadership Journey at Harley-Davidson

Rich Teerlink, Lee Ozley

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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.

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