

Foreword

When the bell rings, a boxer springs from his corner. Countless hours of exercise, training, and study have readied him for the task. Now, at the fateful moment, he is switched on and prepared to win. The bout may be long or short, lost or won, but one thing's certain: after all the preparation, the fight's outcome will be decided now.

Some jobs positively require high performance, deep preparation, and fast response. In my roles as a U.S. Attorney, Mayor of New York City, worldwide public speaker, and head of an international corporate consulting firm, I have seen the value of being prepared and having the confidence to take the right steps at key moments. When much is at stake, you have a great responsibility to be ready.

Security—executive protection in particular—is certainly one of those jobs. I know that from experience. As Mayor of New York, as I labored long and hard to help our city crush crime, some disturbing, irrational, but violent threats came my way. Now, in my speeches around the globe and in my consulting work for Giuliani Partners and legal work with Bracewell & Giuliani, I travel extensively and place myself before thousands of people. I expect my detail to be prepared—trained, practiced, informed, and ready to act.

The stakes are high in executive protection—often a matter of life and death for executives and the organizations they lead. At home and around the world, executives can be in harm's way. They are injured in car crashes, through medical emergen-

cies, and in hotel fires. They may be targeted specifically, or their extensive travels and varied activities may boost their risk of being in the wrong place at the wrong time. As September 11, 2001, showed me and the rest of the world, a terrible attack can occur at any time, even on a beautiful, clear day when you least expect it.

Leaders can't lead and serve their organizations if they must worry (legitimately) about being attacked, harassed, injured, or unsafe. However, if able, knowledgeable, trusted security staff can free them from those worries, leaders can focus on their jobs and take full advantage of the opportunities they seek. An unprotected executive who travels to an unsafe destination or who stands alone before attackers can't do what his organization needs: lead. That executive will be preoccupied with his own security, or he may be harmed and hence unable to serve, perhaps ever again.

At Giuliani Partners, we provide professional guidance to leaders, based on six fundamental principles: integrity, optimism, courage, preparedness, communication, and accountability. These are the key principles I have learned through years of work in challenging posts, and they apply as well to the vital task of executive protection. An EP specialist needs integrity because he holds a trusted, inside position where he is privy to sensitive information. Optimism is required to persevere in the face of the job's challenges. An EP specialist needs courage to fight against dangerous adversaries, and preparedness is the best way to anticipate, avoid, or react to attacks. Communication (between the EP specialist and the protectee and between the EP program and other organizational departments) is essential for determining what must be done and how to do it. Finally, EP specialists' accountability enables leaders to depend on them for this most important task.

In this, his third book on executive protection, Bob Oatman expands on his model for safeguarding leaders. That model, based on risk assessment, intelligence, risk avoidance, and constant planning for the “what if?” scenarios, has benefited me and my protective detail over the years. It’s a sensible, rational, effective approach, one that empowers leaders to focus on leading, not on dodging attacks.

A final note: Some executives who would seem to need security services (because of the risks they face) feel reluctant to sign on to executive protection. They might think protection will be cumbersome, or they might fear how protection will be viewed by others.

These reluctant protectees shouldn’t be afraid to use executive protection. The best leaders surround themselves with—and trustingly delegate certain responsibilities to—good people. They don’t try to do everything themselves. Executives who face above-average levels of risk should therefore feel comfortable in delegating some of the responsibility for their security to well-chosen, highly skilled protection professionals.

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