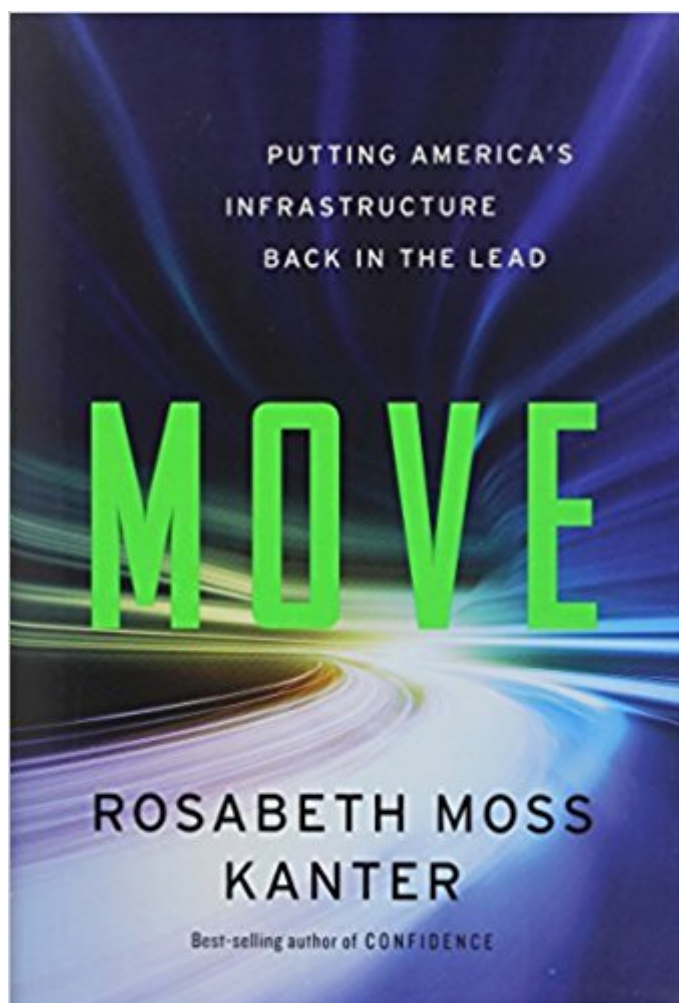


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# Move: Putting America's Infrastructure Back In The Lead



## Synopsis

"America has been waiting for a call to think big and act big as we envision our transportation future. Kanter's important book is it." —Deval Patrick, governor of Massachusetts, 2007–2015  
Americans are stuck. We live with travel delays on congested roads, shipping delays on clogged railways, and delays on repairs, project approvals, and funding due to gridlocked leadership. These delays affect us all, whether you are a daily commuter, a frequent flyer, an entrepreneur, an online shopper, a job-seeker, or a community leader. If people can't move, if goods are delayed, and if information networks can't connect, then economic opportunity deteriorates and social inequity grows. We have been stuck for too long, writes Harvard Business School professor and best-selling author Rosabeth Moss Kanter. In *Move*, Kanter visits cities and states across the country to tackle our challenges and reveal solutions on the roads and rails, and in our cities, skies, and the halls of Washington, D.C. We meet a visionary engineer and public servant spearheading an underwater tunnel in Miami to streamline port operations and redirect constant traffic from the city center. We see mayors partnering with large corporations and nimble entrepreneurs to unveil parking apps, bike-sharing programs, and seamless Wi-Fi networks in greener, more vibrant, more connected cities. And we learn about much-needed efforts such as dynamic tolls on highways and fees based on vehicle miles traveled to reduce our dependence on the outmoded gasoline tax in our new electric car age. It all adds up to a new vision for American mobility, where local leaders shape initiatives without waiting for Congress to act, and ambitious companies partner with governments to tackle projects that serve the public good, create jobs, and improve quality of life while providing healthy sources of investment. With unique insight and unrivaled expertise, Kanter gives us a sweeping look across America, revealing the innovative projects, vital leaders, and bold solutions that are moving our transportation infrastructure toward a cleaner, faster, and more prosperous future.

## Book Information

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## Customer Reviews

• What unites us should be stronger than what divides us, and our shared reliance on infrastructure for access to jobs, education, clean air, and healthy communities makes it a top national priority. In *Move*, Rosabeth Moss Kanter offers impressive analysis, insightful stories, and a compelling road map for a new way forward. • (President Bill Clinton) • What a wonderful book! With bold and imaginative thinking, *Move* shows how we can combine technological innovation with dedicated leadership to make transportation infrastructure an engine for growth and a spark to reignite America's optimism. • (Walter Isaacson, best-selling author of *The Innovators* and *Steve Jobs*) • Delivering world-class infrastructure is essential for any country to be competitive and create jobs. *Move* takes a fresh view on this issue and identifies solutions that build on key American strengths in technological innovation and entrepreneurial vision. • (Jeffrey R. Immelt, chairman and CEO, GE) • Savvy, persuasive, and enjoyable to read, *Move* is a sweeping, fact-filled look at how reimagining infrastructure and embracing disruptive technologies and new business models could improve daily life, open economic opportunities, and ease burdens on families. Everyone who cares about more livable cities and more efficient commutes should grab this eye-opening book. • (Scott Griffith, former CEO of Zipcar)

Rosabeth Moss Kanter holds the Ernest L. Arbuckle Professorship at Harvard Business School and is chair and director of the Harvard University Advanced Leadership Initiative. She is the best-selling author of *Confidence*, *When Giants Learn to Dance*, *The Change Masters*, *Men and Women of the Corporation*, and many other books.

Kanter's argument in *Move* expands the definition of American infrastructure. She explains why grassroots advocates are needed to fulfill its promise to organize and motivate policymakers to make it a national priority. Creative, integrated, and responsive types of infrastructure are essential to address national challenges in the economy, healthcare, education, social mobility and quality of

life. But, as Kanter makes clear, it is about much more than roads, rail and air travel. Kanter argues infrastructure must harness and integrate these with emerging modes of transportation by connecting them with innovations in communications and information technology. “The average household spends 19 percent of its budget on getting around, according to the Federal Highway Administration. Virtually everything we do is dependent on transportation. Infrastructure either makes life more efficient or maddeningly frustrating. The bulk of the book details the various options between these poles. These are centered mostly on urban settings. But, as Kanter makes clear near her conclusion, ideally solutions to these problems must be seen as regionally-based and the role of national policies should be to join together regions and the rural areas connecting them. Transportation options are much more numerous than we might initially imagine. We can look to Europe, China and Japan to see how application of the latest technologies can be combined into seamless transportation options incorporating safe and efficient speedy trains, light rail, air travel, shipping, busses, automobiles (including shared and limited use), parking, bicycles and that old nugget, walking. In the United States there is no overwhelming national strategy to address transportation infrastructure. Although Americans have pioneered innovation in freight rail, air travel information technology and fuel-efficient cars, each happens in relative isolation. A great opportunity exists in the application of Big Data (in medical research and treatment as well as transportation infrastructure); the ability to aggregate and make sense of information overload to find positive applications useable and useful to people. Kanter urges a focus on “action ranges along the three R™s: repair, renewal, and reinvention” but asks “where is the sense of urgency?” She rightly answers her question by citing obstacles in building cooperative political, regulatory and public-private partnership mechanisms to support planning, funding, and implementation of infrastructure strategies and projects. I agree with Kanter that the biggest obstacle to overcome is the concept of silos “interest groupings that tend to prioritize issues from narrow, self-serving points of view. Silos can be based on political views, geography, economic interests, and generations. For example, in infrastructure: road builders may oppose rail interests; urban planners may dismiss rural priorities; or car drivers may oppose the creation of biker and pedestrians friendly zones. Kanter makes a compelling argument that every constituency must see beyond their trees and realize that everyone would be more successful by focusing on the needs of the proverbial forest. Kanter concludes with six prescriptions, the last of which is for citizens to be informed and voice their priorities, not only in politics and government, but in the private sector as well. She notes that “Silos, narrow interests, and fragmentation mute outrage.” Interestingly, Kanter comes to much the same conclusion that Carl Sagan did when

he wrote about the importance of civic education and engagement in the last paragraph of the last book wrote, *The Demon-Haunted World*: "If we can't think for ourselves, if we're unwilling to question authority, then we're just putty in the hands of those in power. But if citizens are educated to form their own opinions, then those in power work for us." With it comes a certain decency, humility and community spirit. These words kept ringing in my ears as I concluded reading *Move*. I'm convinced that by addressing the infrastructure issues Kanter illuminates, we might all experience a certain decency, humility and community spirit.

The book identifies some problems but not others as issues. But even for the ones identified, the solutions seem to be just a list of what some people are doing at some places even though she advocates a national effort. For example, as identified in the book, the hodgepodge of transportation systems have led to train stations not connecting with bus terminals and not connecting with airports, etc. But how would this problem get resolved is not discussed other than some superficial references. Another example is that traffic can be solved with better public transportation, car sharing services and self-driving cars. This seems naive at best. There is no discussion about how poor road construction and maintenance contributes to high traffic times. There is no discussion about the monopoly structure of rail and bus public transportation systems. So in short, this book is adequate at identifying the problems but light on solutions.

The book is certainly timely as our federal and state legislators fail to address the problems of an aging infrastructure. This growing problem also needs to include the broad failure of local governments to sell to the public the need to both repair and where appropriate complete renewal of inadequate physical service infrastructure. The author's transportation solutions are rather more complicated and transportation planners will have some issues with her proposals.

The disrepair in America's infrastructure, and the lack of connections among its pieces were truly startling to me. Serious trouble, not just potholes and old bridges. The author did a detailed analysis of all the components, which is commendable. But the detail made it a difficult read. I would highly recommend it as a textbook but I am not sorry I read every page.

As is always the case Rosabeth Moss Kanter writes well and has an important message. The book is well researched and the issues are so well illuminated with such clarity. Perhaps the book could

be better redacted and shorten. But I strongly recommend this book. Jack Kushner

I have already passed this book on to someone. I found it very interesting and informative.

This is truly an eye-opening read. For anyone who cares about the direction of the U.S., this is a must read.

Pretty good account of transportation issues, but not really focused on infrastructure.

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