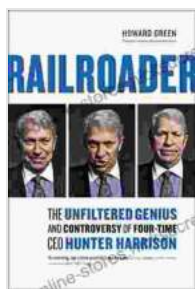


The Unfiltered Genius and Controversy of Four-Time CEO Hunter Harrison

The Railroad Revolutionary

Hunter Harrison, the legendary railroad CEO who passed away in 2017, was a man of contradictions. He was a brilliant innovator who revolutionized the industry with his "precision railroading" concept, but he was also a ruthless cost-cutter who often clashed with unions and workers.

Harrison's career spanned four decades and included stints as CEO of four major railroads: Illinois Central, Canadian National, Canadian Pacific, and CSX. At each company, he implemented his signature precision railroading model, which focused on reducing costs, improving efficiency, and increasing shareholder value.



RAILROADER: The Unfiltered Genius and Controversy of Four-Time CEO Hunter Harrison by Howard Green

★★★★☆ 4.5 out of 5

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Print length	: 308 pages
Lending	: Enabled

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Precision railroading involved a number of changes, including:

- * Reducing the number of trains and locomotives
- * Increasing the length of trains
- * Running trains on a more precise schedule
- * Investing in technology to improve efficiency

These changes were controversial, and Harrison often faced resistance from unions and workers. However, he always maintained that precision railroading was essential to the long-term success of the industry.

A Proven Track Record

Despite the controversy, Harrison's track record speaks for itself. He consistently delivered strong financial results at every company he led.

For example, during his tenure at Canadian Pacific, Harrison improved the company's operating ratio (a measure of efficiency) from 81% to 65%. He also increased net income by more than 50%.

At CSX, Harrison implemented a similar program of cost-cutting and efficiency measures. As a result, the company's operating ratio improved from 69% to 60%. Net income also increased by more than 40%.

A Complex Legacy

Harrison's legacy is complex. He was a visionary leader who revolutionized the railroad industry. However, he was also a polarizing figure who alienated many workers and unions.

His precision railroading model has been credited with saving the industry and making it more efficient. However, it has also been criticized for leading

to job losses and a decline in working conditions.

Harrison's death in 2017 left a void in the railroad industry. He was a one-of-a-kind leader who will be remembered for his brilliance, his determination, and his controversial legacy.

The Unfiltered Genius

Hunter Harrison was a man of few filters. He spoke his mind, and he didn't care who he offended.

This candor sometimes got him into trouble. For example, in 2014, he was caught on video calling a union leader a "douchebag."

However, his unfiltered nature also endeared him to many people. They admired his honesty and his willingness to stand up for what he believed in.

Harrison was a true railroader. He loved the industry, and he was always looking for ways to improve it. He was also a brilliant businessman who understood the importance of shareholder value.

However, he was more than just a CEO. He was a visionary leader who changed the railroad industry forever. He will be remembered as one of the most influential figures in the history of transportation.

The Controversy

Hunter Harrison was a controversial figure throughout his career. He was often criticized for his cost-cutting measures and his tough stance on labor relations.

One of the most controversial aspects of Harrison's precision railroading model was his reliance on long trains. These trains, which can be up to two miles long, can be difficult to maneuver and can pose safety risks.

Harrison also faced criticism for his treatment of workers. He was known for his demanding management style, and he often clashed with unions.

In 2012, Harrison was forced to resign from Canadian Pacific after a dispute with the company's board of directors. The board was concerned about his cost-cutting measures and his labor relations.

Harrison's critics argued that his precision railroading model was too focused on short-term financial gains and that it would ultimately damage the industry. They also accused him of being a union-buster.

However, Harrison's supporters argued that his methods were necessary to save the industry. They pointed to his track record of success at every company he led.

The Legacy

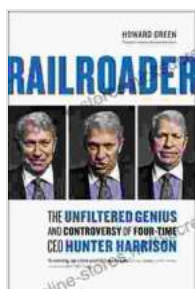
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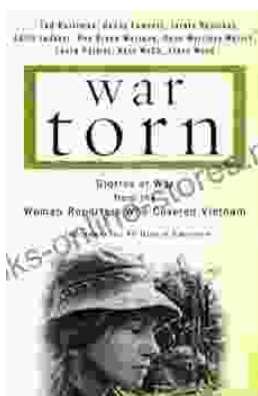
It remains to be seen whether Harrison's legacy will be ultimately positive or negative. However, there is no doubt that he was one of the most influential figures in the history of transportation.



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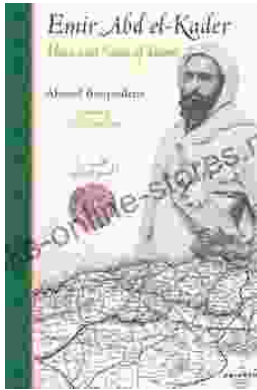
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