

# INDEX

- Acceptance/inclusion (relationship-related currency), 43
- Accordion method, 243
- Accusation versus inquiry, 77–78
- Aegon, 173–174
- Agreement, reaching, 116–120
- Ajamian, Richard, 83
- Allen, Marcia, 133
- Allied Domecq, 105
- Allies, assuming all to be potential (influence model component), 19, 20
- Apple Computer, 278, 289
- Army After-Action Reviews, 164
- Ashley, Monica, 12, 159, 233, 237
- Assistance (task-related currency), 39–40
- Athanas, Alexander, 101
- Austin, Anne, 11, 292
- Babitsky, Timlynn, 293
- Barnes, Betsy, 92
- Barriers to influence, 8–11, 26–31, 70–72, 76–79
- Behavior:
  - assessing costs and benefits of, 113
  - contextual forces shaping, 58
  - personality and, 57–58
- Bellman, Geoff, 240
- Borrowing on credit (deferred payment/collateral), 132–133
- Boss, 89–91, 147–169, 228, 271
  - cost-benefit analysis of relationship, 165–166
  - currencies valuable to, 91
  - as difficult colleague, 271
  - disagreeing without being insubordinate, 166–168
  - escalating up the hierarchy (taking unresolved issue to the next level where you have a common boss), 228
- examples:
  - disagreeing with boss who wants to be in charge, 167
  - earning boss's confidence, 159
  - helping boss become more effective, 168
  - influence strategy (central principles), 150–151
- problem examples:
  - “how can I get what I want from my boss in terms of improved job scope, challenge, or autonomy,” 157–158
  - “how can I help develop my boss,” 166–168
  - “how do I change the quality of supervision my boss provides and get the development and coaching I want,” 158–162
  - “my boss doesn't do his or her job well enough but won't take help,” 153–155
  - “my boss doesn't want a partnership,” 163–165
  - “my boss is distant and unfriendly,” 155–157
  - “my boss resists my ideas for how to improve things in our area,” 151–153
- superior-subordinate versus partnership relationship, 148, 162–165
- “true grit” (being a worthy partner), 168–169

- typical issues, 151–157
- utilizing partnership to gain
  - responsibility/greater scope for your job, 157–162
  - ways you can limit yourself in influencing, 169
- Buckley, Mark, 73–74
- Campbell, Bill, 278
- Capital cost trading, 253
- Career backgrounds (understanding their worlds), 63
- Career development (influencing your boss):
  - changing quality of supervision and getting development and coaching, 158–162
  - improving job scope/challenge/autonomy, 157–158
- Carnegie, Dale, 128
- Challenge(s):
  - examples of, in organizational life, 4–5
  - task-related currency, 39
- Change leadership, 233–245
  - accordion method, 243
  - champion, 243
  - currencies, diagnosing your own, 239–240
  - decision makers, 236–239
  - elevator pitch, 234, 238–239
  - example, successful change implementation, 293
  - exchange strategy, 242–243
  - influence the influencers, 239
  - planning versus calculation, 243–244
  - related issues, 245
  - relationships, diagnosing/enhancing, 241–242
  - roles, 243
  - sponsor, 243
  - stakeholders, identifying, 236–239
  - useful tension, managing, 235–236
  - vision, importance of, 234–235
- Charm, Les, 81–86, 88, 89, 110, 176
- Charter, 192–193
- Chrysler and Daimler, 250
- Cohen-Bradford Influence Model. *See* Influence model
- Colleagues, 216–232
  - clarifying what you want, 217
  - as customers, 219–221, 224
  - dealing with annoying behavior, 228–231
  - dealing with hard bargainers, 223–224
  - escalating up the hierarchy (taking unresolved issue to the next level where you have a common boss), 228
  - friendly competitors, “co-opetition,” 218–219
  - internal/external:
    - outside your department (using a “selling customers” mind-set), 219–221
    - within your department, 218–219
  - involvement, paying in currency of, 224–225
  - key concepts, 217–218
  - knowing world of, 221–226
  - larger system, awareness of, 226–228
  - mistrust, overcoming, 222–223
  - multiple areas of exchange, looking for (expanding range of options), 217
  - not burning bridges, 218
  - personal issues, 231–232
  - problem definition, 225–226
  - problem examples:
    - colleague won’t cooperate, so you can’t get your assignment done, 227–228
    - maddening behavior, 229–231
    - reciprocal role, 230
    - rejection, living with, 226–228
    - relationship, 226
    - understanding their worlds, 217, 218
- Columbus Partnership, 80
- Comfort (personal currency), 45
- Committees. *See* Cross functional teams, task forces, committees
- Commuco, 261–266
- Compensated costs, 124–125
- Computex, 103–104
- Connections, making, 24
- Contacts (position-related currency), 42
- Co-opetition, 218–219
- Corruption, 288

- Cost(s):  
 capital cost trading, 253  
 compensated, 124–125  
 gradual escalation of ally's, 270–271, 272  
 hidden (making visible), 125–126
- Cost-benefit analysis:  
 behavior (relationship with ally), 112–113  
 relationship with boss, 165–166
- Cross functional teams, task forces, committees, 188–199  
 commitment, gaining, 186–187  
 currencies of members, understanding, 190–191  
 example (low-status person effectively leading product development team), 195–196  
 management style, 197–198  
 member selection, 189–190  
 project attractiveness, increasing, 191–194  
 charter, 192–193  
 goals, 193–194  
 sponsoring senior executive, 193  
 selling solutions before formally presenting them, 198–199  
 special cases (leading team in own area requiring treatment similar to cross-functional teams), 189  
 vision, 194–197
- Culture:  
 degree of explicitness approved by, 109–110  
 example (investment bank versus insurance company), 61  
 fitting language to (reframing), 50  
 politics and, 256–257  
 sticking to task or working the relationship, 140–141  
 unit/organizational (defined), 61  
 work styles and, 98
- Currencies, 36–55  
 complexities and restrictions, 47–51  
 can be organizational, not just personal, 49–50  
 establishing exchange rates (equating apples and oranges), 47–48  
 function of perception and language, 48–49  
 concept of, 36  
 of different groups, sample common situations, 204–205  
 engineers, 204  
 finance, 205  
 human resources, 205  
 manufacturing, 204  
 sales representatives, 204  
 in influence model, 20, 21–22  
 making long-term investments, 50–51  
 multiple, 48–49  
 nonconvertible, 54–55  
 reframing (fitting language to culture), 50  
 self-traps in using, 51–54  
 sources of, 21  
 types of (five), 36–37, 38  
 universal, 48  
 valued, not, 131
- Currencies by type, specific:  
 inspiration-related, 37, 38  
 excellence, 37  
 moral/ethical correctness, 37  
 vision, 37  
 negative, 45–47  
 personal-related, 38, 44–45  
 comfort, 45  
 gratitude, 44  
 involvement, 44–45, 224–225  
 ownership, 44–45  
 self-concept, 45  
 position-related, 38, 41–42  
 contacts, 42  
 importance, 42  
 insiderness, 42  
 recognition, 41  
 reputation, 41–42  
 visibility to higher-ups, 41  
 relationship-related, 38, 43–44  
 acceptance/inclusion, 43  
 personal support, 44  
 understanding/listening/sympathy, 43–44  
 task-related, 38, 39–41  
 assistance, 39–40  
 challenge, 39  
 information, 40–41

- Currencies by type, specific (*Continued*)  
 new resources, 39  
 organizational support, 40  
 rapid response, 40
- Customers:  
 dealing with hard bargainers,  
 223–224  
 knowing world of, 221–226  
 treating colleagues as, 219–221  
 treating everybody as long-term, 224  
 treating other organizational groups,  
 teams, departments as, 214
- Data gathering, 66–70
- Day, Albert (Sonny), 272
- DEC, 260, 261–266
- Decision makers, 236–239
- Difficult people:  
 boss, 271  
 colleagues, 77, 227–231  
 distancing, 70–71  
 subordinates (*see* Subordinates,  
 difficult)  
 tougher strategies (*see* Hardball  
 (escalating to tougher strategies))
- Dilemmas to be managed during  
 exchanges (five), 136–141  
 escalate or back off, 137  
 openness or partial truth, 137–139  
 plan to drop your approach, 139  
 positive or negative exchange  
 arguments, 140  
 stick to plan or react to the moment,  
 139  
 stick to task or work the relationship,  
 140–141
- Diplomat, three rules, 138
- Direct inquiry, 74–75  
 accusation versus, 77–78  
 barriers to directness, 76–79  
 benefits, 75–76  
 confusion between understanding and  
 agreement, 78–79  
 example (inviting exploratory  
 conversation with difficult or  
 puzzling colleagues), 77  
 motivation and, 75, 76  
 sample questions not assuming negative  
 motives, 75
- Dorr, Gary, 237
- Dubinsky, Donna, 278, 289
- Edison, Phil, 237
- Educational systems, 249–251
- Elevator speeches, 234, 238–239
- Engineers (common situations and  
 currencies), 204
- Environment (of potential ally), 59
- Evil, presumption of (assuming motives  
 and intentions), 71–72, 284–288
- Excellence (inspiration-related currency),  
 37
- Exchange(s):  
 concept versus process of, 17  
 currencies of (*see* Currencies)  
 defined, 16–17  
 determining trading approach, 22–23  
 feedback as, 176–180  
 outcomes (task/relationship), 23–24  
 positive or negative, 24–26  
   having bias toward positive  
   exchanges, 25–26  
   needing negative exchanges, 25  
 rates, establishing (equating apples and  
 oranges), 47–48
- Feedback process, 176–180
- Finance (common situations and  
 currencies), 205
- Free-market trades (clear mutual gain),  
 123
- Garcia, Miguel (Mike), 211, 212–213,  
 225
- Garrett, Mary, 121, 248–249
- General Electric, 63, 247
- General Motors, 247, 251, 291
- Gill, Dick, 82–85
- Goals/priorities, clarifying (influence  
 model component), 20–21, 80–95  
 adjusting expectations of your role and  
 your ally's role, 88–89  
 currencies you control that are valuable  
 to any boss, 91  
 example, 94  
 flexibility, 87–88  
 guidelines, influencing organizational  
 groups, 207

- personal factors, 85–87
- power sources, 80–81
- primary goals, 81–85
- self-awareness, monitoring your, 95
- self-traps, 90–95
  - knowing the appropriate currency, but being uncomfortable using it, 94
  - reluctance to assert legitimate claims, 90–93
  - reluctance to demand what you need, 93
- Gratitude (personal currency), 44
- Grigsby, Fran, 12, 260, 261–268, 294
  
- Hammer, Michael, 250
- Hammond, Chris, 102, 103–104, 277–278
- Hanson, Oliver, 73–74
- Hardball (escalating to tougher strategies), 269–289
  - boss as difficult colleague, 271
  - confrontation, calculated, 279–282
  - defined, 269
  - examples:
    - backing off interfering boss, 273–274
    - being set up by a colleague, 279, 280
    - carefully escalating costs for unresponsive colleagues, 272
    - threatening to quit, 278
    - using currencies consciously, but not manipulatively, 85–287
  - gradual escalation of ally's costs, 270–271
  - influence versus manipulation, 283–284
  - malevolence, avoiding assumption of, 284–288
  - negative aspects (potential) of reciprocity and exchange:
    - corruption, 288
    - manipulation, 288
    - negative organizational climate, 288
    - revenge, 288
  - power, recognizing/increasing/using, 271–277
  - self-traps, avoiding, 289
  - spreading tales, 283
  - threatening versus action, 283
  - ultimate escalation (betting your job), 277–279
- Healthy Bites, 195–196
- Heatton, Bill, 32–35
- Hewlett-Packard, 50
- Hidden costs, making visible, 125–126
- Hidden value, uncovering, and trading for, 124
- Hillman, Pat, 72
- Human resources (common situations and currencies), 205
  
- IBM:
  - culture, 50, 63
  - example, 121, 248–249
- Image exchange, intergroup, 208
- Importance (position-related currency), 42
- Indirect influence, 246–253
  - collecting information from a distance, 246–247
  - educational systems, 249–251
  - examples:
    - IBM, 248–249
    - Texas Instruments, 252–253
  - impact of organizational systems, 247–248
  - mobilizing external forces, 251
  - understanding their world for likely concerns, sensitivities, 246–253
  - who influences them, 248–249
- Influence/influencing:
  - barriers to, 8–11, 26–31, 70–72, 76–79
  - conversations, forms, 176
  - core premises about, 6–7
  - indirect (*see* Indirect influence)
  - skills, forces increasing need for, 5
- Influence model, 15–35
  - components, 20
    - assuming all are potential allies, 19
    - clarifying your goals/priorities, 20–21
    - dealing with relationships, 22
    - diagnosing potential ally's world, 21
    - identifying relevant currencies, 21–22

- Influence model (*Continued*)  
 influencing through give and take, 22–23  
 conditions requiring conscious use of, 19  
 example of failed influence (and how using influence model could have helped), 32–35  
 exchange (art of give and take), 16–26  
 law of reciprocity, 15–16 (*see also* Exchange(s); Reciprocity)  
 overview diagram, 20  
 reasons for, 7–8, 17–19
- Information (task-related currency), 40–41
- Inquiry Map, 64, 65
- Insiderness (position-related currency), 42
- Inspiration-related currencies, 38  
 excellence, 37  
 moral/ethical correctness, 37  
 vision, 37
- Interaction, decreased, 72, 73–74
- Involvement (personal currency), 44–45, 224–225
- Jack, story of the (hazards of assuming the worst), 28
- Jargon, group, 202–203
- Jeeter, Tom, 112–113
- Job:  
 betting your, 277–279  
 definition boundaries, benefit of loosening, 89  
 issues related to, interconnection with interpersonal issues, 231–232  
 tasks of potential ally, 58–59
- Jobs, Steve, 289
- Joining for a while (extreme solution), 69
- Kane, Ed, 237
- Kanter, Rosabeth, 45, 132–133
- Kerr, Steve, 57
- Kipling, Rudyard (“The Stranger”), 96, 97
- Language:  
 fitting to culture (reframing), 50  
 perception and, 48–49
- Lewis, Herb, 280–282
- Listening (relationship-related currency), 43–44
- Lowry, Ted, 32
- Lutz, Carl, 85, 86
- Malevolence/evil, assuming, 71–72, 284–288
- Management style, 197–198
- Management training programs, 250
- Manipulation:  
 examples, 129, 285–287  
 influence versus, 283–284, 288
- Manufacturing (common situations and currencies), 204
- Martinez, Rudy, 279, 280–282
- Matrix organizations, 189
- Merrill Lynch, 247
- Microsoft, 247
- Miller, Malcolm, 166, 167
- Mistrust, overcoming, 222–223
- Moral/ethical correctness (inspiration-related currency), 37
- Morgan Stanley, 247
- Moses, Robert, 129
- Multiple currencies, 48–49
- Negative attribution cycle, 70–71
- Negative currencies, 45–47  
 using directly undesirable, 46  
 withholding payments, 46
- Negative organizational climate, 288
- New resources (task-related currency), 39
- Ninth House, 296
- Nonconvertible currencies, 54–55
- Objectives. *See* Goals/priorities, clarifying (influence model component)
- Offenbach, Dave, 273–277
- Oliver, Walt, 280–282
- Organization(s):  
 challenges of, 4–5  
 formal versus informal, 255  
 nature of, 255–256  
 politics (*see* Politics, organizational)
- Organizational currencies, 49–50
- Organizational groups/departments/divisions, 200–215  
 applying the model, 201–208

- customers, treating as, 214
- determining minimum cooperation, 215
- examples, 209, 212–213
- goals/priorities, guidelines for setting, 207
- image exchange, 208
- language/jargon, 202–203
- persistence, 210, 215
- sample common situations and
  - currencies:
    - engineers, 204
    - finance, 205
    - human resources, 205
    - manufacturing, 204
    - sales representatives, 204
- step 1 (seeing other group as potential ally), 201–202
- step 1 (understanding their world), 202–206
- step 3 (understanding what you need from the other group), 206–207
- step 4 (dealing with the relationship), 207–208
- stereotyping, intergroup, 203, 214
- thinking from their interests in, not your interests out, 214
- ways people self-limit their influence, 210–211
- Organizational support (task-related currency), 40
- Ownership/involvement (personal currency), 44–45
  
- Panini, Christopher, 69
- Paradox, interesting, 128
- Parker, Ralph, 237
- Partnership relationship, superior-subordinate versus, 148. *See also* Boss
- Personal issues (influence problems with colleagues), 231
- Personality shaping behavior, 57–58
- Personal-related currencies, 38
  - comfort, 45
  - gratitude, 44
  - ownership/involvement, 44–45
  - self-concept, 45
- Personal support (relationship-related currency), 44
  
- Peters, Warren, 11, 142, 292
- Politics, organizational, 254–268
  - assessing situation, 257
  - culture and, 256–257
  - example, 260–268
  - formal versus informal organization, 255
  - knowing/protecting yourself, 259–260
  - nature of organizations, 255–256
  - questions to ask, 258
  - seeking help, 257
  - stakeholders, diagnosing, 258–259
  - ten commandments exercise, 258
  - work styles, collision of, 256
- Position-related currencies, 38
  - contacts, 42
  - importance, 42
  - insiderness, 42
  - recognition, 41
  - reputation, 41–42
  - visibility to higher-ups, 41
- Power:
  - best use of (not expending), 186
  - recognizing/increasing/using your, 271–277
  - relative to potential ally (matrix of strategies), 135
  - sources, 80–81
- Power Up: Transforming Organizations through Shared Leadership*, 164, 180, 209
- Prison guards, classic study, 16
- Problem definition, 225–226
- Prudential Insurance, 81–86, 88, 89, 110, 176
- Pygmalion effect, 172
  
- Rapid response (task-related currency), 40
- Reciprocity. *See also* Exchange(s):
  - examples of, 17, 18
  - ignoring law of, 15–16
  - potential negative aspects:
    - corruption, 288
    - manipulation, 288
    - negative organizational climate, 288
    - revenge, 288
  - role relationship, 230

- Recognition (position-related currency), 41
- Reframing (fitting language to culture), 50
- Rejection, living with, 226–228
- Relationship(s), 96–120
  - agreement, reaching, 116–120
  - assessing world of other person to understand offending behavior, 106–107
  - assessing your role in problem, 106
  - choosing task- or relationship-centered improvement strategy, 107
  - cost-benefit assessment, 113
  - currencies related to, 38
    - acceptance/inclusion, 43
    - personal support, 44
    - understanding/listening/sympathy, 43–44
  - dealing with:
    - change initiatives, 241–242
    - colleagues, 226
    - organizational groups, 207–208
  - downplaying personal feelings and starting to work, 107–108
  - example (partners making exchanges to improve relationship), 118–119
  - importance of, 96–98
  - improving, 102–111
  - influence and, 97–98
  - in influence model, 20, 22
  - self-created barrier to influence, 30–31
  - self-traps in finding and developing allies, 117–120
  - speaking directly about problems, 108–111
  - sticky issues:
    - “I don’t want to talk about this,” 116
    - “you are the problem,” 115–116
    - “you started it,” 116
  - using exchange principles, 111–116
    - asking person the causes of the exact behavior you don’t like, 114–115
    - estimating cost of poor relationship, 112–113
    - knowing yourself, 112
    - moving to joint problem solving—
      - but some sticky issues, 115–116
      - not making negative assumptions, 114
      - saying what you want, 112
    - work styles, adapting to, 98–99, 100, 102
- Reputation (position-related currency), 41–42
- Retirement on the job, 182–184
- Revenge, 288
- Reward systems, 60–61
- Roberts, Brian, 142
- Rocket pitches, 234, 238–239
- Sales representatives (common situations and currencies), 204
- Salomon, Jim, 293
- Sargent, Alice, 43
- Schrempp, Jurgen, 250
- Sculley, John, 278, 289
- Seabrooks, Nettie, 11, 247, 251, 291
- Self-awareness checklist, 95
- Self-concept (personal currency), 45
- Self-oriented politics, 254
- Self-traps, avoiding, 90–95, 117–120, 142–143, 289
- Selling solutions before formally presenting them, 198–199
- Sheldon, Sheila, 94
- Sleaze alert, 127–128
- Sloan, John, 209, 210, 211
- Snelling, Theo, 89
- Snyder, Stanley, 18
- Spaarbeleg, 173–174
- Sponsor, senior executive, 193
- Stakeholders:
  - change projects, 236–239
  - distant, 236–239 (*see also* Indirect influence)
  - organizational politics, 258–259
- Stallkamp, Tom, 250
- Starting/stopping exchange process, 141
- Steinhauer, Jennifer, 15
- Stella, Dan, 159, 237
- Stereotyping, 62, 69–72, 191, 203, 214
- Stobb, Mark, 112–113

- Strategies, trading, 121–143
- allies, selecting, 134–135
    - alternatives available, 134–135
    - amount of effort/credits needed, 134
    - centrality, 134
  - compensated costs, 124–125
  - conditions to use (summary table), 123
  - cooling-out process after trade, 142
  - currency payment not valued, 131
  - dilemmas:
    - escalate or back off, 137
    - openness or partial truth, 137–139
    - plan to drop your approach, 139
    - positive or negative exchange arguments, 140
    - stick to plan or react to the moment, 139
    - stick to task or work the relationship, 140–141
  - escalating (*see* Hardball (escalating to tougher strategies))
  - example, 129
  - free-market trades (clear mutual gain), 123
  - hidden costs, making visible, 125–126
  - hidden value, uncovering/trading for, 124
  - paradox, 128
  - planning, 122–126
  - reciprocal expectations, assuring, 130–131
  - self-traps, avoiding, 142–143
  - setting, choosing, 136
  - showing how cooperation helps the potential ally achieve goals, 123–124
  - sleaze alert, 127–128
  - starting/stopping exchange process, 141
  - time value of currency, 126–133
- Subordinates, difficult, 170–187
- core influence concepts, 170–176
  - feedback as exchange, 176–180
  - influence conversations, forms, 176
  - influence strategies, 175–176
  - knowing world and currencies of, 173–175
  - as potential allies, 172
  - potential problem situations, 180–186
    - competent but difficult subordinate, 180–182
    - retirement on the job, 182–184
    - subordinate wanting inappropriate currencies, 184–185
  - power (not expending, as best use of), 186
- Sympathy (relationship-related currency), 43–44
- Task forces. *See* Cross functional teams, task forces, committees
- Task-related currencies, 38
- assistance, 39–40
  - challenge, 39
  - information, 40–41
  - new resources, 39
  - organizational support, 40
  - rapid response, 40
- Teams. *See* Cross functional teams, task forces, committees
- Ten commandments exercise, 258
- Tension, managing useful, 235–236
- Texas Instruments, 252–253
- Time value of currency, strategies using, 126–133
- borrowing on credit (deferred payment/collateral), 132–133
  - building credit (saving for a rainy day), 126–127
  - calling in past debts, 130
- Timmins, Scott, 285–287
- Training programs, 295–296
- Babson College, 295
  - Stanford Graduate School, 295–296
- UBS Investment Bank, 3
- Understanding/listening/sympathy (relationship-related currency), 43–44
- Universal currencies, 48
- Ven Der Werf, Johan, 173–174
- Versatec, 174
- Visibility to higher-ups (position-related currency), 41
- Vision, 37, 194–197, 234–235
- “Vitacorp,” 73–74

- Walters, Jack, 101  
 Warshaw, Michael, 254  
 Weiler, Catherine, 168, 169  
 Westbrook, Paul, 252–253  
 Wexner, Les, 80  
 Wheeler, Terry, 195–196  
 Where (choosing a setting for exchanges), 136  
 Who (deciding with whom to attempt exchanges):  
   alternatives available, 134–135  
   amount of effort/credits needed, 134  
   centrality of the ally, 134  
 Wielgus, Paul, 102, 105  
 Wilson, Fred, 273  
 Wind power, Montana, 239, 293  
 Withholding payments (negative currency), 46  
 Wood, William (Will), 12, 203, 225, 233–234, 293  
 Work styles:  
   action plan, 99  
   adapting to others' preference, 98–100  
   collision of, 256  
   differences, 100  
   examples:  
     manager preferring close style  
       learning more distant style to match new boss, 102  
     negative consequences of mismatch, 101  
   improving relationship with fit, 110–111  
   increasing repertoire, 99–102  
 World of potential ally, diagnosing, 20, 21, 56–79  
   alternatives to creating distance and limiting influence, 72–74  
   barriers to acting on knowledge of worlds of important stakeholders, 70–72  
   barriers to directness, 76–79  
   career aspirations and personal background, 62–66  
   culture, unit/organizational, 61  
   direct inquiry, 68–69, 74–75  
   environmental of potential ally, 59  
   example (mutual misinterpretation, leading to decreased interaction and understanding), 73–74  
   expressed concerns, 67  
   extreme solution (joining for a time), 69  
   failure at, 33–34  
   gathering real-time data, 66–70  
   how potential ally defines the world, 64–66  
   Inquiry Map, 64, 65  
   job tasks of potential ally, 58–59  
   language as clue, 66–67  
   major forces outside organization, 61–62  
   measurement and reward systems, 60–61  
   metaphors, 66, 67  
   personality and behavior, 57–58  
   relationship and, 106–107  
   stereotyping, dangers of, 69–70  
   task uncertainties, 59–60  
   worries of potential ally, 64  
 Zaphiropolous, Renn, 174  
 ZERO wasted resources, 252