

# Contents

<i>List of Illustrations</i>	xi
<i>Foreword</i>	xiii
<i>Acknowledgments</i>	xv
<i>Preface: The Why's and Wherefore's Behind This Book</i>	xvii
<b>1 Introduction</b>	<b>1</b>
<b>Part One: The New Paradigm for Leadership Selection</b>	<b>21</b>
<b>2 Design for a New Selection Model</b>	<b>23</b>
<b>3 The Abilities Bucket</b>	<b>41</b>
<b>4 The Personality and Energy Bucket</b>	<b>61</b>
<b>5 The Character Bucket</b>	<b>73</b>
<b>6 The Company's Needs</b>	<b>97</b>
<b>7 Corporate Culture</b>	<b>111</b>
<b>Part Two: Fixing a Flawed Selection Process</b>	<b>137</b>
<b>8 The New Hiring Process—"Hit My Smoke!"</b>	<b>139</b>

<b>9</b>	Changing the Way Candidates are Vetted	149
<b>10</b>	The Missing Links to Selecting the Right Leader	167
<b>11</b>	The FAC Process at Work: The Case of SDI, Inc.	197
<b>12</b>	Putting It All Together: A Recipe for Success	211
<b>Part Three: Conclusion</b>		<b>235</b>
<b>13</b>	Why Boards Should Care	237
<b>14</b>	“You’re Cleared in Hot”	259
	<i>Notes</i>	279
	<i>Appendix A. Assessment Tools Matrix</i>	293
	<i>Appendix B. Cross-Cultural Virtues</i>	297
	<i>Appendix C. Book Figures</i>	303
	<i>Bibliography</i>	307
	<i>Index</i>	317