

## CONTENTS

Preface	xi
About the Authors	xvii
Introduction	1
<i>Kerry A. Bunker, Douglas T. (Tim) Hall, Kathy E. Kram</i>	
<b><u>PART ONE</u></b> The Gap Within	11
<b>ONE</b> Views from the C-Suite	15
<i>Naomi S. Marrow</i>	
<b>TWO</b> The Learning Premise: A Conversation with Peter B. Vaill	43
<i>Peter B. Vaill, with Kerry A. Bunker and Laura Curnutt Santana</i>	
<b>THREE</b> Unlocking Leadership Potential: Overcoming Immunities to Change	69
<i>Deborah Helsing, Lisa Lahey</i>	
<b><u>PART TWO</u></b> The Gap Between	95
<b>FOUR</b> Helping Leaders to Become Emotionally Intelligent	97
<i>Cary Cherniss</i>	

**FIVE** Leadership as Relational Practice 121

*Joyce K. Fletcher*

**SIX** The How-to-Be Leader: A Conversation  
with Frances Hesselbein 137

*Frances Hesselbein, with Kathy E. Kram*

**PART THREE** The Gap in the System 153

**SEVEN** The Not-So-Secret Sauce of the Leadership  
Development Recipe 155

*Morgan W. McCall Jr., George P. Hollenbeck*

**EIGHT** People in Context 175

*Barry Oshry*

**NINE** Leading Inclusively: Mind-Sets, Skills, and Actions  
for a Diverse, Complex World 197

*Ilene C. Wasserman, Stacy Blake-Beard*

**PART FOUR** The Gap at the Institutional Level 213

**TEN** Developing Leaders with Cultural Intelligence: Exploring  
the Cultural Dimension of Leadership 217

*Laura Curnutt Santana, Mireia las Heras, Jina Mao*

**ELEVEN** The Shifting Paradigm of Executive Leadership  
Development: Moving the Focus to the Impact of the Collective 239

*Trina L. Soske, Jay A. Conger*

<b>TWELVE</b> On the Other Side of the Divide: How Leaders Must Lead in the Post-Boom Era	271
<i>Peter C. Cairo, David L. Dotlich</i>	
<b>THIRTEEN</b> Leadership in the Corner Office: The Board's Greatest Responsibility and Challenge	295
<i>Peter C. Browning</i>	
<b>FOURTEEN</b> Looking Forward: Creating Conditions for Extraordinary Leadership	313
<i>Kathy E. Kram, Douglas T. (Tim) Hall, Kerry A. Bunker</i>	
References	323
Name Index	349
Subject Index	355
About the Center for Creative Leadership	365

