

Index

- 360° feedback 185, 191–6
- Adair, John 181
- Adams, Scott 19
- aesthetics 87–8
- ambitions 195
- An Inconvenient Truth* (Gore) 87
- Apple 48
- appraisal systems 178
- arbitrage 68–9
- architecture
 - organizational 63–4
 - physical 108–9, 121
 - Sony Europe 121
- army 173–5
- arrogance 152, 153
- articulate knowledge 25
- assessment systems 178–9, 182, 185–96
- AT&T 12
- attraction game 76–8
- attributes *see* core attributes
- autocratic leadership 30, 173–5
- “away” mentality 149–50
- balancing acts 47–56
 - competencies 52–6
 - execution 171–2
 - exploitation 47–52
 - informal approach 52
 - innovation 48–52
 - knowledge 53–6
 - novelty 47–8, 51
- Barletta, Martha 79
- Bartlett, Chris 59–60
- Beckham, David 78
- belonging 70–1
- big, hairy, audacious ideas (BHAI)s 101–2
- blocking talent 153
- BMW 88
- Booker, Christopher 103
- boot camps 174
- “bottlenecks” 150–3
- BP (British Petroleum) 102
- British Army 173–5
- British Petroleum (BP) 102
- Brokeback Mountain* (movie) 15
- Browne, Lord 15
- Buckingham, Marcus 182
- Buffett, Warren 15–16
- Bush, George W. 138
- business principles 9–10
- call centers 176
- capability 152–3, 155, 162, 167–72, 183
- capacity 155, 162, 166–7
 - balancing acts 171–2
 - leadership 183
 - not to do lists 166
 - Sue’s story 157
- capital
 - intellectual 26–7, 64, 89
 - psychological 26–7, 64, 89–90, 168
 - social 26–7, 64, 99–100
 - traditional money-making 7
- Carnegie, Andrew 45
- celebrations 104–5
- CEOs (chief executive officers) 44, 133–4
- ceremonies 104–5
- challenge of leadership 29–30, 129–30, 160, 183, 188–9
- Chambers, John 29
- change
 - the future 131

- change (*continued*)
 leadership 143–5, 196
 personal change 6–7
 reasons for change 67–8
 sustaining change 4–6
 three Es 114
 wider contexts 128–9
- changing your mind 160–2
- Chen, Steve 10
- chief executive officers (CEOs) 44,
 133–4
- choice 10–11, 128
- Christensen, Clayton M. 43–4
- Chrysler 12
- circles of influence 143–5
- Cisco Systems 59
- Clifton, Donald 182
- Cluetrain Manifesto* 102
- coaching 168–9
- coming together 9–13
 business principles 9–10
 failure 12–13
 global choice 10–11
 world without rules 11–12
- commitments 134, 147–53, 183
- communication
 meanings 192
 three Es 114
- competence 3–7, 67–88
 attraction game 76–8
 the average person 83
 back to the future 67–8
 complexities 52–6
 customization 76
 entrepreneurial sociologists 68–9
 fitness strategies 85–7
 freedom 69–74, 80–1
 identity 82–3
 information access 74–6
 intelligence 125–7
 leadership 177, 179, 183–5, 188–
 9
 markets 80–2
 peacock principle 85–8
 real people 71–2
 sexy strategies 85–7
 short supplies 84–5
 thinking abnormally 83–4
 winners 72–3
 women 78–80
- competition 4–5
- competitive advantage 25
- confidence 89–97
 boosting 94
 engagement 134, 137–9, 147,
 152
 flow states 91–2
 hope 95–6
 leadership 31–2, 179–80, 183–5
 optimism 94–5
 peak performers 90–1
 positive psychology 92–4
 psychological capital 89–90
 resiliency 96–7
 Sue's story 157
- conformity 38
- consequences 149–50
- conservative thinking 16
- consultative leadership 31–2
- consumption 82
- context of leadership 183, 188–9
- contingency plans 164–7
- core attributes, leaders 177
- core values 140
- “corks in bottlenecks” 150–3
- Corporate Celebration* (Deal & Key)
 104–5
- corporate culture 101
- corporate religion 99–101, 120
- country head role 151
- courage 99–110
 corporate celebration 104–5
 corporate religion 99–101
 execution 155, 159–62
 experience 107–8
 having dreams 101–2
 leadership 179, 183–5
 organizational structures 109–10
 physical architecture 108–9
 storytelling 102–4
 values 105–6
- creation
 balancing acts 47–9, 51
 good management 44
 separation strategies 57, 62
 three Es 114
see also innovation
- crises management 17–18
- critical business dimensions 68
- cross functional teams 167–8
- crowd wisdom 145–6
- Csikzentmihalyi, Mihaly 92–3

- culture
 army life 174
 corporate culture 101
 customization 76, 140
see also personalization
 cyclical innovation 57–8
- Darwin, Charles 85–7
- Davis, Miles 6
- Deal, Terence 104
- delegating authority 168
- Dell 76, 86
- de-massification 23–6
- democratization 74–6
- development of leaders 177–96
- deviance 37–42, 177
- difference 20–1
- differentiated strategies 178
- dilemmas 43–4
- disabled job seekers 129–30
- discretionary effort 149
- discussions 75
- Disney 16
- dispersion 54
- diversity 54
- dreams 101–2, 119–22
- Drucker, Peter 40–1
- Dubai 101
- Early Opportunity System (EOS) 27
- Early Warning System (EWS) 27
- Eastman Kodak 36
- eBay 10
- economic freedom 80–1
- Edström, J. Sigfried 29
- education 89–90
- efficiency 42
- Einstein, Albert 40
- emotional intelligence 90, 138
- emotions 107–8, 142
- employee morale 25–6
- employee value propositions (EVPs) 139
- employees 25–6, 30–2, 53
- energizing leadership 29–33
- energy of excellence 23–7
 de-massification 23–6
 IC/PS/SC 26–7
 need for speed 23–4
 synchronizing processes 27
- energy modes 64–5
- engagement 113–15, 133–6
 commitments 147–53
 confidence 137–9, 147, 152
 elements 137–54
 Harry's story 134–6
 opening doors 133–4
 relationships 139–45, 147, 152
 rituals 142–5
 storytelling 141–2
 Sue's story 157
- entertainment 118–19
- entrepreneurial sociologists 68–9
- environments 108–9, 127–9
- envisioning 113–15, 117–32
 back to the future 130–2
 elements 118–19, 125–32
 entertainment 118–19
 environments 127–9
 explaining why 117–18
 failure example 123
 Henri's story 151
 intelligence 125–7
 inventory 188
 leadership challenge 129–30
 Sony Europe 119–22
 Sue's story 157
- EOS (Early Opportunity System) 27
- three Es 113–15
see also engagement; envisioning;
 execution
- ETBS (Expected Time Between Surprises) 17
- ethics 74, 87, 105–6
- ethnocentric separation model 59–60
- EVEolution* (Popcorn) 78–9
- EVPs (employee value propositions) 139
- EWS (Early Warning System) 27
- excellence 23–7
- execution 113–15, 155–72
 balancing acts 171–2
 capability 155, 162, 167–72
 capacity 155, 157, 162, 166–7, 171–2
 changing your mind 160–2
 contingency plans 164–7
 courage 155, 159–62
 elements 159–72
 feedback 169–70
 performance dashboards 162–4

- execution (*continued*)
 Sue's story 156–8
 Tony's story 171–2
 existential freedom 73–4
 expectations 148, 149
 Expected Time Between Surprises (ETBS) 17
 experience 89–90, 107–8
 explaining why 117–18
 exploitation
 balancing acts 47–52
 separation strategies 57–62
 extensity of knowledge 53–6
- Facit 42
 failure 12–13, 35
 chief executive officers 44
 consequences 149–50
 envisioning 123
 learning experiences 95
 positive failure 18–19
 fairness 160
 fame 70
 fashion companies 53
 feedback 169–70, 185, 191–6
 fission 65
 fitness, army recruits 174
 “fitness” strategies 85–7
 flow states 91–2
 focus 65
 followership 137–9
 see also leadership
 Forbes 100 companies 36–7
 Force Elements at Readiness 175
 Ford, Henry 68
 Foreman, George 19
 Frankl, Victor 117
 freedom 69–74
 friction 65
 friendship 139–41
 see also relationships
 fusion 65
- Gates, Bill 7, 12
 GE *see* General Electric
 Gehry, Frank 109
 General Electric (GE) 7, 36, 38–9, 44
 Generation Choice 10–11, 128
 genetic aspects 180–2
 geographical space 59–60
- Ghoshal, Sumantra 59–60
 global choice 10–11
 globalization 50
 GM 12–13
 goals 94–6
 good life 93
 Google 69
 Gore, Al 5–6, 87
 Grameen Bank 15, 80
 great to grave corporations 43–5
 group mind mapping 165
- handicaps 86–7
 Harry's story 134–6
 healthy mindedness 93
 Hedlund, Gunnar 49, 52, 58, 109
 Henri's story 150–3
 Holmes and Watson separation
 model 59, 61–2
 Hon Hai 25
 hope 95–6
 human resources (HR) 178–9
 Hurley, Chad 10
- IBM 13, 16
 corporate come back 50
 future opportunities 47
 optimism 95
 personalization 77
 storytelling 103–4
 values 106
- IC (intellectual capital) 26–7, 64, 89
 ideas 4, 19–20, 101–2
 identity 82–3
 ignorant intelligence 12
 imaginary ignorants 96
 imagination 103
 individual change 131
 individual space 61–2
 influence 143–5
 see also leadership
 information access 74–6
 Infosys 23
 innovation
 balancing acts 48–52
 constant surprises 18
 de-massification 25
 separation strategies 57–62
 see also creation
 institutional space 59
 institutions 67, 70, 72

- intellectual capital (IC) 26–7, 64, 89
- intelligence 90, 125–7, 180–1, 184
- intensity of knowledge 53, 55
- Internet 9–10
- interviews 191, 192
- inventories 182, 185–9, 192
- The Investors Dilemma* (Christensen) 43
- James, William 93
- Johan's story 180
- Jong, Erica 99
- Kallasvuo, Olli-Pekka 109
- karaoke 45
- Kerr, Steve 91
- Kets De Vries, Manfred 96
- Key, M.K. 104
- King, Martin Luther Jnr 101
- Kjerulf, Alexander 108
- knowledge 52, 53–6
- knowledge workers 7
- Kotter, John 63, 179
- Kutaragi, Ken 120–1
- language 104
- Las Vegas 78
- leadership
- challenge 29–30, 129–30, 160
 - confidence 31–2
 - consultative 31–2
 - courage 159–60
 - creating surprise 20
 - development 177–96
 - difference 21
 - energizing 29–33
 - engagement 137–54
 - feedback 185, 191–6
 - flow states 92
 - freedom 73
 - handling employees 30–2
 - information access 74–5
 - initiating discussion 75
 - intelligence 125–7, 180–1, 184
 - lack of leaders 179–80
 - location 51–2
 - nature versus nurture 181–2
 - new approach 63
 - output strategies 32–3
 - profiles 183–5, 193
 - selection 177–9, 183
 - socio-economic arbitrage 69
 - style 30–2
 - synchronizing processes 27
 - talent 177–9, 191
 - teamwork 167–8
 - see also* management
- Lewin, Kurt 196
- Like No Other campaign, Sony 119, 142
- Linux 10
- Lou Reed creative thinking method 121–3
- loyalty 31, 174–5
- Luthans, Fred 94
- McDonald's 50–1, 127
- McGuinness, Martin 15
- MacGyver, Angus 61–2
- McKinsey consultants 45
- Madonna 6
- management 35–42
- destroying deviance 37–42
 - failure 35–7
 - good management 43
 - mean averages 39–40
 - performance 36–7
 - pursuing plus 40–1
 - rationales 41–2
 - techniques 38
 - see also* leadership
- Manchester United 6
- Mandela, Nelson 96–7, 99, 141
- Manpower 24
- March, James 49
- “market place”, OST 146
- markets 80–2
- Maslow 93
- Mathias's story 191
- the Matrix* (movie) 71–2
- meaning 93, 117, 192
- measures of performance 162–4
- mediocratization 74–6
- Mehrabian, Albert 137
- mental illness 92–3
- mental space 127–8
- meritocratization 74–6
- metro sexual men 78, 83
- Microsoft 51
- mind mapping 165
- Mindlab 108

- mistakes 18
 MIT campus, Boston 109
 Mittal, Laksmi 15
 money-making 7
 Moore's Law 32
 morale of employees 25–6
 motivation 148, 149–50
 mythology, Sony Europe 120
- Nando's 52
 Napoleon 95
 nature versus nurture 181–2
 needs 195
 Nestlé 105
 Netizens 103
 networking leadership 141, 143–5
 Nokia 12, 109
 not to do lists 166
 novelty 47–8, 51
 nurture versus nature 181–2
- office space 108–9
 OhMyNews (South Korea) 10
 Open Space Technology (OST)
 145–6
 optimism 94–5
 organizational aspects
 architecture 63–4
 change 131
 space 60–1
 structures 109–10
 talent blocking 153
 tribes 77–8
 OST (Open Space Technology)
 145–6
 outsourcing 24–5, 59
 over-capacity 32
- Paisley, Ian 15
 Palmisano, Sam 106
 participation 193–4
 passion 10, 44, 103
 PC *see* psychological capital
 peacock principle 85–8
 peak performers 90–1
 Pease, Allan 79
 Pease, Barbara 79
 people power plant 63–6
 energy modes 64–5
 organizational architecture 63–4
 questions 65–6
- perceptions, leadership 182
 performance
 dashboards 162–4
 peak performers 90–1
 top companies 36–7
 personal change 6–7
 personalization 77, 140–1
 see also customization
 “Peter Principle” 181
 Peters, Tom 13, 44
 Picasso, Pablo 6, 41, 47
 Pixar 108
 PlayStation 120–1
 pleasant life 93
 polycentric separation model
 59–60
 Popcorn, Faith 78
 positive deviants 177
 positive psychology 92–4
 Powell, Colin 95
 practice 96, 196
 profiles 183–5, 193
 “prosumption” (Toffler) 76
 psychological capital (PC) 26–7
 confidence 89–90
 execution 168
 people power plant 64
 psychological contracts 140, 147
 see also commitments
 psychology 92–4, 181–2
 Putin, Vladimir 6
- questionnaires *see* inventories
 questions 65–6, 69, 174
- R&D (research and development)
 142–3
 Reagan, Ronald 5
 recruitment, army 173–5
 Red Bull 108
 relationships 93, 134
 engagement 139–45, 147, 152
 leadership 183
 relevance 42, 80
 reputation 106–7
 research and development (R&D)
 142–3
 resiliency 96–7
 responsibilities 148, 181
 rewards 148–9
 risk 18, 161

- rituals of engagement 142–5
Roddick, Anita 9
rugby separation model 59–61
Rules of Play Day 170
Rutgers University 140
- SC (social capital) 26–7, 64, 99–100
Schumpeter, Joseph 19
Schwartz, Jonathan 9
selection of leaders 177–9, 183
self assessment 182, 185–9, 192–6
self belief 137
Seligman, Martin 93
Semco 77
Semler, Ricardo 77
separation strategies 57–62
 across space 58–62
 ethno/polycentric models 59–60
 exploitation 57–62
 innovation 57–62
 over time 57–8
sexy strategies 85–7
shared language 104
shopping 79–80
sight 79
skill and will 91, 138, 160
slogans 103
Smart, Ninian 100
social capital (SC) 26–7, 64, 99–100
socialization 52
socio-economic arbitrage 68–9
sociologists 68–9
solitude 85
Sony 54, 90, 119–22, 159–60
 leadership assessment 178, 192–3
 storytelling 141–2
space 58–62, 108–9
spiritual dimensions 100
Standard & Poor 500 firms 36–7
standardization 77
storytelling 102–4, 141–2
strategies 155, 178, 191
strengths 41, 182, 184, 193, 195
stress 108
stretch goals 94
structures, organizational 109–10
submarines, Sony 121, 141
success 94, 148–9
Sue's story 144–5, 156–8
Sun Microsystems 77
super-heroes 41
super-zeros 39–40
surprises 15–21
 being the surprise 19–21
 constant surprises 17–19
 shifting patterns 15–16
 unexpected happenings 16–17
survival 49, 85–6
SWAN analysis 194–6
SWOT analysis 194
- tacit knowledge 52
talent 3–7, 109–10
 blocking talent 153
 Harry's story 134–6
 leadership development 177–9, 191
 relationship building 140
 sustaining change 4–6
 truce from war 3–4
 understated 134–6
 winning aspects 4
tasks 109–10
teams 131, 146–50, 167–8
technology 67, 69–70, 72, 120
temporary monopolies 19–20
theory into practice 196
“three differences” leadership
 exercise 194
three-sixty degree feedback 185, 191–6
titles 109–10
Toffler, Alvin 76
Tony's story 171–2
“toward” mentality 149–50
Toyota 12, 51
traditional institutions 70
transparency 190–1
tribal aspects 70–1, 77–8
trust 106, 161
Tuckman, Bruce 170
Twain, Mark 12, 96
- Ubuntu (needing each other) 3
Ulrich, David 176
uncertainty 30, 50
uniqueness of ideas 19–20
United States 101–2
- values 67, 70, 72, 105–6, 139–40
virtual teams 167
vision (sight) 79

-
- Wachowski, Andy 71–2
Wachowski, Larry 71–2
Wacker, Watts 73
Watson, Thomas J. Snr 95
weaknesses 195
Weber, Max 39
Welch, Jack 155
well-educated employees 53
What's In It For Me (WIIFM) 140,
148–9
*Why Men Don't Listen & Women
Can't Read Maps* (Pease &
Pease) 79
“why” questions 69, 174
WIIFM *see* What's In It For Me
Wikipedia 10
- will and skill 91, 138, 160
winning 4
women 78–80
- Xerox 48
- Youssef, Carolyn 94
YouTube 10
Yunnus, Muhammad 15, 80
- Zahavi, Amotz 86
Zola, Emile 91
- Index compiled by Indexing
Specialists (UK) Ltd*