

Index

1001 Ways to Reward Employees, 218

Activities, 260–262

- commitment and, documented, 68, 104, 114
- complex covenants and, 99
- framing solutions, 135–136, 141, 151
- imbalances in, 160
- impromptu conversations and, 30
- individualizing, 228, 235
- listening and, 193
- means of execution and, 76
- openness and, 128
- personal and professional development, 251, 252, 255
- positivity and, 150, 151
- progress, focusing on, 151
- rewarding behavior, 205–206, 209, 219, 221
- scripted conversation and, 179–182
 - expressing concern, 200
 - giving credit, 217
 - symbolic victory, 233
- attentiveness, 207–208

Accountability, ix, x, 6, 16, 24, 62, 258

- authority and, 198
- continuous, 177
- covenant for, importance of, 99, 113, 226, 254, 256
- face-to-face meetings, importance of, 127
- feedback and, 42
- leadership skills and, xvi
- monitoring, 226
- personal development and, 249, 250
- promotability and, 20, 113
- realistic expectations for, 42, 60, 226
- resonance and willing, 61
- rewards and recognition, 228
- time and, 246
- trust and bonding, as a means of building, 186

Ad hoc confrontations, positivity and, 164

Adair, Red, 155

Adams, John, 13

Agreement, reaching:

- compromise, 48–49
- consensus, 49
- expertise, 48
- majority rule, 49
- minority rule, 49

Akroyd, Dan, 37

Apathy:

- dishonesty and, 189
- resentment of confrontations and 15

Ashe, Arthur, 261

Attentiveness, celebrating the right things and, 207–208

Attitudes:

- commitment and, documented, 68, 104, 114
- complex covenants and, 99
- expectations and, 260
- framing solutions, 135–136, 141, 151
- imbalances in, 160
- impromptu conversations and, 30
- individualizing, 228, 235
- listening and, 193
- means of execution and, 76
- negative, 198, 199
- openness and, 128
- personal and professional development, 251, 252, 255
- positivity and, 150, 151
- progress, focusing on, 151
- rewarding behavior, 205–206, 209, 219, 221
- scripted conversation and, 179–182
 - expressing concern, 200
 - giving credit, 217
 - symbolic victory, 233
- attentiveness, 207–208

Authority:

- institutional
 - appearance of interest, 27–28
 - benefits and compensation, 66
 - candor, encouraging, 35
 - commitment
 - leader and team member, 64, 80
 - specificity and, 47–48, 68–70
 - courtesy, modeling, 32–34
 - flexibility and, 178, 183
 - information sharing and, 28–29
 - vs. majority rule, 49
 - minority self-image and, 41
 - organizational power and, 185
 - positivity and, 151
 - unreasonable confrontations, 146
 - who to confront, 122

popular

- Authority (continued)
 candor, encouraging, 35
 courtesy, modeling and, 34
 positivity and, 151
 promotions and, 27
 self-image and, 41
- Backbiting, negativity and, 161
- Blanchard, Ken:
 creating a safety zone and, 46, 218
 consistent recognition and, 207, 218
- Blitzer, Wolf, 155
- Blowfish syndrome, 153
- Bonding:
 honesty, 188–191
 listening, 191–194
 overview, 185–186, 200–202
 scripts, 194–196
 expressing concern, 198–200
 getting to know team members, 196–198
 trust and, 186–188
- Brain hemispheres, 156
- Bryant, Kobe, 15
- Burnout, dishonesty and, 189
- Cable News Network (CNN), 154, 155
- Celebration:
 macrocelebrations, 224–226
 microcelebrations, 224–226
 personal and professional development
 activities, 260–261
 attitudes, 260
 covenant, 253–257
 habits, 258–259
 motions, 251–253
 overview, 249–250, 261–263
 skills, 259
 planning for peaks
 collaboration, encouraging, 228–230
 double vision, 224–226
 effort and results, 230–232
 individual vs. group, 226–228
 overview, 223–224, 233–235
 symbolism, 232–235
 the right things
 how, 218–219
 overview, 205–206, 220
 what, 206–208, 209–211
 when, 211–213
 where, 213–215
 who, 208–209
 why, 215–217
 underlying agenda of, 237–238
- Changes and challenges:
 flexibility, 178
 overview, 169–175, 182–184
 scripting, 179–182
 time management, 175–177
- Christianity, confrontation and, 11
- Christmas cards, toxic, 213–214
- Churchill, Winston, 29
- Collaboration, 48, 173, 188, 210, 228
- Collins, Jim, 26
- Commitment:
 benefits and compensation, 65–67
 forming a, 68–70
 job satisfaction, 67–68
 leadership and, 64–65
 overview, 63–64, 79–81
 scripts, 70–71
 how, 76–78
 what, 72
 when, 73–74
 where, 74
 who, 71
 why, 74–76
 summing up the conversation, 78–79
See also Confrontation; Conversation; Covenant
- Communication, nonverbal, 38
- Compliments, 157, 217
- Conflict, ix, x, xiv, 62
 ambiguity, 177
 covenants, 99, 114, 254–256
 dishonesty, 24
 negative confrontations, 6
 outlining conversations, 50–51
 personal development, 141, 249–250
 personal and professional responsibilities, 141
 positivity, 149
 compliments and, 157
 procrastination and ineffective communication, 29, 54
 promotability, 20
 trust and bonding, 186
 unrealized expectations, 19, 60
 Wooden comments on, 16
- Confrontation:
 career success and, 14
 as compressed therapy, 10
 courage and, 11–12
 defined, 5
 expectations and, 19
 habits, skills, attitudes, activities, and, 135–146
 historical, 12–13
 honesty and, 120–122
 how to confront, 128–129

- misunderstandings about, 4–5
- negative, 5–7
- overview, 3–4, 20–21, 119–120, 146–148
- planning and preparation, importance of, 7–10
- scripted, 129–135
- talent and, refining raw, 15–16
- wasted effort, reducing, 16–17
- what to confront, 124–125
- when to confront, 125–126
- where to confront, 126–127
 - open vs. private, 127–128
- who to confront, 122–124
- written commitments, importance of, 17–19
- See also* Bonding; Changes and challenges; Positivity
- Conversation:
 - beginning, 46
 - agreement, reaching, 48–49
 - specificity, 47–48
 - critical components, 28–29
 - courtesy and timing, 31–34
 - location, 34–35
 - no surprises, 30–31
 - what to cover, 36
 - when, 29–30
- MBWA
 - lost, 24–26
 - reborn, 26–28
- outlining, 49–51
 - how, 57–60
 - what, 53–54
 - when, 54–55
 - where, 55–56
 - who, 52–53
 - why, 56–57
- overview, 23–24, 60–62
- triangulating information, 36–46
- Corporate counsel, 40
- Course correction, viii, xiv
 - catastrophizing and, 154
 - emotional purpose and, 239
 - expectation and, 19
 - timeliness and, 125
- Covenant:
 - CEO, role of, 86–88
 - responding to the first draft, 89–90
 - item-by-item, 90–98
 - success, 98–99
 - complex, 99–100
 - double usage, 84–85
 - obligations and opportunities, 111–113
 - overview, 83–84, 113–115
 - sales director, role of, 100–102
 - commitment and, 102–107
 - sample covenant, 107–111
- Cox, Danny, 217
- CNN, 154–155
- Cynicism, xiv
 - making an impression, 3, 21
 - positivity and, 149, 260
 - failing to acknowledge progress and, 165, 206, 220
 - organizational power and, 185
 - dishonesty and, 189
- Data collection, 44. *See also* Observations
- Desperate Housewives*, 241
- Displacement theory, 156–158, 167
 - celebration and, 209
- Double usage, 84–85
- Double vision, 224–226
- Douglas, Will, 25
- Effort, rewarding, 230–232
- Emerson, Ralph Waldo, ix
- Emotion, absence of, 156
- Emotional Purpose, xi
 - celebration and, 238–240
 - individualization, 240–242
 - scalability, 242–244
 - foundation for commitment, 64
 - understanding, 239
- Encouragement:
 - appreciation and finding employee strengths, 210–211
 - leadership and, 152–153
- Expectations, importance of realistic, 19
- Feedback, gathering from others, 41–42
- Five Whys test, 75–76
- Franklin, Benjamin 13
- Gandhi, Mahatma, 13
- Goals, ultimate:
 - double vision, 224
 - self-esteem issues and, 227
- Goldilocks theory, 55, 58
- Gossip, negativity and, 161
- Guidance, organizational productivity and, 229–230
- Habits, 258–259
 - commitment and, documented, 68, 104, 114
 - complex covenants and, 99
 - framing solutions, 135–136, 141, 151
 - imbalances in, 160

- Habits (continued)
 impromptu conversations and, 30
 individualizing, 228, 235
 listening and, 193
 means of execution and, 76
 openness and, 128
 personal and professional development, 251, 252, 255
 positivity and, 150, 151
 progress, focusing on, 151
 rewarding behavior, 205–206, 209, 219, 221
 scripted conversation and, 179–182
 expressing concern, 200
 giving credit, 217
 symbolic victory, 233
 attentiveness, 207–208
- Hierarchical organization, 185–188, 190
- Hewlett, Bill, 23, 26
- Hewlett-Packard, MBWA and, 23, 24, 26, 27
- Honesty:
 bonds and, forming, 188–191
 brutal, problems with, 158–159, 189, 252
 clearly stated goals and, 54
 efficacy and, 120–122
 trust and, 186–188
 vs. truth, 120
- Hoover, John, 46
- Individualization:
 rewards and, 240–242
 triangulation and direct conversations, 42–43
- Inter-hemisphere data transfer, 156
- Intermittent Recognition. *See* Recognition, intermittent
- International Organization for Standardization (ISO), 24
- Jefferson, Thomas, 13
- Joy. *See* Emotional purpose, foundation for commitment
- Judgment:
 attentiveness, 207
 change, dealing with, 169, 176
 consideration of team member moods, 46
 decreasing tension in confrontations and, 128
 feedback and, 210
 lack of trust and, 126
 reaching agreement and, 49
 successful execution and, 97, 111, 132, 139, 175
 timing trade-offs and, 73
- Justification, 98, 109, 137, 253
- Kampground of America (KOA), 239
- Keller, Helen, 12, 13, 21
- King, Martin Luther, Jr., 13
- Klein, Anne, 241
- Kvetching, 161
- Law and Order*, 241
- Leadership:
 commitment, 64
 servant, 186
- Leadership When the Heat's On*, 217
- Littlejohn, Stephen, 243
- Lynne, Carol, 25
- Management by Walking Around (MBWA):
 confrontation location and, 127
 covenants and, 83
 defined, 23–24
 leadership commitment and, 64
 lost, 24–25
 style, lack of, 25
 support, lack of, 26
 time, lack of, 25–26
 reborn, 26–28
 who, what, when, where, why, and how routine, 51
- Management by Writing it Down, 83
- Masters of business administration (MBA)
 programs:
 absence of confrontation instruction in, xvi
 commitment and, 64–65
 MBWA and, 25
- McGraw, Phil, 10
- Mendacity, 189
- Microcelebrations. *See* Celebrations, microcelebrations
- Micromanaging:
 vs. constructive confrontation, 150, 166
 employee version of, 68–69
- Misrepresentation, xiv
- Motivation redux, 244–245
- Mt. Everest, double vision and climbing, 225, 234
- Murphy, Eddie, 37
- National Association for Employee Recognition, 218, 223
- National Basketball Association (NBA), 15, 71
- National Broadcasting Company (NBC), 29–30
- National Football League (NFL), 71, 225, 234
- Negativity. *See* Positivity
- Nelson, Bob, 218–219, 223
- Nicholson, Robert, 25

- Obligations, 111–113
- Observations from afar, 37–40, 44
- Opportunities, 111
- Opposing motions, 251–253
- Ostrich effect, 190

- Packard, Dave, 23, 26
- Parcells, Bill, 16–17, 21
- Peale, Norman Vincent, 46, 201
- Peer reviews, 44
- Performance, assessing and confronting:
 - data and, 43–44
- Peters, Tom, 23, 27
- Plan for the Peaks 223
- Pope, Alexander, 251
- Positivity:
 - catastrophizing, avoid, 153–154
 - confidence building and, 159–160
 - displacement theory and, 156–158
 - encouragement, 152–153
 - honesty and, 158–159
 - in leadership roles, 160–161
 - celebrations, 165
 - commitments, 162–163
 - confrontations, 164–165
 - conversations, 161–162
 - covenants, 163–164
 - overview, 149–151, 166–167
 - progress, focus on, 151–152
 - solutions, importance of offering, 154–156
- Powers, Austin, 159
- Privacy, confrontations and, 128
- Progress:
 - assessing and confronting
 - data and, 43–44
 - focus on, 151–152
- Public displays of appreciation (PDAs), 212
- Public service announcements, 23–24

- Qualifications:
 - flexibility and 178, 182
 - leadership, 65
- Quid pro quo, 17, 101
- Quitting, prematurely, xvi–xvii
- Quotas:
 - motivation and, 105, 110, 138
 - realistic expectations and, 102, 105

- Recognition:
 - continuous, 213, 220
 - intermittent, 213, 220
 - overview, 44–46
 - See also* Celebration
- Respect, timing and, 30–31
- Results, rewarding, 230–232
- Rewards, 44–46
 - behavior and, xiv, 205
 - that resonate, 237–238, 246–248
 - emotional purpose and, 238–244
 - formula X, 246
 - motivation and, 244–245
 - time and, 245–246
- Roosevelt, Theodore, 190, 261

- St. John's, 241
- Sanger, Margaret, 13
- Scalability, rewards and, 242–244
- Scheduled confrontations, ad hoc vs., 164
- Schlessinger, Dr. Laura, 10
- Scouts, Boy/Girl, 8, 252
- Scripts:
 - giving credit, specificity and, 216–217
 - recognizing team member strengths, 210–211
 - structuring, 49–51, 70–71
 - how, 57–60, 76–78
 - what, 53–54, 72
 - when, 54–55, 73–74
 - where, 55–56, 74
 - who, 52–53, 71
 - why, 56–57, 74–76
- In Search of Excellence*, 23
- Self-image, 41
- Sequoia National Forest, 154, 155
- Servant leadership. *See* Leadership, servant
- Sex and the City*, 241
- Shamu, 46, 207, 218
- Six Sigma, 24
- Skills, 259
 - commitment and, documented, 68, 104, 114
 - complex covenants and, 99
 - framing solutions, 135–136, 141, 151
 - imbalances in, 160
 - impromptu conversations and, 30
 - individualizing, 228, 235
 - listening and, 193
 - means of execution and, 76
 - openness and, 128
 - personal and professional development, 251, 252, 255
 - positivity and, 150, 151
 - progress, focusing on, 151
 - rewarding behavior, 205–206, 209, 219, 221
 - scripted conversation and, 179–182
 - expressing concern, 200

- Skills (continued)
 giving credit, 217
 symbolic victory, 233
 attentiveness, 207–208
- Solutions, importance of offering, 154–156
- Specificity:
 celebrations and, 218–219
 commitment and, 47–48
- Stand-up boss, 34, 38, 61
- Subordinates' revenge, 68
- Sullivan, Annie, 12–13
- Summations, conversation, 78–79
- Surrender to the system, 64, 80, 250, 251
 giving thanks for, 216
- Symbolism, celebrations and, 213–214, 232–233
- Talk shows, 10
- Third-party compliments, 217
- Time, rewards and:
 completed tasks, 244–245
 course correction and, 125
 MBWA and lack of, 25–26
 tying the two together, 245–246
- Toys-R-Us, 241
- Trading Places*, 37
- Triangulating information, 36–37
 achievements, recognizing/rewarding, 44–46
 direct conversations, 42–43
 feedback from others, 41–42
 observations, 37–40
 progress and performance, assessing/confronting, 43–44
- Total Quality Management (TQM), 24
- Truth:
 efficiency and, 120–122
 See also Honesty
- Trust:
 in the abilities of team members, 126
 bonds and, creating, 185–188, 200–201, 218
 defensive behavior and, 38
 honesty and, 121–122
 information sharing and, 43, 56
 motivation and, 56, 182, 184
- University of California, Los Angeles (UCLA), 15, 38
- Unleashing Leadership: Aligning What People Do Best with What Organizations Need Most*, 185–186
- Validity, issues with changes and challenges, 169, 182
- Victory:
 symbolism and, 232–233
 timing celebrations of, 244
- Vulnerability:
 confrontations and, 35
 unrealized expectations and, 19
- Walton, Bill, 15–16, 21
- Waterman, Robert, 23
- Western Electric Hawthorne Plant studies, 27–28, 125, 147
- What's in it for Me? (WIFM), 66
- Wiggle room:
 fears of micromanagement, 76
 fluidity misinterpreted as, 178, 183
 unrealized expectations and, 123, 126, 129, 160
 underperformance and, 160, 169
- Women's National Basketball Association (WNBA), 71
- Wooden, John, 15–16
- World Trade Center, 25
- Zering, George, 23, 26, 27
- Ziglar, Zig, 206, 208