

INDEX

The 360 Degree Leader 122

Abrashoff, Captain Mike
 climate creation 7–8, 73, 103–5
 middle management 121
abstaining, action 47–8
accidental innovation 112–13
acknowledgement, need for *see*
 appreciation
action 47–9, 146
 see also execution
advocacy, customer 84–5
airlines
 CEO story 84–5
 customer complaint 126
 frontline leadership 130–1
 Virgin birth 12–13, 156
Antarctic recruitment 132
appraisals, performance 98
appreciation 82–3, 90–2, 137
Aristotelean virtues, great leadership
 147–8
attention 79–81
Attention Economy 80–1
autobiographies 84–5
average, decision-making 16

balance, competition 44
balanced scorecards, targets 101
Bank/Phone, blue ocean strategy 43,
 45–6
blue ocean strategy, competition 42–3,
 45–6
boat analogy, leadership types 135
boldness, intuition 12–13
boxes and thinking 162
Branson, Richard
 intuition 12–13, 156–7
 self-reliance 155–7

Buckingham, Marcus, engagement 97–9

challenging people 161
chance, luck 28
change 63–9, 121, 152
 see also questions
changing culture 114–15
charisma 142
clay layer, middle management 120
climate creation
 Captain Mike Abrashoff 7–8, 73, 103–5
 innovation 109–13
close to the customer 131
CMIs *see* Critical Mass Interventions
community of purpose 132–3, 146–7
company story 85–8
competition 42–6
complaints, customers' 123–4, 126
confronting reality, optimism 30–1
connection 20–2, 65, 161, 167–8
 see also engagement; humility;
 motivation
 customers 123–4
conversation *see* dialogue
creating leaders *see* developing leaders
Critical Mass Interventions (CMIs)
 decision-making 15
 participative leadership 117–19
culture 114–19
customers 125–8
 see also frontline leadership
 advocacy 84–5
 complaints 123–4, 126
 connection 123–4
 emergent need 109
 focus, hotel 128
 focus, targets 100–1
 listening to 123–4
 presumption 125–8



- decay, strategy 38–9
- decision-making 9–13, 14–17, 48–9, 51
 - see also* intuition
- decision markets 15–16
- demand-chain, customers 125–8
- denial, leadership 164
- design, leadership as 54
- developing leaders 135, 167–8, 169–72, 173–4
- developing people 161, 162, 167–8
- dialogue
 - engagement 93–4
 - execution 53–4
- Disney Gong Show 61–2
- Disney, Walt 152, 161–3
- distributed leadership 134–5
- diversity, leaders 169–72
- doing/being, action 47–9
- doing it, changes by 120–1
- door locks, Jaguar 123

- edge, take them to the 154
- ego 141–5
- Eisner, Michael, Gong Show 61–2
- emergent customer need, innovation 109
- empathy 82–3
- employees' story 85–8
- engagement 91, 93–9
 - see also* connection; motivation
- enjoyment, creating 77–8
- enthusiasm 154
- epiphanies, change 65, 67–9, 74
- essential tension, innovation 109–10
- example, leading by 7–8, 29, 161
- examples of useful questions 75
- execution 52–4
 - see also* action
 - strategies 37–9, 162
- expectation, innovation 111
- explosion, failure 4
- extraordinary performances 40–1, 51

- facts, intuition 9–11
- failure 3–8, 61–2, 154
 - see also* resilience
- faith and fate, optimism 32
- faith, motivation 91

- Farrelly Facilities and Engineering,
 - change 77–8
- fast second, innovation 110
- fear 152–7, 163
 - see also* love
- fighter pilot, decision-making 16
- fishing, intuition 10
- footprints, developing leaders 135
- forgive and remember, failure 3–5
- friends, making 81
- frontline leadership 128–38
 - see also* customers

- gambling, intuition 12–13, 156–7
- gaming, attention 80
- 'Get Out Of Jail Free' cards, red flag mechanism 56–7
- Giuliani, Rudy, keys to leadership 158
- Goethe quote 32
- Gong Show, Disney 61–2
- Goodhart's Law, targets 102
- Gorbachev, humility 149–50
- gorilla, luck 26
- Grameen Bank/Phone, blue ocean strategy 43, 45–6
- group decision-making 15–16

- hammers, strategy 38
- Handy, Charles, motivation 92
- 'Happiness Centred Business' 77–8
- hidden factories, sub-cultures 115
- hierarchies, organizational 120–2
- horses, strategy 38–9
- hotel boss, Horst Schulze 144–5
- hotel, customer focus 128
- humility 146–51, 161
 - see also* connection

- Icarus paradox 142
- idealistic change 64
- idiots, innovation 110–11
- Ikea, Ingvar Kamprad 23–5
- incentive 89–92
- innovation 109–13
- innovative practice 117–19
- inspiration 89–92, 156–7, 162
 - see also* motivation



- intuition 9–13, 14, 16
see also decision-making
- janitor, NASA 85
 janitors as leaders 29
 Japanese way 133
- Kamprad, Ingvar 23–5
 keys to leadership, Rudy Giuliani's 158
- large group interventions, participative leadership 117–19
 Law of Great Expectations, motivation 91
 Law of Two Feet, OST 118–19
 layer of clay, middle management 120
 lead or led 31–2
 legacy/developing leaders 135, 167–8, 169–72
 Lincoln, Abraham 5–6, 82–3
 love 158–60
see also fear
 loyalty 93, 95
 customers 125
 luck 26–9
- Management By Storying Around (MBSA) 86
 management, middle 120–2
 management vs. leadership 58–60
 mass personalization, connection 20–2
 Matsushita, community of purpose 133
 MBSA *see* Management By Storying Around
 metrics *see* targets/metrics
 middle management 120–2
 middle-up-down change 121
 mirrors, targets 100–1
 mood, infectious 34
 motivation 89–92
see also connection; engagement; inspiration
- naturalistic change 64–5
 Net, leadership denial 164
 network leadership, connection 22
 Nordstrom, motivation 89–91
 NYPD, change 67–8
- obstacles, action 49
 occupational consciousness, sub-cultures 115
 one and the many, optimism 31–2
 one-firm firms, engagement 95
 OODA Loops, decision-making 16
 Open Space Technology (OST), participative leadership 117–19
 operational effectiveness, strategy 38
 operations, competition 44
 opinions, strong but weakly held 148
 optimism 30–3
 OST *see* Open Space Technology
 Otis Redding problem, targets 101
- participative leadership 117–19
 people, developing 162, 167–8
 performance appraisals 98
 performance, raising 162
 personal leadership, connection 20–2, 161
 personal story 84–5
 personality vs. presence 165–6
 Philips Lighting, change 68
 pilots
 fighter pilot, decision-making 16
 principles 4
 ploughed-in knowledge, intuition 10
 poverty, blue ocean strategy 43, 45–6
 praise, need for 82–3
 prepared mind, innovation 112–13
 presence 164–8
 presencing 166
 Presidents
 connection 20–1
 empathy 82–3
 failure 5–6
 humility 149–50
 resilience 5–6
 presumption, customers 125–8
 protecting your advantage, competition 43
 public speaking, connection 21–2
 pyramids are tombs 121
- qualities, great leadership 147–8



questions 73–8

see also change

Q&A sessions 88

Ready Fire Aim approach, innovation
110–11

reality, confronting 30–1, 74

recognition, need for *see* appreciation

recruitment 50–1

red flag mechanisms 55–7

red ocean strategy, competition 43, 44

renewal 63–9

resilience 5–6, 153–4

see also failure

retailing, frontline leadership 129–31

robust dialogue, execution 53–4

Rodin, Auguste, execution 52

self-leadership 29

self-reliance 155–7

Semco SA, recruitment 50–1

ship, Navy

leading by example 7–8

metrics 103–5

questions 73

sixth discipline, engagement 93–4

Soros, George, intuition 9

source of change 74

specifics, engagement 97–9

star-based approach, engagement 95

stories 84–8, 97–8

strategy 37–9

see also competition

strengths, people's, engagement 98

strong opinions, weakly held 148

sub-cultures 115

supermarkets, frontline leadership
129–30

symbiosis, optimism 32

synchronicity, optimism 31–2

system dynamics, strategy 39

tacit knowledge, intuition 9–10

tank practice, extraordinary

performances 40–1

targets/metrics 100–5

caveat 103–5

planned success 100–1

unplanned success 101–2

text messaging, innovation 113

'thank you' *see* appreciation

thin slicing, intuition 10

time management 25

timing, decision-making 14–15

tipping points, change 65, 67–9

tools, developing leaders 173–4

transformational vs. transactional
leadership 160

Tripping Point, failure 5

trust 153

tsunami, unexpected leader 18–19

UGRs *see* Unwritten Ground Rules

unexpected leaders 18–19

uniqueness

capitalizing on people's 98–9

competition 42–6

unplanned success, metrics 101–2

Unwritten Ground Rules (UGRs),
culture 116

Virgin birth 12–13, 156

Wal-Mart, Sam Walton's rules 137–8

war games, decision-making 14

warlord approach, engagement 95

Welch, Jack

failure 4–5

targets 100

'What if ...' thinking 76

What Our Customers Are Saying
(WOCAS) 123

whole systems thinking, participative
leadership 117–19

'Why?', asking 75, 76

wolves 60

writer's block, motivation 92

Yell company, employees' story 87–8

your story 84–5

Yunus, Muhammad, blue ocean strategy
43, 45–6