

Index

A

AARs (after action reviews), 99
Accomplishment Analysis Process (GE), 95
Accountability, 37
Action learning: definition of, 72; elements of case versus typical initiatives of, 73*t*; methodology for, 72–75
Adams, S., 153
Adaptive capacity, 161
Adelphia, 150, 154, 339
AES, 158, 168
Affirmative action programs, 280
Agents (influence): definition of, 109; effectiveness of tactics used by, 116–117; guidelines for using tactics, 117–122; proactive tactics used on, 111*t*–116; trust between target and, 125
Aggression, 155
AIDS, 237
AIG Insurance, 150
Alignment, 37
American standardized testing industry, 145
Amoral organizations, 167
Analysis simulations, 28
Antisocial behaviors, 164
Apartheid syndrome, 69
Apprising tactic, 111*t*, 114
Arthur, M. B., 241
ASA (attraction-selection-attrition) model, 241–242
Ash, M. K., 241
Aspen Institute, 325

Assessment centers: cultural intelligence (CQ), 321; developmental, 56; leadership assessment using, 49–50; leadership selection using, 34–35. *See also* Leadership assessment
AT&T, 292
AT&T Management Progress Study, 25
Attitudes/orientations, 312

B

Balanced scorecard, 54–56
Bargh, J. A., 278
Barnowe, J. T., 137
Bartlett, C. A., 305, 306
Behavioral perspective, 305–306, 309–310
Behaviors: antisocial, 164; cultural influences on leadership, 283–285; demonstrations of, 21*fig*, 27–29; descriptions of, 21*fig*, 25–27; establishing team norms of conduct and, 186; examining morality of, 229–230; inferences about, 20–21*fig*, 22–25; preventing destructive/“dark side,” 155–156, 169; shaping context for ethical, 154–159; toxic, 153; transactional, 188; U.S. Navy on team leader, 195
Beliefs, 139–141. *See also* Cultural differences; Values
Ben & Jerry’s Ice Cream, 228, 231
Best practices: for building collective leadership identities, 77, 79–85; for corporate social responsibility (CSR), 229–231, 234–239, 240–241;

- Best practices (*Continued*)
 for leader selection success, 35–36; for
 leadership development, 75–77;
 for leading diverse followers,
 288–292, 294–298; for team effective-
 ness, 177–195. *See also* Strategy
- BID (behavior description interviews), 26
- Biodata (biographical information), 25
- Bird, A., 312, 318, 320
- Black Enterprise* (magazine), 295
- Black, S., 305
- Blue Ribbon Commission on Director
 Professionalism, 248
- Boardroom. *See* Corporate boardroom
 leadership
- The Body Shop, 228, 240
- Boeing Company, 94, 157
- Bonnardel, N., 134
- Booz Allen Hamilton study, 11, 16
- Bridges, W., 208
- Bristol Myers Squibb, 104
- British organizations: comparing
 boards of U.S. and, 252; HR testing
 patterns by, 36; nonexecutive chair
 format used by, 248
- Buchanan, R., 241
- Buffett, W., 156
- Building Blocks of Global Competencies
 model, 312–313*t*, 316–317
- Burke, C. S., 4, 172, 337
- Burke, J., 105
- Business challenges, 20
- Business game, 28
- Business literacy, 314
- Business manager, 306
- C**
- Caligiuri, P., 322
- Campbell, J., 18
- Candidate acceptance, 16
- Career achievement records, 25–26
- Casting shadows, 168–169
- Caterpillar, 327
- Catholic Church scandals, 263, 266, 271
- Celanese Chemical, 293
- CEOs (chief executive officers): executive
 turnover problem with, 41;
 relationship between lead director
 and, 253–254; studies on dismissal of,
 16; studies on failures of, 11–12;
 traditional board of directors role by,
 246–247; various board roles of, 244,
 255–257. *See also* Corporate board-
 room leadership
- Challenge identification, 90–93
- Challenger* disaster, 263
- Change. *See* Organizational transition
- Character: assessment of leadership,
 46–47; building, 159–160, 170;
 implementation of moral, 164
- Character building: approaches to, 170;
 benefits of, 159; habits used for, 160;
 passages/work experiences for,
 160–161; role models for, 159–160;
 stories used for, 160
- Charan, R., 95
- Chauncey, H., 145
- Chen, M. H., 136
- Chong, L.M.A., 285
- Chrysler Corporation, 139
- Climate environment: creating positive
 ethical, 156–159, 169; defining
 innovative, 139–140; dimensions
 required for shaping, 140–141
- Coaching: essentials of effective,
 102–103; providing expert, 191–195
- Coalitions: influence tactics using, 111*t*,
 115–116; transition and need for
 building, 207
- Coca-Cola, 301
- Cognitive evaluation theory, 185
- Cognitive tests: leadership assessment
 using, 50; leadership selection
 using, 22
- Cohen, B., 228, 231
- Colgate-Palmolive, 327
- Collaboration: as ethical leadership
 outcome, 166–167; influence tactics
 using, 111*t*, 113–114, 121–122
- Collective leadership identities: action
 learning methodology for, 72–75;
 best practice case organizations for
 developing, 75–77; best practices for
 building, 77, 79–85; challenges in
 developing, 68–71; described, 66, 68*t*;
 development frame for, 71–72;

- initiative objective, targets, implications for, 78*t*
- Collective leadership identities best practices: building collective self-concepts, 81–83, 82*t*; creating alignment with organizational identity, 79–81; described, 77, 79; developing systemic social networks, 83–85
- Collective moral development, 167–168
- Commitment: as influence outcome, 110; to social responsibility, 230–231
- Communication: as selection objective component, 37; transition and need for, 207; workplace recovery, 222
- Competencies: “common language” describing, 89–90; cross-cultural leadership, 310–317; described, 19; identifying challenges instead of, 90–93; leader development mistaken focus on, 89–90; reviewing leadership, 335. *See also* Knowledge
- Competency model: “common language” of, 89–90; described, 45
- Compliance, 110
- Conference Board, 327
- Conger, J. A., 1, 7, 234, 244, 331, 339
- Construct-oriented selection paradigm, 18
- Consultation tactic: described, 111*t*, 112–113; guidelines for using, 120–121
- Context-driven perspective, 305, 307
- Conway, S., 268
- Core ideology, 157–158, 169
- Corporate boardroom leadership: board committee leadership role in, 255–257; CEO role in, 244, 255–257; comparing U.S. and British, 252; executive summary on, 258–259; failures of, 244–246; lead director of, 253–254; nonexecutive chairman of, 248–253; reviewing, 339–340; supportive governance practices by, 257–258. *See also* CEOs (chief executive officers)
- Corporate Leadership Council, 305, 307, 312, 314, 320
- Corporate scandals, 150
- Corporate social responsibility (CSR): assumptions of, 225–227; best practices for, 229–231, 234–239, 240–241; definition of, 225; executive summary on, 242–243; implications of, 241–242; model of, 227*fig*–241; reviewing, 339
- Corporate social responsibility principles: 1: leadership is based on social responsibility values, 228–231; 2: visionary behavior, integrity, and transparency, 231–239; 3: distant and proximal relationship building, 239–241
- Country manager, 306
- Counts, S., 7
- Cowher, B., 182
- Creative problem solving: climate definition, 139–141; idea evaluation, 138–139; idea generation, 137–138; team construction for, 141
- Crisis command center (CCC), 274
- Crisis leadership: continuous need for, 263–264; dealing with shattered assumptions, 267–271; executive summary on, 275–276; lack of appropriate training in, 266–267; reviewing, 340; Rural Books case study on, 264–266; seven lessons for effective, 272–274
- Crisis leadership lessons: 1: deny denial, 272; 2: be a responsible “troublemaker,” 272–273; 3: embrace fuzziness, 273; 4: be patiently impatient, 273; 5: think like a sociopath/act like a saint, 273–274; 6: design and implement new organizations, 274; 7: spirituality as ultimate advantage, 274
- Crisis shattered assumptions: as leadership challenge, 267–268; Oklahoma City bombing example of, 268–272, 275–276

- Cropanzano, R., 36, 37
- Cross-cultural competencies: building blocks of, 312–313*t*, 316–317; challenges of identifying, 310–312; cultural intelligence (CQ) approach to, 315–316, 321; evolution of mastery of, 318–319*t*; global literacy umbrella of, 314–315; traditional approach to development of, 315
- Cross-cultural leadership: behavioral perspective of, 305–306, 309–310; competencies of, 310–317; context-driven perspective of, 305, 307; development of, 317–323; evolution of mastery of, 318–319*t*; executive summary on, 326–330; growing need for, 300–302; increasing importance of, 302–304; interactive perspective of, 305, 307–309; knowledge/skills required for, 323–326; new focus on selecting the best, 301; reviewing, 341–342; role perspective of, 305, 306–307; understanding, 304–310
- Cultural differences: increasing hybridization of culture and, 288; in influence tactics, 291; intelligent leadership and, 285–288; leadership behaviors/expectations and, 283–285; leadership effectiveness and, 20; unwritten rules of, 291. *See also* Beliefs; Values
- Cultural intelligence (CQ), 315–316, 321
- Cultural literacy, 314
- Culturally intelligent leadership: described, 277–278, 285; research findings on, 285–286; reviewing, 341; suggestions for effective, 286–288
- D**
- Daily, C., 248
- Dalton, D., 248
- Dalton, M., 290
- Daniell, M., 241
- Danone, 306
- “Dark side” organizational behaviors, 155–156, 169
- Day, D. V., 3, 64, 334
- “Day in the Life” format, 35
- Decision making: considering full range of stakeholders in, 230; designating authority for team, 179–180; examining morality of, 229–230; using moral compass in, 162. *See also* Problem-solving
- DeLay, T., 154
- Demonstrations of behavior: selection using, 21*fig*; techniques listed, 27–29
- Deny denial lesson, 272
- Descriptions of behavior: selection using, 21*fig*; techniques listed, 25–27
- Development Dimensions International’s selection forecast, 36
- Developmental assessment centers, 56
- Developmental Challenge Profile (DCD), 58
- Developmental job components, 58. *See also* Leader development
- Developmental leader, 99–102
- Diamante, T., 2, 41, 333
- Dickens, C., 318
- Digh, P., 312
- Dilbert* (cartoon), 153
- Dingold, M., 204–205, 216, 218
- Dionne, S. D., 140
- Discovery* space shuttle, 183
- Discrimination, 155
- Diversity: best practices for leading organizational, 288–292; implementation challenges for leading, 292–294; relational demography theory on, 278–279; understanding organizational, 281–288; value of, 278–280. *See also* Leading diverse organizations
- DiversityInc* (magazine), 294
- Dougherty, D., 144
- Douglas, M., 264–266, 267
- Downsizing, 207–208
- Drotter, S., 95
- Drucker, P., 304
- E**
- Earley, C., 315, 323
- Earnings per share (EPS), 54
- Ebbers, B., 154
- Edsel, 130

- Efficiency selection criteria, 16–17
- Ego, 154
- Emergent ethical organizations, 168
- Empathy, 161, 215*fig*–217, 223
- Employees: affirmative action programs, 280; best practices in leading diverse, 288–292; expatriate, 321–323; gender and racial diversity of, 281–283; implementation challenges for leading diverse, 292–294; inclusiveness for all, 292; mentoring diverse, 296–298; rewarding, 188–189. *See also* Stakeholders
- Enabling structure: described, 184–185; designing team work, 185; establishing norms of conduct, 186
- Energy (workplace recovery), 215*fig*, 218–220, 223
- Enforcement (workplace recovery), 215*fig*, 220–222, 223
- Engagement (workplace recovery), 215*fig*, 217–218, 223
- Engaging across boundaries, 73
- Enron, 150, 153, 226, 242, 244, 245, 263, 339
- Environmental analysis, 133–134
- Equality-fairness balance, 293
- Ethical leadership: ethical demands of, 151–152*t*, 153–154; executive summary of, 168–171; monitoring organizational ethical progress, 171; outcomes measures of, 164–168, 171; shaping the ethical context task of, 154–159, 169–170; tools available for, 159–164
- Ethical leadership outcomes: examining, 164–165; individual, 165*t*, 166, 171; organizational, 165*t*, 166–168, 171
- Ethical leadership tools: character building, 159–161, 170; components of moral action, 161–164, 170–171
- Ethical organizations, 154–159, 168
- Ethics policies/procedures, 157
- Eubanks, D. L., 3, 129
- Evolution of Mastery, 318–319*t*
- Exchange tactic, 111*t*, 113
- Executive coaching: essentials of effective, 102–103; providing expert, 191–195
- Executive development assessment, 56–58
- Executive summary: on corporate boardroom leadership, 258–259; on corporate social responsibility (CSR), 242–243; on crisis leadership, 275–276; on cross-cultural leadership, 326–330; on ethical leadership, 168–171; on leader development, 104–106; on leader selection, 38–40; on leadership assessment, 61–63; on leading diverse organizations, 298–299; on leading innovation, 148–149; on organizational transition and workplace recovery, 223; on proactive influence tactics, 126–128; on team effectiveness, 195–197
- Expatriate employees, 321–323
- Experiences: capacity to learn from, 95; character building, 160–161; creating mechanisms for accessing needed, 95–97; helping people to learn from their, 97–99; identifying people making the most out of, 94–95; as leader development focus, 93–94; planning and role of, 142–143
- Expert coaching: advantages of, 191–193; best practices for, 193–195
- F**
- Fact-finding exercise, 28
- Fairness-equality balance, 293
- Fannie Mae, 150, 232
- Fear, 153
- Federal Bureau of Investigation, 186
- Feedback: just-in-time, 57; reinforcing team task interdependencies, 178; two-way discussion of lessons and, 194–195. *See also* 360-degree surveys
- Feuerstein, A., 160
- Financial measures: assessing leader performance using, 51–54; economic value of assessment, 58–60

- Finegold, D., 257
Fortune (magazine), 295
 Fox Television News, 144
 Free rider problem, 52
 French HR testing patterns, 36
 Front-wheel drive cars, 131
- G**
- Gabarro, J., 98
 Gadiesh, O., 241
 Gender diversity, 281–283
 General Electric (GE), 95, 99, 232
 General Foods, 189
 General Motors, 52, 247
 Ghoshal, S., 305, 306
 Ghosn, C., 91–92
 Gillette, 229–230
 Global leadership competencies: build-
 ing blocks of, 312–313*t*, 316–317;
 challenges of identifying, 310–312;
 cultural intelligence (CQ) approach
 to, 315–316, 321; evolution of mas-
 tery of, 318–319*t*; global literacy
 umbrella of, 314–315; traditional
 approach to development of, 315
 Global literacy, 314, 324
 Globals (leaders), 308, 324, 329
 GLOBE (Global Leadership and Orga-
 nizational Behavior Effectiveness),
 20, 305–306, 309, 311, 324
 Glopats (leaders), 308, 324, 329
 Goldsmith, M., 302
 Goodyear-Mexico, 235
 Governance practices, 257–258
 Graphology (handwriting analysis), 30
 Greed, 153–154
 Green, S. K., 287
 Gregerson, H., 305, 320
 Grimsley, K. D., 293
 Group discussion exercise, 28
*Guidelines and Ethical Considerations
 for Assessment Center Operations*, 34
 Gundry, L. K., 133
- H**
- Habits, 160
 Hackman, R., 172, 184, 186, 189, 195
 Hale, W., 183
 Hall, E. T., 285
 Handwriting analysis (graphology), 30
 Hardy, C., 144
 Hauschildt, J., 134
 Havel, V., 161
 Hawthorne Works experience, 186
 Health South, 150
 Hellmann, P. S., 285
 Henderson, D., 250
 Hewlett-Packard, 232
Hispanic Business (magazine), 294–295
 Hofstede, G., 284
 Hollenbeck, G. P., 3, 87, 310, 311, 315,
 326, 335
 Hostile work environment, 155
 “House of Quality” approach
 (Mitsubishi), 190
 House, R. J., 241, 301
 Howard, A., 2, 11, 333
 Hughes Electronics, 321
 Human resources (HR) testing
 patterns, 36, 135
 Hurricane Katrina, 6, 275
- I**
- Iacocca, L., 139
 IBM, 283
 Idea: evaluation of, 138–139; generation
 of, 137–138; managing development
 of, 142–148
 Idea development management:
 limitations of, 145–148; planning,
 142–143; process management
 during, 143–144; support and
 resources for, 144–145
 Image building, 240
 Imperial Chemical Industries (ICI),
 249, 250
 Impression management tactics, 109
 In-basket simulations, 27
 Incivility, 155, 156
 Inclusive practices, 292
 Incremental change, 202–203
 Individual assessment, 33–34
 Individual leadership identities,
 67–68*t*

- Individual performance selection
criteria, 14–15
- Individual vs. team performance, 52
- Individualism-collectivism differences,
283–384
- Inferences about behavior: described,
20–21 *fig*; techniques of, 22–25
- Influence tactics: cultural differences in,
291; described, 109. *See also* Proac-
tive influence tactics
- Information: negotiating access to
sensitive, 190; performance targeted,
189–190. *See also* Knowledge
- Informing individual development
selection criteria, 15
- Ingratiation tactic, 111*t*, 114
- Innovation: climate definition and role
in, 139–141; definition of, 129; idea
generation/development and,
137–148. *See also* Leading innovation
- Inspirational appeals: definition of,
111*t*, 112; guidelines for using,
119–120
- Integrity, 158, 169, 231–234
- Integrity tests, 24
- Intel, 143, 253, 306
- Interaction role plays, 28
- Interactive perspective, 305, 307–309
- Internet, 36
- Interpersonal skills, 312
- Interviews: BID (behavior description
interviews), 26; leader selection use
of, 26–27; leadership assessment
using, 49; media interview exercises,
28; situational, 26–27; validity of
telephone, 27
- Ivestor, D., 301
- J**
- Jack* (Welch), 99
- Jaussi, K. S., 140
- Javidan, M., 301
- Job characteristics theory, 185
- Job performance. *See* Performance
- Johnson & Johnson credo, 105, 155
- Johnson & Johnson (J&J), 105, 153,
155, 168
- Johnson, C. E., 4, 150, 337
- Just-in-time feedback, 57
- Justice dilemma, 36
- K**
- Kahane, A., 69
- Kalmar (Sweden), 185
- Kanter, R. M., 281
- Kay, K., 153
- Kelleher, H., 160
- Kellerman, B., 153, 159
- Kennedy, J. F., 239
- Kickul, J., 133
- Kirchmann, E., 134
- Knowledge: cross-cultural, 323–326;
determining job KSAOs, 59–60.
See also Competencies; Information;
Learning
- Koberg, C. S., 133
- Kohlberg, L., 163
- Kohlberg's morality scale, 229, 230
- Komatsu, 327
- Kotter, J., 87
- Kozlowski, D., 154
- Kravis Leadership Institute (2005), 7
- Kroec, G., 311
- KSAOs (knowledge, skills, abilities, and
other characteristics), 59–60
- L**
- Latina Style* (magazine), 295
- Lawler, E., 257
- Lay, K., 245
- Lazarova, M., 322
- LDDS WorldCom, 186
- Lead directors, 253–254
- Leader Behavior Description
Questionnaire, 56
- Leader development: assessment for
executive, 56–58; assumption
regarding, 1–2; competencies focus
by, 89; cross-cultural, 317–323;
developmental leader role in,
99–102; diversity training as part of,
291–292; engaging across bound-
aries, 73; executive coaching role in,
102–103; executive summary on,

- Leader development (*Continued*)
 104–106; failures of, 87–90; goal of, 70–71; leadership assessment used for, 44; providing opportunities for, 191; reviewing, 334–335; scenarios of, 64–65; “what, when, where, how, and why” of, 100–101. *See also* Developmental job components
- Leader development best practices: health care system initiative on, 75, 76*t*, 78*t*; organizational factors affecting, 76–77; service agency initiative on, 75, 76*t*, 78*t*
- Leader development strategies: creating mechanisms for accessing experiences, 95–97; helping people to learn from experiences, 97–99; identifying challenges not competencies, 90–93; identifying experiences not programs, 93–94; identifying people making most out of experiences, 94–95
- Leader selection: components of execution of, 37–38; criteria for, 13–17; ensuring successful, 35–38; executive summary on, 38–40; individual techniques for, 20–30; leadership effectiveness criteria used for, 18–20; paradigms for, 17–18; purposes of, 12–13; reviewing, 333; sites for, 13*fig*; systems used for, 30–35
- Leader selection criteria: candidate acceptance, 16; efficiency, 16–17; individual performance, 14–15; informing individual development, 15; legal defensibility, 15; overview of, 13–14
- Leader selection success: best practices and common practices for, 35–36; realizing selection objectives for, 37–38
- Leader selection systems: assessment centers, 34–35; benefits of combining, 30–31; individual assessment, 33–34; mechanical or judgmental combination, 32; multiple hurdles technique, 32–33*fig*; techniques for combining, 32–35
- Leader-Member Exchange Theory (LMX), 288
- Leaders: crisis management by, 263–276; globally literate, 314, 324; Mobility Pyramid identified types of, 308–309; proactive influence tactics by, 109–128; themes on effectiveness of, 342–344
- Leadership: corporate boardroom, 244–259; crisis, 263–276; cross-cultural, 300–330; culturally intelligent, 277–278, 285–288; ethical, 150–171; five major themes on, 7; for innovation, 129–149; Leader-Member Exchange Theory (LMX) model of, 288; the practice of, 331–344; search for information on, 1; shared, 234–235; social aspects of, 71–72; social responsibility perspective of, 224–243; spiritual approach to, 274; themes on effectiveness of, 342–344
- Leadership assessment: assessment of, 58–60; balanced scorecard for, 54–56; case example of, 60–61; contextual challenges for, 47–48; cultural intelligence (CQ), 321; of developmental job components, 58; for executive development, 56–58; executive summary of, 61–63; individual, 33–34; of leadership character and values, 46–47; of leadership motivation, 47; of leadership potential/emergence, 45–46; measuring process and outcomes components of, 41–42; methods used for, 49–58; model of, 43*fig*; overall assessment ratings (OAR), 34; reviewing, 333–334; three basic steps to developing, 44–45; uses/purposes for, 42, 44. *See also* Assessment centers; Tests
- Leadership character/values, 46–47
- Leadership effectiveness: criteria of, 18–20; themes on, 342–344
- Leadership identities: collective, 66, 68–86; defining levels of, 65–68*t*; individual, 67–68*t*; relational, 66–67, 68*t*, 74

- Leadership passages, 160–161
- Leadership performance: across jobs, 18; balanced scorecard to assess, 54–56; domains of, 19–20; financial measures to assess, 51–54; short-term versus long-term, 53–54. *See also* Performance
- Leadership Pipeline* (Charan, Drotter, and Noel), 95
- Leadership potential assessment, 45–46
- Leadership potential inventories, 24
- Leadership selection techniques: demonstrations of behavior, 21*fig*, 27–29; descriptions of behavior, 21*fig*, 25–27; inferences about behavior, 20–21*fig*, 22–25; questionable methods to avoid, 29–30
- Leadership style measures, 56
- Leading diverse organizations: best practice examples of, 288–292, 294–298; executive summary for, 298–299; implementation challenges for, 292–294; reviewing, 341. *See also* Diversity
- Leading innovation: executive summary on, 148–149; issues of, 129–130; model for, 130–148; reviewing, 336–337. *See also* Innovation
- Leading innovation model: background of, 130–131; environmental analysis using, 133–134; illustration and overview of, 131–132*fig*, 133; leadership team role in, 134–135; managing idea development using, 142–148; mission definition under, 136–137; strategy formation using, 135–136
- Learning: AARs (after action reviews) on, 99; from experiences, 95. *See also* Knowledge
- Legal defensibility selection criteria, 15
- Legalistic organizations, 167
- Legitimizing tactics, 111*f*, 115
- Lipman-Blumen, J., 153, 159
- Lockheed Martin, 157
- London, M., 2, 41, 333
- London transit bombings, 263
- Loneragan, D. C., 138
- Long-term performance, 53–54
- Lorsch, J., 252
- M**
- McCall, M. W., Jr., 3, 87, 310, 311, 315, 320, 326, 335
- MacIntyre, A., 160
- Maidique, M., 142
- Malden Mills, 160
- Management level differences, 19
- Marietta, M., 164
- Market share improvement, 167
- Marks, M. L., 5, 201, 338
- Marmèche, E., 134
- Marriott International, 294–296, 295*t*
- Marriott, J. W., jr., 296
- Masculinity-femininity differences, 283, 285
- Matos, K., 6, 277, 341
- Measurements: ethical leadership outcome, 164–168, 171; financial, 51–54, 58–60; leadership style, 56; objective personality, 51; as selection objective component, 38
- Media interview exercises, 28
- Mentoring diverse staff, 296–298
- Mergers and acquisitions (M&As), 206–207
- Merrill Lynch, 253
- Microsoft, 253
- Millar, M., 229
- Millstein, I., 248
- Miner Sentence Completion Scale, 50–51
- Mission: defining the, 136–137; instilling collective aspirations through, 183–184. *See also* Vision
- Mitroff, I. I., 6, 263, 340
- Mitsubishi Motors, 190, 245
- MK Enterprises (fictional): saturation effect faced by, 204–205; workplace recovery experienced by, 216–222
- mmO₂, 228
- Mobile Local Nationals (leaders), 308, 325
- Mobility Pyramid, 305, 307–308

- Moger, S., 136
- Moral action components: mastering components of, 170–171; moral character (implementation), 164; moral judgment, 163; moral motivation, 163–164; moral sensitivity (recognition), 161–163
- “Moral compass,” 162
- Morality scale (Kohlberg), 229, 230
- Morrison, A., 305
- Mosakowski, E., 315, 321
- Motivation: assessing, 24, 47; consultation tactic to increase, 111*t*, 112–113, 120–121; moral, 163–164; positive and negative affects of, 164; of unethical leaders, 153–154
- Motivational fit evaluation, 24
- Multifactor Leadership Questionnaire, 56
- Multiple hurdles, 32–33*fig*
- Multirater (or multisource) surveys: leader selection using, 29–30; leadership assessment using, 56–58. *See also* 360-degree surveys
- Mumford, M. D., 3, 129, 138, 140, 336
- Murdoch newspaper chain, 144
- Murphy, S. T., 4, 129
- Myers, M., 155
- N**
- NASA’s *Challenger* disaster, 263
- NASA’s Space Shuttle Mission Management Team, 183
- National Association of Corporate Directors, 248
- National Football League (NFL), 180, 182
- National Human Genome Research Institute (NHGRI), 181–182
- National Society of Minorities in Hospitality, 294
- Natural abilities/traits, 312
- Nestlé Company, 161
- Newman, P., 228
- Newman’s Own, 228
- Nike, 162, 236
- Nissan, 91
- Noel, J., 95
- Nonexecutive board chairman, 248–253
- Norms of conduct, 186
- O**
- Objective personality measures, 51
- O’Connor, P.M.G., 3, 64, 133, 334
- Offermann, L. R., 6, 277, 285, 287, 341
- Office Depot, 253
- Oklahoma City bombing (1995), 268–271, 275–276
- O’Reilly, C. A., III, 285
- Organizational transition: adaptation by hierarchical level, 212*fig*–213; executive summary on, 223; five realities of, 206–213; healthy side of, 205–206; incremental versus, 202–203; reviewing leadership during, 338; saturation effect of, 203–205; three stages of adaptation to, 208–209; workplace recovery following, 202, 213–223, 215*fig*
- Organizational transition realities: 1: transitions are difficult to manage, 206–208; 2: transitions are difficult to cope with, 208–209; 3: mismanaged transitions have negative consequences, 209–211; 4: transitions have potential to unfreeze organizations, 211; 5: people have to let go of the old to accept the new, 211–213
- Organizations: collective moral development of, 167–168; core ideology of, 157–158, 169; creating alignment with identity of, 79–81; crisis leadership as new competitive advantage of, 274; “dark side” of, 155–156, 169; ethical, 154–159, 168; ethical leadership outcomes for, 165*t*, 166–168, 171; ethics policies/procedures of, 157; leading diverse, 277–299; responsive, 167; shaping climate of, 139–141, 156–159, 169; systemic social networks within, 83–85; team effectiveness and supportive, 187–191
- Ormiston, C., 241

- Osland, J., 312, 318, 320, 321
 Overall assessment ratings (OAR), 34
- P**
- Pace, H., 235
 Paine, L., 162
 Palmer, P., 153, 159
 Parmalat, 245
 Passages, 160–161
 Pearce, C. L., 234
 Pedantic Science, 36
 Performance: determining KSAOs
 needed for job, 59–60; ensuring
 information is targeted on,
 189–190; financial measures to
 assess, 51–54; individual vs. team,
 52; multidimensionality of, 18;
 offering novel strategies for, 194;
 prebriefings to facilitate, 193. *See also* Leadership performance; Team
 effectiveness
 Performance review, 42, 44
 Personal appeal tactic, 111*t*, 114–115
 Personal literacy, 314
 Personality inventories: leadership
 assessment using, 50–51; leadership
 selection using, 22–23
 Pfizer's Global Research and
 Development, 203
 Pinto, J. K., 136
 Planning: for idea development
 management, 142–143; negotiating
 access to information facilitating,
 190; role experience in, 142–143;
 simulations used for, 27; transition
 and need for, 207
 Popularist Science, 36
 Power distance, 283, 284, 286
 Practice of leadership review: corporate
 board leadership, 339–340; corporate
 social responsibility (CSR), 339; crisis
 leadership, 340; cross-cultural leader-
 ship, 341–342; leader selection, 333;
 leadership assessment, 333–334; lead-
 ership development, 334–335; leading
 diverse organizations, 341; leading
 innovation, 336–337; leading
 organizational transitions, 338;
 proactive influence tactics, 336; team
 leadership, 337–338; understanding
 the, 331–333
 Pragmatic Science ideal, 36
 Prebriefings, 193
 Prediction purpose, 42
 Prescott, J. E., 136
 Presentation (or visionary) address
 exercise, 28
 Pressure tactic, 111*t*, 115
 Price Waterhouse Cooper, 308
 Proactive influence tactics: combining,
 122–124; cultural differences in,
 291; description of, 111*t*–116;
 effectiveness of individual, 116–117;
 executive summary on, 126–128;
 guidelines for using core, 117–122;
 outcomes of, 110; resisting
 unwanted attempts, 125–126;
 reviewing, 336; sequencing of,
 124–125; trust and credibility of,
 125. *See also* Influence tactics
 Proactive influence tactics definitions:
 apprising, 111*t*, 114; coalition tactics,
 111*t*, 115–116; collaboration, 111*t*,
 113–114, 121–122; consultation, 111*t*,
 112–113, 120–121; exchange, 111*t*,
 113; ingratiation, 111*t*, 114; inspira-
 tional appeals, 111*t*, 112, 119–120;
 legitimizing tactics, 111*t*, 115; listed,
 111*t*; personal appeal, 111*t*, 114–115;
 pressure, 111*t*, 115; rational persua-
 sion, 111*t*, 112, 117–119
 Proactive tactics, 109
 Problem-solving: administrative
 simulations for, 27–28; collaboration
 tactic by offering, 122; structuring
 innovative and creative, 137–141.
 See also Decision making
 Process focus, 158–159, 170
 Procter & Gamble (P&G), 93–94, 167,
 229–230, 247
 Projective techniques, 24–25
 Projective tests: leadership assessment
 using, 50–51; leadership selection
 using, 24–25

Q

Quelch, J., 302

Quid pro quo harassment, 155

R

Racial diversity, 281–283

Rational persuasion: definition of, 111*t*,
112; guidelines for using, 117–119

Raytheon, 253

RBC (Canada), 92

Reference checks, 26

Regionals (leaders), 308, 325

Reichard, B., 7

Reidenbach, R. E., 167

Relational demography theory, 278–279

Relational leadership identities, 66–67,
68*t*, 74

Renault, 91

Repatriation policies, 321–322

Research and development (R&D), 53

Resilience, 316

Resistance, 110

Resources: idea management, 144–145;
“significant other people” as, 320–321

Responsive organizations, 167

Rewards: institutionalized multi-tiered
systems of, 189; team-based
performance-contingent, 188

Rickards, T., 136

Rigas, j., 154

Riggio, R. E., 1, 7, 331

Robin, D. P., 167

Roddick, A., 228, 240

Role models, 159–160

Role perspective, 305, 306–307

Role plays, 28

Rooted Local Nationals (leaders),
308, 325

Rosen, R. H., 312, 314

Rural Books, 264–266

S

Salas, E., 4, 172, 337

Salomon, Inc., 156

Sarason, Y., 133

Sarbanes-Oxley Act, 224, 226–227, 242,
245–246

Saturation effect, 203–205

Schmidt, S. M., 291

Schneider, B., 241

Schroyer, C. J., 287

Scott, G. M., 138

Self-assessment of CQ, 321

September 11 2001, 6, 263, 266,
270–271, 272

Serv-A-Palooza (Timberland), 231

Sexual harassment, 155

Shamir, B., 241

Shared leadership, 234–235

Short-term performance, 53–54

Simulations: administrative, 27–28;
interactive, 28; value of, 29

Singer, M., 312

Situational interviews, 26–27

Situational judgment tests, 22

Skandia, 245

Skill development, 37

Skilling, J., 153, 245

Sloan, A., 52

Smale, J. G., 247

Smith, J., 247

Smither, J. W., 2, 41, 333

Social contagion, 240

Social investing, 167

Social literacy, 314

Social responsibility. *See* Corporate
social responsibility (CSR)

Social standing improvement, 167

Sociotechnical systems theory, 185

Sorcher, M., 95

Souitaris, V., 133

Southwest Airlines, 160

Spirituality, 238–239, 274

Staff. *See* Employees

Stagl, K. C., 4, 172, 337

Stakeholders: balancing needs of
multiple, 236–237; commitment to
social responsibility by, 230–231;
considered in decision making, 230.
See also Employees

Starbucks, 157–158, 168

Steelers “one week at a time”
philosophy, 182

Stewart, M., 154, 263, 266

- Stonecipher, H., 157
- Stories/storytelling, 160
- Strategy: built around mission
 parameters, 136–137; forming
 leading innovation, 135–136.
See also Best practices
- Strong Mutual Funds, 150
- Structural reinforcement, 158, 170
- Swartz, J., 230
- Sweeney, K., 7
- Swissair, 245
- System skills, 312
- Systemic social networks, 83–85
- T**
- Taggar, S., 140
- Targets (influence): definition of, 109;
 effectiveness of using tactics on,
 116–117; guidelines for using tactics
 on, 117–122; proactive tactics used
 on, 111–116; trust between agents
 and, 125
- Teagarden, M. B., 6, 300, 318, 341
- Team effectiveness: executive summary
 on, 195–197; five conditions required
 for, 172–173, 175–195, 196–197; lead-
 ership impact on, 174–175, 176–195.
See also Performance
- Team effectiveness best practices:
 challenging the status quo, 182–183;
 creating boundaries and outcome
 accountability, 178–179; creating
 membership stability, 180–181;
 defining and creating interdependen-
 cies, 177–178; designating decision
 making authority, 179–180; designing
 team work, 185; engaging talent, 184;
 establishing compelling direction,
 182; establishing norms of conduct,
 186; expert coaching, 193–195;
 instilling collective aspirations
 through mission, 183–184; negoti-
 ating access to sensitive information,
 190; using performance targeted
 information, 189–190; performance-
 contingent rewards, 188; providing
 development opportunities, 191;
 reinforcing task interdependencies,
 178; stimulating by challenging status
 quo, 182–183; team composition,
 186–187
- Team effectiveness conditions: being a
 real team, 177–181; compelling
 direction, 181–184; enabling struc-
 ture, 184–187; expert coaching,
 191–195; listed, 172–173, 175–176,
 196–197; supportive organizational
 context, 187–191
- Team leadership: best practices for,
 177–195; reviewing practices for,
 337–338; team effectiveness and,
 174–175; traditional view of, 173–174;
 U.S. Navy on behaviors of, 195
- Teams: assessing performance of indi-
 vidual versus, 52; creating a real,
 177–181; engaging in two-way
 discussion of lessons, 194–195; five
 prerequisites for effectiveness of, 4;
 leading innovation through
 leadership, 134–135
- Telephone interviews, 27
- Tests: cognitive, 22, 50; HR patterns of
 using, 36; industry of standardized,
 145; integrity, 24; leadership poten-
 tial inventories, 24; Miner Sentence
 Completion Scale, 50–51; motiva-
 tional fit, 24; personality inventories,
 22–23, 50–51; projective techniques,
 24–25, 50–51; situational judgment,
 22; Watson–Glaser Critical Thinking
 Appraisal, 50; Wechsler Adult
 Intelligence Scale, 50. *See also*
 Leadership assessment
- Thomas, D. C., 285
- 3M, 143, 183
- 360-degree surveys: action learning
 through, 74; cultural intelligence
 assessment using, 321; on individ-
 ual's work behavior, 97; leader
 selection using, 29–30; leadership
 assessment using, 56–58; popularity
 with U.S. organizations, 289. *See
 also* Feedback; Multirater (or
 multisource) surveys

- Timberland, Inc., 230–231
 Tim's of Maine, 228
 Toxic behaviors, 153
 Transactional behaviors, 188
 Transition, 202–203. *See also* Organizational transition
 Transparency, 231–234
 Trust (influence agent-target), 125
 Tsui, A. S., 285
 Turnbull, R., 265
 Twain, M., 317
 Tyco, 150, 154, 245
 Tylenol crisis, 105
- U**
 Uhlenbruck, N., 133
 Uncertainty avoidance, 283, 284–285
 Unethical leaders: toxic behaviors of, 153; unhealthy motivations of, 153–154
 “Unfreezing” organizations, 211
 United States: affirmative action programs in the, 280; cultural values of, 286–287; 380-degree feedback popularity in, 289
 Unwritten cultural rules, 291
 Upward feedback, 56
 U.S. Army, 159, 183–184
 U.S. Department of Labor, 280
 U.S. Navy teams, 195
- V**
 Values: assessment of leadership, 46–47; brought into the workplace, 238–239; core ideology and worthy, 157–158; cultural, 283–285; inspirational appeals to, 111*t*, 112, 119–120; social responsibility leadership based on, 228–231; structural reinforcement of ethical, 158; U.S. Army, 159, 184. *See also* Beliefs; Cultural differences
 Varney, D., 228
 Virtues, 159, 170
- Vision: building shared, 234–235, 243; M&As and problem of inadequate, 206–207; socially responsible leadership, 231–233; workplace recovery energy and, 218–219. *See also* Mission
 Volvo, 185
 Von Glinow, M. A., 311, 318
- W**
 Wal-Mart, 241
 Waldman, D., 5, 224, 339
Wall Street Journal, 99
 Walton, S., 241
 Waste Management, 155
 Watson-Glaser Critical Thinking Appraisal, 50
 “Waypoint Project” (Boeing), 94
 Wechsler Adult Intelligence Scale, 50
 Welch, J., 99, 232, 300
 Western Electric Company, 186
Working Mother (magazine), 295
 Workplace recovery: benefits of, 202; elements of, 215*fig*–222, 223; emotional realities and business imperatives of, 214; executive summary of, 223; timing of, 222–223; two requirements for, 213–214
 World Economic Forum (Switzerland), 325
 WorldCom, 150, 154, 245, 339
 Wriston, W., 87
- X**
 Xerox, 186, 292
- Y**
 Yeh, R., 291
 Yukl, G., 3, 109, 336
- Z**
 Zelleke, A., 252
 Zirger, B. J., 142

