

Index

A

Adversity, 136–137, 142–144
Ahmad, T., 96–97
Amazing Race, The, 17
Appreciation, showing, 40–45, 174
Apprentice, The, 17, 75
Aristotle, 135
As Good as It Gets, 160–161
Aspirations: aspects of, 90–91, 179;
 authenticity and, 90, 92–98; for-
 ward-looking competency and,
 99–106, 107; leadership universal-
 ity and, 114–121; shared leader-
 ship/followership and, 125–129;
 shared vision and, 107–113
Attention, paying, 102–104, 113
Authentic leadership, 90, 92–98

B

Bansal, S., 80
Bar-Sada, I., 118–119, 120
Barker, J., 104–105
Baseball, professional, 165–166
Behavior change: to become likable,

60–61; in conflicted relationships,
64–66

Beliefs, courage and, 151, 152–154.

See also Values

Berkman, B., 164
Blanton, B., 108–110
Block, P., 142–143, 145
Breakthrough innovations, 112–113
BridgeWave Communications, 118
Brown, R. M., 117
Business schools, 119

C

Calpine, 159
Career success: encouragement and,
40–41; imperfection and, 170–175;
 role models and, 34
Celebration, 174
Challenging the process, 173–174
Change: for change's sake, 173–174;
 pace of, 101–102
Charisma, 119, 120, 126
Chief executive officers (CEOs), 33
Choice: courage and, 136, 139, 154,

INDEX

- 180; giving others freedom of, 79–86
- Civil rights movement, 150
- Clapp, N., 84
- Collaboration, overreliance on, 174
- Commitment: clarity of values and, 96–98; earning, through appreciation, 45; earning, through service, 14–17; freedom and, 79–80, 82–85; to process *versus* person, 90, 123–125
- Compassion, 17–18, 160–162
- Conflict, working with, 62–70, 179
- Constituents: earning loyalty from, 15–16; giving freedom to, 79–86; knowing the aspirations of, 111–113; meaning of, 124. *See also* Direct reports; Followers
- Constraint and freedom, 84–85
- Constructive insubordination, 68–70
- Corporate executive scandals, 158–159, 161
- Courage: adversity and, 136–137, 142–144; aspects of, 132–133, 180; to be human, 155–162; failure and, 163–169, 170–175; fear and, 136–137, 144–146; Greek philosophers on, 135–137; meaningful life and, 148–154; moments of, 137–140, 152–154; suffering and, 146–147; universal potential for, 134–140, 141–142, 150–151
- Courage to Write, The* (Keyes), 30–31
- Credibility, 29, 86, 168
- Crisis management, 101, 102
- Criticism, openness to, 27–32, 158
- Customer loyalty, 15–16
- D**
- Daddow, A., 125–126
- Daniels, J., 164
- Dass, R., 52
- Delco, 168
- Difference, making a, 4, 5, 177–181
- Direct reports: bosses as role models for, 33–39; giving appreciation to, 42–43. *See also* Constituents; Followers
- Disagreement, 62–70, 158
- Diversity, promoting, 49, 68–70, 158
- Dr. Phil, 85
- Drucker, P., 22, 23
- E**
- Early warnings, 29–30
- Elders Pastoral, 125–126
- Empowerment, 79–86
- Encouragement, 40–45
- Enemies: inclusion of, 68–70; as teachers, 64
- Enron, 159
- Ertas, H., 168
- Ethical behavior: boss's influence on, 34–35; humility and, 158–160, 161–162
- Execution, free choice and, 83–84, 85–86
- Experimentation, 166–169
- Exposure: fear of feedback and, 30–31, 32; trust and, 75, 77
- F**
- Failings, personal, 155–162, 172–175
- Failure: learning from, 132, 163–169; likelihood of, 133, 163–169, 170–175; tolerating, in self and others, 160–162, 168
- Family members, as role models, 34, 35, 36
- Fear: courage and, 136–137, 144–146; in experimentation, 166; of giving and receiving feedback, 30–32
- Fearlessness, 136, 137, 145
- Federman, I., 56–57
- FedEx, 42–43
- Feedback: fear of giving, 31–32; fear of receiving, 30–31; seeking honest, 10–11, 27–32
- Followers: being likable to, 56–61; as leaders, 125–129; leaders as, 91,

- 122–129; leaders as persons to, 50–55, 92–98; of process *versus* person, 123–125. *See also* Constituents; Direct reports
- Forgiveness, 162
- Fortune*, 83
- Forward-looking competency, 99–106, 107, 173
- Free will, 85–86
- Freedom: constraint and, 84–85; enabling for others, 49, 79–86
- G**
- Gallup Poll, 159
- Gardner, J., 14, 15, 17, 27
- Goldfine, A., 67
- Gomes, P. J., 148
- Goodwin, D. K., 69
- Grace, 160–162
- Great Ideas, The*, 85
- Greek philosophers, 135–137
- Greenleaf, R., 16, 17
- Gustafson, J. “G.”, 146–147
- Guts, 136
- H**
- Hanson, K., 159
- Hard work, 18, 155
- Harrison, R., 64
- Hillsberg, B., 80–82
- Hitachi Data Systems, 63
- Homogenous groups, 68
- Hubris, 158–160, 161, 162
- Human: being, 50–55, 155–162; enabling others to be, 160–162
- Humility, 128–129, 133, 155–162
- Humus, 156
- Hunt, H., 160–161
- Hurting others, being liked and, 59–60
- I**
- IBM, 80–82
- Ideas, listening to, 128
- Indecisiveness, 174
- Initiative, 152–154
- Innovations, 112–113
- Inside-out leadership, 90, 92–98
- Intel, 94–95
- Interdependency, 157–160
- Izzo, J., 145
- J**
- Johns Hopkins University, 164
- Jordan, M., 164
- Jordan-Evans, S., 60
- K**
- Kaye, B., 143–144
- Kettering, C., 168–169
- Keyes, R., 30–31
- King, M. L., Jr., 150
- Kinko’s, 41–42
- KLA-Tencor, 119–120
- Kouzes, T. M., 2
- Kusin, G., 41–42
- L**
- Leaders: encouragement for, 41–42; as followers, 91, 122–129; influence of, on direct reports, 33–39; leadership processes *versus*, 123–125; likability of, 56–61; myth of innate, 117–121, 126; as persons, 50–55, 92–98, 175; pressures on, 101–103; as teachers, 20–26; universal potential for becoming, 114–121, 126–127
- Leadership: authentic, 90, 92–98; courage in, 140; followership and, 122–129; impossibility of perfect, 170–175; learnability of, 117–121; myth of character traits and, 117–121; for others’ development, 18, 160–162; servant, 13–14; shared, 125–129
- Leadership Practices Inventory, 28, 110–111
- Learning: in conflicted relationships, 64–66; from failure, 163–169; of leadership skills, 117–121; through teaching, 20–24

INDEX

- Learning curve, 166–169
Leavey School of Business, 12, 26, 56
Legacy: asking the question of, 12–13; aspiration aspects of, 90–91, 106, 121, 128–129, 179; clarity of, 4–5; courage aspects of, 132–133, 140, 154, 169, 175, 180; as the life you lead, 177–181; others' share in, 4, 45, 128–129, 162; passing on, through stories, 21, 24–26; relationship aspects of, 48–49, 55, 70, 78, 86, 179; significance aspects of, 10–12, 13, 19, 24–26, 39, 45, 178–179; theme and concepts of, 1–6
Lencioni, P., 13, 17
Likability, 48, 56–61
Lincoln, A., 69
Listening, 112, 113, 128
Long-term focus, 18, 104–106
Love, 56–61
Love 'em or Lose 'em (Jordan-Evans), 60
Loving critics, 11, 27–32
Loyalty, earning, 14–17
LSI Logic, 65
Lumet, S., 157–158
- M**
- Management skills learning, 118–119
Managers, influence of, 33–39
Margolis, F., 20–21
Markkula Center for Applied Ethics, 159
Mathews, E., 65–66
Maxwell, J., 180
Mayville, G., 4
McManmoh, W., 126–127
Meaningful life, courage and, 148–154
Mentoring, 22–24
Michigan, First Gentleman of the State of, 31–32
Micromanagement, 80–82
Mindfulness, 103
Mortezazadeh, M., 119–120
Mothers, as leaders, 116–117
Motivation: freedom of choice and, 82–85; shared vision and, 111–112
Mulhern, D., 31–32
- N**
- Network*, 157
Nicholson, J., 160–161
Nikiforov, S., 53–55, 177–178
Nordstrom, 16
Normington, E., 43–44
Northrop Grumman Corporation, 50–51
- O**
- Orberg, N., 16–17
Over-confidence, 136, 137, 158–160
- P**
- Parks, R., 148–154
Passion: authentic leadership and, 94–96, 97–98; contagion of, 26; suffering and, 17–19
Perfection, impossibility of, 170–175
Performance appraisal, 23
Perseverance, 167
Phillips, M. B., 114–116, 120
Piziali, E., 63
Posner, B., 73–74
Possibilities, belief in, 165–166
Present: mindfulness in, 102–104, 173; pressures of, 101–103
Process, following, 123–125
Purpose: focus on, *versus* personal conflict, 66–68; focus on, *versus* personal position, 125–126; serving a, 17
- Q**
- Quarterly profits, pressures of, 101–102
Quiet Strength (Parks), 151
Quitting, 62–63

R

Reality shows, 17
 Recognition, giving, 40–45, 174
 Relationship: aspects of, 48–49, 179;
 liking in, 56–61; personal level of,
 50–55, 175; shared vision and,
 111–113; trust and, 71–78; work-
 ing with conflict in, 62–67
 Resilience, 39, 168
 Respect, liking and, 57–58
 Responsibility: to be a leader, 118; in
 conflicted relationships, 66; free-
 dom and, 80, 82–84, 85–86; of
 role modeling, 37–39
 Retribution, fear of, 31–32
 Rockwell Collins Display Systems,
 108–110
 Role models: direct bosses as, 33–39;
 obsession with being, 172–173
 Rosa Parks Moment (RPM), 152–154
 Rotating leadership, 126
 Routines, 173–174

S

Sacrifice, 17, 18
 Sanders, B., 16
 Santa Clara University, 12, 26, 56, 159
 Self-awareness: and ability to lead or
 follow, 122, 127; and authentic
 leadership, 93–94; and feedback,
 29–30, 32; and learning from fail-
 ure, 167–168; and self-disclosure,
 52
 Self-confidence, 93–94, 136, 137,
 158–160
 Self-development, 90, 92–98
 Self-disclosure: of failings, 156–159,
 167–168; in relationships, 50–55
 Service and servant leadership, 12–19,
 178–179
 Settles, M., 42–43
 Sherwood Partners, LLC, 122
 Significance: appreciating others and,

 40–45; aspects of, 10–12, 13,
 178–179; of direct supervisors,
 33–39; feedback and, 27–32; serv-
 ice and, 13–17, 178–179; teaching
 and, 20–26
 Small acts, 149–150
 Socrates, 135
 Sony Corporation of America, 96–97
Squid and the Whale, The, 164
 Stack3, Inc., 53–55, 177–178
 Stories, passing legacies through, 21,
 24–26
 Strengths, as weaknesses, 133,
 172–174
 Stryker Endoscopy, 168
 Suffering: courage and, 146–147; will-
 ingness to undergo, 13–14, 17–19
 Sugar, R., 50–51
 Sullivan, M., 94–95
 Supervisors, influence of, 33–39
 Survivor, 17
 Sycophants, 27, 69

T

Teachers: enemies as, 64; leaders as,
 20–26; as role models, 34, 35,
 37–38
 Teaching: learning through, 20–24;
 through stories, 24–26
 Teamwork, overreliance on, 174
 360-degree feedback, 29, 32, 41
 Tiananmen Square, 153
 Trimble Navigation, 126–127
 Trump, D., 75
 Trust and trust building, 49, 179; bro-
 ken, 76–78; freedom and, 80; lika-
 bility and, 58; rules for, 74–78;
 self-disclosure and, 51–55; tolerat-
 ing failure and, 168
 Trust fall exercise, 71–74, 77–78
 TRUSTLINE, 115–116
 Tulane University, 67
12 Angry Men, 157
 Tyco, 159

INDEX

U

US Venture Partners, 56

V

Values: clarity of, 4–5, 94–98; courage and, 132, 152–154; downside of shared, 173

Vision: clarity of, 4–5; creating a shared, 91, 107–113; forward-looking competency and, 99–106

Volunteering, 84

W

West, J. E., 164–165

Whistle-blowing, 63

Whyte, D., 175

Wide Area Management Services, 43–44

Williams, S., 1–2

Willow Creek Church, 16

Wong, S., 122–123

Workload pressures, 101–102

WorldCom, 159

WTUL, 67