

Index

A

ACT scores, 18
Adams, A., 150, 157
ADHD children, 198
Agyrophobia (fear of crossing the street), 175
Alaska Governor's Conference on Safety, Health, and the Environment, 4
All Kinds of Minds, 185–186
Allodoxaphobia, 62
“Almost winning” syndrome, 46–47
Alzheimer's disease study, 16
AMD (Advanced Micro Devices), 31, 81, 199, 214–216, 217, 219
American Cancer Society, 226
American Society of Clinical Oncologists, 17
Amundsen, R., 222
Anablephobia (fear of looking up), 175
ANC (African National Congress), 213–214
Answers from Within (Byron), 94
Anti-jazz regulations (Prague), 77–78
Anxiety hierarchy, 82
Approach-avoidance effect, 176–177
Arachnophobia (fear of spiders), 61
Aristotle, 3, 87
Armstrong, L., 215
Asch, S., 115, 116, 117
Association Forum of Chicagoland, 127
Automatic vigilance, 54–55
Aversion to losses, 46
Awareness, 38

B

Barlow, J. P., 101
Barnett, G., 230
Bay Medical Behavioral Health Center (Florida), 47

“Beacon of Hope” (Kinkade painting), 219
Begich-Boggs Visitors' Center (Alaska), 5
Begley, S., 56, 57
Bekoff, M., 220
Belief branding campaign, 139
Belief management: overview of, 118–119; W. Edwards Deming on art of, 120–121
Belief managers: Charles Schwab as, 122–126; described, 44; examples of, 129–130; Gary LaBranche as, 127–130; Jack Cakebread as, 130–131; Katrina Markoff as, 126–127; Mannie Jackson as, 131–139; Paul Orfalea as, 119–120. *See also* Triumphant leaders
Belief shop, 140
Belief system, 139–140
Beliefs: art of emancipating, 120–122; branding, 126–127, 139; fact versus, 114; impact of false, 43–44; influence on others on our, 115–116; management of, 118–119, 129–130; power of, 119–120; safety in numbers or groupthink and, 114–115
Believers or believing: courage to be, 231–232; enrolling others, 130–131; impact of false beliefs on, 43–44; influence of others on, 115–116; leaders as, 15, 35, 38–40; neuroscience of, 116–118; psychology of, 40–41; safety in numbers or groupthink and, 114–115; self-fulfilling prophecy by, 40–42
Berk, L., 195, 197–198
Berns, G., 116–117
Black, S. T., 69
Bohemian optimism, 69–70, 73–74
Boies, D., 119
Booth Girl, 9–12
Bradshaw, T., 91
Brain: drawing of the, 210; neuroplasticity on ability to change, 57–58; synapses

- and neurotransmitters within the, 94;
triggered by sight of suffering, 58–59;
yips study on the, 202–203
- Brainball, 12–14f, 15, 228–229
- Brainwashing, 93
- Brainwashing in Red China* (Hunter), 93
- Branding beliefs, 126–127, 139
- Branson, R., 119
- Breakmaking, 141, 145–147
- Bridge, C., 71
- Browning, E. B., 64
- Buchholz, W., 17
- Buddhist philosophy, 161–162
- Buffett, J., 183
- Bureau of Labor Statistics, 26, 238
- Burson-Marsteller, 29, 184
- Byrd, R., 22–23
- Byron, Father W., 94
- C**
- Caddyshack* (film), 200
- Cakebread, B., 156–157
- Cakebread Cellars winery (Napa Valley),
20, 130–131, 151–157. *See also* Napa
Valley
- Cakebread, D., 150, 151, 178, 180
- Cakebread, J.: career paths taken by, 149–
157; curb stepping by, 177–180; enroll-
ing others to believe, 130–131; hopeful
outlook of, 166; “one heartbeat” story
by, 219–220; opportunity welcomed by,
20; Winston Churchill story by, 90
- Cakebread’s Garage, 130–131, 150
- Canada, G.: on belief management, 118;
grandmother of, 236; hope communi-
cated by, 186–187; leadership of, 166–
168; “life is not a straight line” philoso-
phy of, 153; mission statement of,
169–171; wakefulness of, 106, 107;
on wayfinding, 149
- Canby, V., 201
- Carroll, L., 85
- Carter, J., 45
- Casals, P., 193
- Causes, 108–109
- CEO turnover, 29–30, 184–185, 239
- Cervantes, M., 88
- Challenger* explosion (1986), 68
- Chang, J., 31–32
- Chaplin, C., 17
- Charity (love), 94
- Chase, C., 200, 202
- Cheers* (TV show), 34
- Chicago Tribune*, 42
- Chicago White Sox, 42
- Children’s private speech, 195–199, 203
- Chopra, D., 38–39, 86, 87, 110
- Christian values, 94–95
- Churchill, W., 90, 190–191
- Clavin, Cliff (fictional character), 34, 35
- Clinton, B., 68, 69
- Cobb, T., 141, 145–149
- Collins, C., 192
- Collins, J., 88
- Colossians (New Testament), 94
- Columbus, C., 86
- Common Sense* (Paine), 108
- Communication: of hope, 184–185; pri-
vate speech, 195–199, 203–205; story-
telling or stories used in, 183–194;
through nonverbal actions, 217–218.
See also Language
- Communism: anti-jazz regulations under,
77–78; bohemian optimism instead of
fearing, 69–70, 73–74; Czech Repub-
lic and, 69–80; Reagan’s hope in face
of, 65–67; Soviet Union collapse and,
65–67, 162; strategy of fear used by,
76–77; two-faces of, 75–76
- Competition, 228–229
- Consciousness, 37–39
- Contagious passion, 135–136
- Convergent thinking, 33–34
- Cook, R. L., 41
- Coppola, F. F., 152
- Copying, 103
- Counterconditioning, 82–83
- Courage to believe, 231–232
- Creation of Adam* (Michelangelo), 207–
211, 210f
- Creativity or creative thinking: conver-
gent versus divergent, 33–34; hope as
basis of, 31–33
- Crews, D., 202, 203
- The Crisis* (Paine), 108
- Curb stepping: described, 176–177; by
Jack Cakebread, 177–180; two-minute
rule for, 180
- Czech Republic, 69–80
- D**
- Dalai Lama: leadership of Tibetan people
by, 39–40, 160–162; “save and lobby”
strategy of, 161; on science and Bud-
dhism connections, 55–58. *See also*
Tibetan people

Dalí, S., 51
 Danner, D., 16
 Dante, A., 44
 Darwin, C., 52, 225
The Day After (TV movie), 66
 "Day that nothing mattered," 12, 15
 Death: as blessing, 166–169; flatlining response to, 171–172; personal reflections on, 165–166; workplace fatalities, 238–239
 "Death Tax Elimination Act of 2000," 192
 "Death tax" expression, 192
 "Death Tax Pizza Fund," 192
Decanter (magazine), 156
 Deciphering leadership, 228–229
 Deitch, G., 73
 Deming, W. E., 120–121
 Dendrite, 106
 DePaul University, 89
 Despair, 91–92
 Disney, W., 22
 Disposability, 28–29
 Distributed leadership, 199–200
Disturbing the Peace (Hvizdala), 241
 Divergent thinking, 33–34
Don't Stop Believin' (song), 229
 Doolittle, Eliza (fictional character), 41
 Douglas, M., 25–26
 Duchenne de Boulogne, G.B.A., 51–52
 Dyslexia, 119, 122

E

Earl's Court Convention Center (London), 17
 EDD (earnings deficit disorder), 29
 Edison, T., 19–20, 119, 155
 Effect-cause relationship, 47–48
 Effects or outcomes, 109–111
Eine kleine Jazzmusik (Skvorecky), 77–78
Einmal ist keimmal (once is never), 227
 Einstein, A., 119, 172
 Electronic Arts, 27
 Electronic Frontier Foundation, 101
 Elephant Island, 223–224
 Emotions: attention paid to negative, 48; despair, 103–104; facial expressions of, 51–54, 52f; language describing positive and negative, 48–51; reactions to suffering, 58–59; reactions to threats, 54–55. *See also* Fear; Feeling; Hope
 Empathy, 68

Endurance (schooner), 222–224
 Environmental Protection Agency, 219
Expressions of the Emotions in Man and Animals (Darwin), 52

F

Facial expressions, 51–54, 52f
 Faith, 91, 94
 Faldo, N., 202
 False beliefs, 43–44
 Farm Credit Bank (Napa Valley), 154–155
 Fear: of communism, 69–70; emotional reactions to, 54–55; hope used to combat, 64–69; management of, 81–83; respecting power of, 61–62; triumphant leaders use of hope in place of, 68. *See also* Emotions; Phobias
 Feeling, 168–169. *See also* Emotions
 "Fight or flight," 54
 Five Stones of Wakefulness: consistent presence of leadership as part of, 111–112; identification of, 102; wakefulness of cause: contribution, 108–109; wakefulness of context: situation, 106–107; wakefulness of effect: outcomes, 109–111; wakefulness of others: relationships, 103–106; wakefulness of self: character, 103
 Flatlining, 171–172
Forbes (magazine), 193
 Ford, H., 119
 Fosdick, H. E., 21
 Foster, J., 204
 Frapaise, X., 30, 31
 Fredrickson, B., 48
 Friedman, M., 79
 Friesen, W., 16
 Frontotemporal dementia, 32

G

Gaines-Ross, L., 29
 Gallup polls, 45–46
 Gambling, 46
 Gandhi, M., 16, 39, 101–102
 Gannett, H., 4, 237
 Garvin, R., 197–198
 Gates, W. H., Sr., 121, 192
 Gekko, Gordon (fictional character), 25–26
 Genetic code discovery, 225–227

George Hammer & Sons, 177–178
 Gibran, K., 229
 Gingrich, N., 192
 Golden Gate Bridge, 193
 Goldwater, B., 45–46
 Golf, 104–106, 200–203
Golf Magazine, 203
 Gorbachev, M. S., 67
 Gordonstoun School, 21
 Gordy, B., 148
 Gossip, 184
 Gottwald, K., 73
 Graham, K., 175
 Grameen Bank, 23
 Great Depression, 22–23
 Great Emancipator (Charles Schwab), 122
 Great man belief, 121
 “The Greatest Single Thing a Man Can Have” (Rickey speech), 145–146
 Groupthink, 114–115
 Grove, A., 214–215
 Guidance, 184
 Guilford, J. P., 33–34
 Guillen, O., 42, 43
 Guilt, 171–172

H

Hahn, K., 21–22
 Happiness, 89–90
 Harlem Children’s Zone, 106, 186
 Harlem Globetrotters, 132, 138–139
 Havel, V., 37, 69, 70, 75, 76, 87, 211, 241
 Headset Man, 9–12
 Hebrew language, 86–87
 Hegel, G.W.F., 25
 Henry, T., 190
 Herbert, G., 195
 Hewlett-Packard, 29
 Higgins, Henry (fictional character), 41, 42
High Hopes (song), 229
 Hilfiger, T., 119
HMS Beagle, 225
 Hogan, J., 20–22
 Holt, Sir L., 20–22
 Honeywell, 38
 Hoover Institution, 66
 Hope: application to leadership, 19;
 bottom-line power of, 18; as Christian
 value, 94–95; combating fear through,
 64–69; communicating, 184–185;

considering the power of, 24; creativity
 through, 31–33; as defined by leaders,
 86; effect-cause relationship of, 47–48;
 as intrinsic motivation, 35; language
 describing, 50; as leadership choice,
 62–63; as opportunity to rewrite the
 future, 30; *Oxford English Dictionary*
 definition of, 85; problem-solving
 using, 35; school performance and, 18;
 selling, 181. *See also* Emotions

Hope (Alaska), 7
Hope and Despair (Reading), 47
 Hope, B., 200–201
 Hope myths: 1: hope is the same as wish-
 ful thinking, 86–88; 2: hopeful leaders
 are happiness promoters, 89–90; 3:
 hope requires great leaps of faith, 91;
 4: hope is what you have when you
 have nothing else, 91–92; 5: all leaders
 are hopeful, 92–93; 6: you are born
 either hopeful or fatalistic, 93–94; 7:
 hope never ends, 94–95

Hope stories: on Edison and Cakebread,
 19–20; on Grameen Bank and
 Muhammad Yunus, 23; Jerry Linenger’s,
 203–205; oncologists on power of hope,
 17; sailor survivals due to hope, 20–22.
See also Stories

Hopeful climate, 63–64
 Hopkins, A., 204
 Hubbard, E., 187, 188–189
 Human development: becoming more
 human, 232; learning to see with your
 heart, 232–233
 Humility, 232
 Hunter, E., 93
 Hvizdala, K., 37, 87

I

“I have a dream” line (King), 193–194
I Love You, You’re Perfect, Now Change
 (musical), 176
 IDEO, 83
Ignorance: A Novel (Kundera), 80
 Imagine, 80
Inferno (Dante), 44
 Institute for Applied Creativity (Texas
 A&M University), 32
 Intel, 214, 216
 Iowa State study, 43
 IQ testing, 33, 34
It’s a Wonderful Life (film), 133

J

Jackson, M., 19, 38, 103, 131–139, 144–145
 Jacobs, S., 127, 128, 129
James Caird (lifeboat), 223–224
 Jazz music, 77–78
 Jenks, B., 42
 Jennings, P., 45
 Jobs, S., 165, 166, 172
 John Paul II, Pope, 113
 Johnson, S., 53
 Jonsson, M., 20, 21
 Jordan, M., 232
 Julius II, Pope, 209

K

Kabuki (Chicago restaurant), 101
 Kahneman, D., 46
The Karate Kid (film), 102
 Kennedy, J. F., 45, 102, 211
 Kessler, P., 104
 Khrushchev, N., 196
 King, M. L., Jr., 16, 101, 168, 189, 193–194, 211
 Kinkade, T., 218
 Kraft, U., 31
 Kundera, M., 61, 80

L

LaBranche, G., 127–130
 Lane, R., 89, 90
 Language: Google search on, 50; Hebrew, 86–87; hopeful, 86–87; positive versus negative, 48–51; private speech, 195–199, 203–205. *See also* Communication
 Lansbury, A., 105
 Larsen, R., 54
 Law of diminishing returns, 18–19
 Leaders: as believers, 15, 35, 38–41; call for consciousness in, 37–39; guilt felt by, 171–172; hope as defined by, 86; impact of outlook on performance, 15; “save the store,” 135; three-day walk for hopeful, 44–45; turnover of, 29–30, 184–185, 239. *See also* Triumphant leaders
 Leadership: application of hope to, 19; consistent presence of, 111–112; creating hopeful climate, 63–64; deciphering, 228–229; distributed, 199–200; having a mission as part of, 169–171;

hope as choice of, 62–63; intangible elements of, 38–39; recklessness of wishful, 87–88

Learning disabilities, 198
 Lecter, Hannibal (fictional character), 204
Lend Me Your Ears (Safire), 145
 Lennon, J., 71, 80, 86
 Leno, J., 230
 Lewin, K., 176
 Lewis and Clark journals, 54–55
 Lewis, C., 105
 Lewis, M., 54, 81
 Lifton, R. J., 93
 “Lighthouses of Leadership” (McCoy speech), 219
 Lincoln, A., 189
 Linenger, J., 166, 203–205
The Little Engine That Could, 200
The Lives of the Artists (Vasari), 208
 Locke, J., 108
 Loewi, O., 94
Long Walk to Freedom (Mandela), 213
Lord of the Rings (film), 191
Los Angeles Times, 150
 Lucco, J., 19, 133, 134
 Luntz, F., 191–192

M

Macklin, A. H., 222
 Mahoney, M., 200
 Mamet, D., 223
The Manchurian Candidate (film), 93
 Mandela, N., 211, 212–214
 Manhattan Project, 143
 Markoff, K., 126–127
 Marley, B., 71
 Mars, Tully (fictional character), 165
 Martini, L., 154
 Maruta, T., 17
 Marx, K., 73, 77
 Masaryk, T., 72
 McCoy, T., 81, 166, 214–219, 230–231
 McFerrin, B., 90
The Mechanism of Human Facial Express (Duchenne de Boulogne), 52
 Melville, H., 236
 Memory and Aging Center (UCSF), 32
Mental Health: New Understanding, New Hope (WHO report), 92, 242
 Merton, R., 41
 Meshberger, F., 207–211

- "A Message to Garcia" (Hubbard),
 188–189
 Michelangelo, 108, 207–211
 Mickelson, P., 104, 105, 106
 Mickey Mouse, 22
 Microsoft, 121
 Midwest's Great Flood (1993), 68
 Miller, B., 32
 Mind and Life Institute, 56
Mind Wide Open (Johnson), 53
Mise en place (putting in place), 102
 Mission, 167, 168, 169–171
 Mission statement, 169–170
 Mitterrand, F., 39
 Modeling, 83
 Mondavi, M., 153–154
 Monte Carlo simulation, 143–144, 156
 Mother-child relationship studies, 199
 Muir, J., 12
My Fair Lady (musical), 41
 Myers, D., 89, 90
- N**
- Napa Valley: "helping" culture of, 152–
 154; phylloxera (root louse) invasion
 and replanting of, 154–157. *See also*
 Cakebread Cellars winery (Napa
 Valley)
National Geographic, 4
 National Heart, Lung and Blood Institute,
 226
 National Institutes of Health, 225, 226
 Negative beliefs, 43–44
 Negativity: attention paid to negative
 emotions and, 48; language used to
 describe emotional, 48–51; of negative
 information, 46–47; in presidential
 campaigns, 45–46; understanding
 power of, 59
 Neuroplasticity, 57–58
 Neurotransmitters, 94
New Hopes for a Changing World (Russell),
 6
New York Times, 22, 115, 211, 226
New York Times's Best-Seller Lists, 183
 Nicklaus, J., 104
 Nirenberg, M., 109–110, 225–228, 229
 Nixon, R. M., 45, 193
 Nonverbal communication, 217–218
 Norman, G., 202
 Northwestern University's Wildcats,
 229–230
- Notre Dame's Fighting Irish, 229–230
 Nun's essays (1930s), 16
- O**
- Obama, B., 25
 Objectives or outcomes, 109–111
 Ochs, A., 22–23
Of Mice and Men (Steinbeck), 187
 Office of Tibet in Exile (New York), 39,
 158–162
 Ogilvy, D., 187, 188
 Oklahoma bombing, 68
 "The Old Man" (photographs), 52f
 Olympic Games medalists, 46–47
 Opportunistically aware, 101–102
 Orfalea, P., 89, 103, 116, 119, 120, 122,
 165–166
Oswald the Lucky Rabbit (Disney), 22
 Outward Bound schools, 21–22
- P**
- Paine, T., 108
 Palmer, A., 104
 Panza, Sancho (fictional character), 88
Paradiso (Dante), 44
 Patterson, T., 45
 Patton, G. S., 119
 Paul's letters, 94
People magazine, 52, 184
 Performance: hope impact on school, 18;
 role of outlook in, 15; U.S. Air Force
 study on predictors of, 33–34
Philistine (magazine), 189
 Phobias: agyrophobia (fear of crossing the
 street), 175; anablephobia (fear of look-
 ing up), 175; arachnophobia (fear of
 spiders), 61. *See also* Fear
 Phylloxera (root louse), 154–157
 Piaget, J., 196, 197
 Picasso, P., 86, 119
 Pickering (fictional character), 41, 42,
 43
 Pink Floyd, 207
 Pizza fund phenomenon, 192
 Podsednik, S., 42
Porteur de sens (bearer of meaning),
 30–31
 Positive Emotions and Psychophysiology
 Laboratory, 48
 Prague, 69–70
 Presidential campaigns, 45–46

Pretty Woman (film), 41
 Priestley, R., 224
Princeton Review, 101
 Prinze, F., Jr., 41
 Private speech, 195–199, 203; children's use of, 195–199, 203; Jerry Linenger's use of, 203–205; triumphant leaders' use of, 205
 Probability, 143–144
 Problem-solving, hope used in, 35
Proceedings of the National Academy of Sciences, 56
 “Procrastination” (Fosdick), 21
Purgatory (Dante), 44
Pygmalion (Shaw), 41

Q

Quixote, Don (fictional character), 88

R

Rabgyal, C., 195
 Rabgyal, N., 39, 158–159, 161–162
 Ratzenberger, J., 34
 Reading, A., 47
 Reagan, R., 45, 65–67
 Red Bull, 194
 Reed, L., 69
 Relationships: Napa Valley, 152–154; studies of mother-child, 199; wakefulness of others and, 103–106
 Restak, R., 166
 Ricard, M., 58
 Rice, G., 148
 Rickey, B., 145–146, 149
 Rizzardi, J., 111
 Robben Island (South Africa), 212
 Roberts, J., 41
 Robin Hood Foundation, 166
 Robinson, J., 148
 Roby, N., 156
Roeh shehorot (to see black), 86–87
Roeh veradot (to see roses), 87
 ROH (return on hope), 16, 18
 ROI (return on investment), 16, 18
 Roma, R., 223
 Roosevelt, F. D., 64–65
 Rootes, J., 111
 Rose Bowl (1996), 229–230
 Ruiz, H., 199
 Russell, B., 6

S

Safire, W., 145
 Sagan, C., 113
 de Saint-Exupéry, A., 148–149
A Salty Piece of Land (Buffett), 165
 Saltzman, D., 166
 Sara Lee, 29
 “Save the store” leader, 135
 Schmidt, R., 183
 Schrauf, R., 48–49
 Schwab, C.: All Kinds of Minds involvement by, 185–186; on belief branding, 126–127; on joy of thinking, 227; leap of faith by, 91; on sharing passion for shared vision, 125–126; visiting company of, 122–125; on wakefulness, 103–104, 106, 107, 109
 Schweizer, P., 66
 Science: connections between Buddhism and, 55–58; of discovery, 225–227
 “The Science of Atheism” course, 76
Scooby Doo (cartoon), 191
 Scott, R. F., 222
 Seinfeld, J., 62
Seinfeld (TV show), 5
 Self-fulfilling prophecy, 40–42
 Selling hope, 181
 September 11, 2001, 128, 219
 Seuss, Dr., 183, 195
 Seward, W., 4
 Seward's Folly, 4
 Shackleton, E., 221–224
 Shaw, G. B., 41–42, 43
She's All That (film), 41
Silence of the Lambs (film), 204
 Simon Peter, 231
 Simulations: Monte Carlo, 143–144, 156; The Sims video game, 27–28, 211
 Sinatra, F., 93
Simträger (meaning), 31
 Siskel, G., 232
 Sistine Chapel, 207–211, 210f
 Skvorecky, J., 77
 Slovakia, 70–71, 72
 Smiles, 52–53
 Smith, S., 32
 Snowdon, D., 16
 Snyder's Hope Scale, 18
Social Theory and Social Structure (Merton), 41
 Socrates, 166
 Soviet Union, 65–67, 162

- Spencer, E., 136–137
 Spiders, 61–62
 Spirit, 38
 Split-persona phenomenon, 75–76
Sports Illustrated, 105
 Springer, J., 46
 Stacey, L., 205
 Stalin, J., 195, 196
Star Wars (film), 191, 200
 Starr, E., 25
 Stat, T., 83
 Steinbeck, J., 183, 187
 Stockdale, J., 87–88
 Stories: princess-and-dragon, 191; Trojan Horse format for, 191–194. *See also* Hope stories
 Storytelling: examples of, 185–189; how to tell a great story through, 189–194; value of, 183–184; voice of hope through, 184–185
 Strauss, J., 192, 193
 Symbols: Mandela's sandwiches as, 211–214; McCoy's lighthouse as, 214–219; triumphant leaders' use of, 211–214
 Synapses, 94
 Systematic desensitization, 81–83
- T**
- “Take a Stand” (Canada), 169–170
 Teller, E., 143
 Teresa, Mother, 189, 227
 Terkel, S., 232
 Terman, L., 19
 Thirty-Second Street, 157–159
 Thorndike-Lorge Word Count (1944), 49, 50
Thought Reform and the Psychology of Totalism (Lifton), 93
 Threats, 54–55
Through the Looking Glass (Carroll), 85
 Tibetan people: “cultural recognition” battle by, 160; Dalai Lama leadership of, 39–40, 160–162; Office of Tibet in Exile (New York), 39, 158–162. *See also* Dalai Lama
Tikvah (twist), 86
 Tiselius, A.W.K., 227
 Trans-Antarctic Expedition, 221
The Treasury of American Wines, 150
 Trebek, A., 34
 Triumphant leaders: acknowledgment of another's hope by, 37; contagious pas-
- sion of, 135–136; creating hopeful climate, 63–64; guilt felt by, 171–172; having a mission, 169–171; hope as defined by, 86; using hope in place of fear, 68; hope used in problem-solving by, 35; nosy as characteristics of, 106–107; private speech used by, 205; probability determined by, 144; respect for power of fear by, 62; symbols used by, 211–217; wayfinding approach used by, 142–143; will to win by, 211. *See also* Belief managers; Leaders; Wayfinders
 Trojan Horse story format: described, 191; examples of, 191–194
 Trump, D., 4
 Turnaround Management Association, 111
 Turner, T., 119
TV Guide (magazine), 184
 Tversky, A., 46
 Two-minute rule, 180
 2005 Chicago White Sox World Series, 42
- U**
- Ulam, S., 143
 U.S. Air Force study, 33–34
 U.S. Geological Survey, 4
- V**
- “The Vanishing Voter” project (Harvard University), 45, 50
 Vasari, G., 208–209
 Video game (*The Sims*), 27–28, 211
 Virgil, 44
 “The Visit of Wisdom” (Gibran), 229
Voices from the Ice (film), 5
 Vosges Haut-Chocolat, 126–127
 Vygotsky, L., 195–197
 Vysoká Škola Economická (Prague), 69
- W**
- Wakefulness: art of, 102; of cause and contribution, 108–109; character as self, 103; consistent presence of leadership as part of, 111–112; of context and situations, 106–107; of effect and outcomes, 109–111; relationships and wakefulness of others, 103–106
 Walker Information National Employee Benchmarking Study, 28
Wall Street Journal, 56

- Ward, W. A., 173
Washington, G., 183
Wayfinders: Dalai Lama as, 161–162; as having a plan, 149; Jack Cakebread as, 149–157; Ty Cobb as, 129d, 145–149. *See also* Triumphant leaders
Wayfinding: breakmaking through, 141, 145–147; described, 141–142; hedging for the future approach of, 162–163; on Thirty-Second Street, 157–159; triumphant leaders' use of, 142–143; “what if. . .?” mantra of, 144–145
Wealth and Our Commonwealth: (Gates and Collins), 192
Webb, Ty (fictional character), 200
Weperen, R. van, 21
Western ideology, 79
Western Journal of Medicine, 17
“What Other People Say May Change What You See” (*New York Times*), 115
WHO's *Mental Health: New Understanding, New Hope* report, 92, 242
Will to win, 211
Wind, Sand, and Stars (de Saint-Exupéry), 148–149
Wine and Spirits (magazine), 130
Wine News (magazine), 156
Wine Spectator (magazine), 156
Wishful thinking, 86–88
Woods, T., 104
Workplace fatalities, 238–239
World Health Organization (WHO), 91–92
World War II torpedoed ships, 20–22
Worsley, F., 224
Wright, W., 27
- Y**
- The yips, 201–203
Young Presidents Organization (YPO), 171
Yunus, M., 23
- Z**
- Zajonc, R., 49–50
Zappa, F., 69
Zeitgeist: disposability of modern, 28–29; meaning of, 25–26; of our age, 26–27; *porteur de sens* (bearer of meaning) response to, 30–31