

Index

A

Acquired Organizational Dysfunction Syndrome (AODS), 158
Act with Integrity: and confronting Competency Addiction, 123, 133, 143; in culture of networks, 154, 159; on global scale, 300, 311; by mavericks, 159; as transformation principle, 98–100, 115
Activist consumers, 244–249, 269; characteristics of, 241, 244–245; relationships with, 246–249; women as, 251, 270
African and Canadian Business Women's Alliance (ACBWA), 259
Aging of population: in China, 38, 40–41, 272; as factor driving globalization, 38–42. *See also* Boomers
AIG Credit Card Co., 255
Alfa Romeo, 258
Alinsky, Saul, 24
Alliances for innovation: creating, 170–174; principles for designing, 175–176
Amazon.com, 171–172, 199, 243
America. *See* United States
Apple Computer, 123, 189, 203–204
Applebee's, 203
Arthur Andersen, 22
Attitudes, and behavior, 109

B

Baby Boomers. *See* Boomers
Badlands: of current cycle of disruptive innovation, 29–30; defined, 4, 7; as leadership crucible, 9, 12–15; new capabilities required in, 10; organizational metamorphosis necessary in, 9, 15–17; pains experienced in, 9–10; social choices to be made in,

9, 17–19; and understanding globalization, 9, 10–12
Banana Republic, 256
Bank of America, 255
Bank of China, 22, 99–100
Battery technology, 164, 201
Baum, Stephen L., 167, 168
Behavior, and attitudes, 109
Beliefs, challenging, to generate new ideas, 192–194
Bell, Daniel, 21
Bibbero Systems, 98–99
Billpoint, 101
Bioinformatics, 47–48, 265
Biology, 42, 43
Biometrics, 45–46, 49
Biotechnologies, emerging, 47–48
BizRate, 187
Boomers: attitude toward innovation, 232; challenge and gift of, 218; described, 215, 218, 238; meaning of work for, 228; as new older consumers, 260–265, 270; second middle age of, 228, 260, 308–309; war as viewed by, 216
Boost Mobile, 126
BP Amoco, 142–143, 267
Braveman, Rich, 168
Brazil, aging of population in, 38
Buckley, Mike, 98–99
Bush, Vannevar, 25
Business leaders, declining confidence in, 81, 82
Business risk, increased by growing wealth gap, 78–79

C

California Women's Foundation, 96–97
Calpine, 89

- Campbell Soup, 89
- Canada, attitude toward immigrants in, 66
- Cantalupo, James, 111
- Capabilities, new: creating, 17, 126–128; required in Badlands, 10. *See also specific capabilities*
- Capital One Financial, 89
- Capitalism, Socialism, and Democracy* (Schumpeter), 33
- Cardinal Health, 128
- Career support networks, 161
- Cartmill, Molly, 167
- Catholic Church, 21–22
- CEMEX, 52, 169, 198, 204
- CEOs: celebrity, 90; network mapping applied to succession of, 162–163; turnover of, 82, 89
- Chang, Patti, 96–97
- Change: fringe as origin of, 21; global drivers of. *See* Globalization, drivers of
- Charles Schwab, 190, 255
- Chemistry, 43
- China, 271–299; aging of population in, 38, 40–41, 272; anticorruption efforts in, 99–100; consumer behaviors in, 288–289, 290–291; emigration from, 67–68; flexible work in, 63; importance of, 12; major social shifts occurring in, 272–273; offshoring jobs to, 212, 213; pensions in, 40; state-owned enterprises (SOEs) in, 40, 63, 289, 292–293; utilitarian consumer culture of, 106, 288; women in workforce in, 71; as world's future leading manufacturer, 52, 56
- Chinese generations, 274–288; in changing work world, 289, 292–298; consumer behaviors of, 290–291; “Cultural Revolution Generation,” 275, 283–285; “Me Generation,” 274–277; “Recovery Generation,” 275, 280–282; “Sandwich Generation,” 275, 277–280; similar work attitudes of, 289, 292–293; summary insights on, 298–299; “War and PRC Generation,” 275, 285–288
- Cisco Systems, 267
- Citibank, 255
- Citigroup, 89
- Coca-Cola, 89, 106, 182, 184, 185
- Communication technologies, 44–47, 50
- Compaq, 134–135, 185
- “Competence trap,” 122
- Competencies: core, future for, 194–196, 207; creating new, 126–128; needed by leaders, 91–94
- Competency Addiction: companies confronting and resolving, 123, 124, 126, 127–128; companies exhibiting, 116–122, 182; defined, 16, 116, 117; denial of, 144; and global drivers, 126; and heretics, 124, 146; and innovation gap, 128–131; new competencies and capabilities to overcome, 126–128; recognizing, 123–124; social networks reinforcing, 124–126; summary insights on, 145–146
- Connectors, 140
- Consumer Conundrum: and activist consumers, 241, 244–249; and changing roles of women, 249–259; for companies doing business in China, 272; defined, 242; and rise of new older consumers, 260–265; and social consciousness about sustainability, 266–269; summary insights on, 269–270
- Consumers: activist, 241, 244–249, 251; in China, 288–289, 290–291; new older, 260–265; socially conscious, 266–269; women as, 249–259
- Context: altering, to promote innovation, 136–139; changed, for leadership, 86–89; power of, and seeding an epidemic, 141; and preventing Strategy Tragedy, 188; social ferment as, for commercial innovation, 23–24; temporariness as characteristic of, 177
- Conversations: among knowledge workers, 155–158; necessary for strategic thinking, 189–190, 206–207
- Corporate culture, disintegration of, 153–154
- Corriero, Jennifer, 215, 237, 307

- Corruption: government efforts to combat, 99–100; in times of disruptive innovation, 21, 22, 94
- Cosmeceuticals, 263–264
- Costa Rica: increasing TNC growth in, 53, 54; offshoring jobs to, 213
- Costco, 120–121
- Creating New Wealth, 189–196; and rapid learning, 200; reinvention for, 202–204
- Creative destruction, 33, 81
- Criminal networks, global, 79–80
- “Cultural Revolution Generation” (China): consumer behavior of, 291; overview of, 275, 283–285
- Culture: corporate, 153–154; and globalization, 302–303; and innovation, 233–234; and meaning of work, 229; of networks, 153–154, 159. *See also* Engage Cultures; Multiculturalism
- Curves for Women, 256
- Customers, improving quality of life for, 197–199
- Customizing Personalized Relationships: with activist consumers, 246–249; defined, 242; with new older consumers, 261–265; with socially conscious consumers, 267–269; with women consumers, 251–259
- Cycles of disruptive innovation: built on previous technologies, 25–26; contemporary implications of, 28–29; dates and technologies associated with, 20; lessons from, 21–29; overview of, 6–8
- D**
- Dairy Farmers of America, 262
- Debriefing, as habit of leaders, 111
- Decision making, rapid, 108–111
- Dell, Michael, 124
- Dell Computer, 124, 135, 185, 187
- Delta Air Lines, 88–89, 92, 93, 94
- Developed countries: increasing retirement age in, 39, 41; labor growth in, 58; TNCs originating in, 52
- Developing countries: aging of population in, 38, 39; labor growth in, 58; TNCs originating in, 52
- Digital divide, 50
- Digital tags, 164, 201
- Display technology, 47, 164
- Disruptive innovation: managing, through to market, 197–205; Networked Leadership needed for, 166–168. *See also* Cycles of disruptive innovation; Growth Through Disruptive Innovation; Innovation
- Diversity: as contributing to innovation, 24–25; of leaders, 178; optimal, in networks, 174
- Dot-com boom, strategy ignored in, 180–181
- Drucker, Peter F., 7
- DuPont, 267
- E**
- E-mail, 141
- eBay, 101
- Eco-webs, 129
- Economic turbulence, defined, 33
- Eddie Bauer, 256
- Education: Chinese desiring further, 295, 299; higher, of women, 68, 69; as institution in decline, 83; level of, of immigrants to OECD, 65; rising levels of, 57–58; of scientists and engineers, in China and India, 72; and shortage of knowledge workers, 211–212
- Eisenberg, D. M., 262
- Elderly population. *See* Aging of population
- Electronic Data Systems, 89
- Empathy, 198
- Employment trends: increasing flexibility of work, 60–64; increasing importance of knowledge workers, 151–153; job recovery after recessions, 59–60; migration of knowledge workers, 64–68; offshoring, 31–32, 59, 60, 72, 212, 213; precariousness of jobs, knowledge, and skills, 211–212, 213; rising importance of global Net Generation, 212, 214–215; women in workforce, 12, 68–72, 73, 250
- Energy technologies, 48, 50
- Engage Cultures, as transformation principle, 104–106

- Engage People Deeply, defined, 209
- Engaging and Supporting Social Networks, 149, 177; by adopting networked leadership, 165–170; defined, 148; by forming alliances for innovation, 170–176; by mapping networks, 160–165; to resolve Network Angst, 155–158
- Enron, 22
- Environmentalism, 266–269
- Ericsson, 267
- Escape, illusion of, 143–144
- Europe: Eastern, offshoring jobs to, 213; flexible work patterns in, 63; immigration to, 67; women in workforce in, 70–71
- European Union Youth Forum, 307
- Evisceration, strategy decay due to, 186, 187
- Execute with Discipline: as transformation principle, 111–114; when challenging beliefs, 194
- Exhaustion, strategy decay due to, 185–187
- Expert knowledge networks, 161
- F**
- Failure, supporting, 145
- Fannie Mae, 89
- Fiorina, Carly, 134–135
- Fishnet organizations, and innovation gap, 130, 131
- Ford, Henry, 27
- Foreign direct investment (FDI): in China, 68; liberalization of regulations on, 54, 55
- Foresight, of leaders, 95–98
- France, aging of population in, 38
- Freddie Mac, 89
- Friedman, Ellen, 110
- Furdyk, Michael, 215, 237
- G**
- Galanz Corporation, 92, 103
- Galvin, Christopher, 87, 137
- The Gap, 113
- Gap between rich and poor. *See* Wealth gap
- Garza, Francisco, 204
- Gatekeepers, in network maps, 164
- Gateway, 185, 202–203
- GDP, regional growth in, 32, 33
- Gen Xers: attitude of, toward innovation, 232, 234–235; career expectations of, 224–226; challenge and gift of, 218–219; described, 215, 218–219; differences between Net Generation and, 225, 226–227, 231, 235; meaning of work for, 228, 229–230, 231; war as viewed by, 216
- Gen Y's. *See* Net Generation
- Generations: attitudes of, toward innovation, 230, 232–235; challenges and gifts of, 217–220; described, 215, 217–220; and leadership, 236–237; meaning of work for, 227–230, 231; summary insights on, 238–240; war as viewed by, 215–216. *See also* Chinese generations; *specific generations*
- Genetic technologies, 47
- Geopolitics, as factor driving globalization, 73–76
- Ghosn, Carlos, 105–106, 204–205
- Gillette, 89
- Gladwell, Malcolm, 136, 139–141
- Global AIDS Project, 75, 80
- Global Crossing, 22, 99
- Global drivers. *See* Globalization, drivers of
- Global Foresight, 5
- Global Silicon Network (GSN): defined, 51; expansion of, 54; innovations stimulated by, 23; social innovation in, 80
- Globalization: and culture, 302–303; current state of, 32; future of, 1–3, 84–85, 304–305; negative aspects of, 36–37; positive aspects of, 33–36; public view of effect of, 33, 34, 77; role in gap between rich and poor, 35, 37; understanding, and navigating the Badlands, 9, 10–12. *See also* Sustainable Globalization
- Globalization, drivers of, 37–84; aging population, 38–42; and Competency Addiction, 126; expansion of transnational companies (TNCs), 50–56; failing institutions, 80–84; geopolitics, 73–76; growing wealth gap, 76–80; increasing education and sophistication of population, 57–73; new technologies, 42–50

- Governments: anticorruption efforts by, 99–100; as declining institutions, 81; support for, to provide social safety net, 77, 78
- Grameen Bank, 22, 258–259
- Growth Through Disruptive Innovation: conversation necessary for, 189–190; defined, 180; and managing disruptive innovations through to market, 197–205; organizational climate for, 190–191; pitfalls in, 205–206; practices for, 191–194
- H**
- H&M, 112–113, 185
- Haier Group, 108, 194–195
- Hambrecht, Bill, 96
- Hamel, Gary, 133, 185
- Harrah's Entertainment, 247
- Health care: adoption of information and communication technologies in, 50; and aging of population, 41, 262–264, 265; Competency Addiction in, 119; as institution in decline, 83; for women, 255–257
- Heretics: and confronting Competency Addiction, 124, 146; and radical innovation, 102, 159
- Hewlett, Walter, 134
- Hewlett Foundation, 96
- Hewlett-Packard (HP), 134–135, 185, 187
- Hierarchies: as outdated organizational structure, 147, 158, 177; vs. social networks, 158–159
- Hitler, Adolph, 25
- Home Depot, 89, 248
- Households, changing demographics of, 250
- Hubs, in network maps, 161, 164
- Hutchison Whampoa, 52
- I**
- IBM, 121, 135, 187, 193, 255
- Idei, Nobuyuki, 118–119
- Identities: derived from work, 229; evolving from innovation, 27–28
- IDEO, 102
- Immigration, of knowledge workers, 64–68
- India, offshoring jobs to, 212, 213
- Information, and activist consumers, 244–245
- Information economy, marginalization of poor in, 77
- Information Revolution, transformational effects of, 29–30
- Information technologies, 43, 44–47, 50
- Innovate Radically: as transformation principle, 106–108, 115. *See also* Radical innovation
- Innovation: alliances for, 170–176; changing context to promote, 136–139; climate for, created by leadership, 133–135; commercial, in context of social ferment, 23–24; Competency Addiction as obstacle to, 123; creating alliances for, 170–176; cultural differences in, 233–234; diversity's contribution to, 24–25; generations' attitudes toward, 230, 232–235; new identities evolving from, 27–28; perceived barriers to, 131, 132; pitfalls in promoting, 143–145; seeding epidemic of, 139–143; social networks supporting, 155–158; stimulated by trade, 22–23. *See also* Disruptive innovation; Radical innovation; Systemic Innovation
- Innovation gap: barriers to closing, 129; defined, 128; and organizational types, 129–131
- Innovation networks, 161
- Institutions, failing, as factor driving globalization, 80–84
- Integrity. *See* Act with Integrity
- Intel Fellows, 107–108
- International Women's Forum, 23, 258, 308
- Iraq War, 74–75
- J**
- J. Crew, 256
- Japan: flexible work patterns in, 63; immigration to, 67; women in workforce in, 71
- Jenny Craig, 256
- Jobless recovery, 59, 212
- Jobs: offshoring, 31–32, 59, 60, 72, 212, 213; precariousness of, 211–212, 213

- Jobs, Steve, 93, 123, 203
 Jordan, Jeff, 101
- K**
- Kelley, David, 101
 Kia Motors, 260
The Knowing-Doing Gap (Pfeffer and Sutton), 120
 Knowledge: precariousness of, 211–212; tacit, 196
 Knowledge flow, innovation stimulated by, 174
 Knowledge workers: characteristics of, 151; Chinese, 214, 293–297; conversations among, 155–158; diverse, seeking ideas from, 204–205; migration of, 64–68; nations of origin of future, 214; and Network Angst, 151–153; rising importance of, 151–152; risks associated with, 152–153; shortage of, 211–212. *See also* Net Generation
 Kodak, 24, 257–258
 Kutaragi, Ken, 118–119, 121
- L**
- Latin America: flexible work patterns in, 64; women in workforce in, 71
 Law of the few, 139–140
 Lawler, Edward, 113
 Lay, Kenneth, 99
Lead the Revolution (Hamel), 133
 Leaders: acting with integrity, 98–100, 115; “collisions” sought by, 107–108, 115; competencies needed by, 91–94; disciplined execution of ideas by, 111–114; foresight of, 95–98; personal characteristics of, 91; radical innovation by, 102–104, 115; rapid decision making by, 108–111; rapid learning by, 100–102; successfully dealing with multiculturalism, 104–106
 Leadership, 86–115; Badlands as crucible for, 9, 12–15; changed context for, 86–89; climate for innovation created by, 133–135; and generations, 236–237; summary insights on, 114–115; transformation principles for, 14–15, 95–114. *See also* Networked Leadership; Self-Leadership
 Leadership Insecurity, 14, 16; defined, 87; insights on resolving, 114–115
 Leadership Readiness, 14, 89–95, 114; competencies for, 91–95; defined, 87; personal characteristics for, 91; and self-leadership, 90–91
 Leahy, Terry, 199
 Learn Rapidly: to create new wealth, 200; as transformation principle, 102–104
 Learning networks, 161
 Lend Lease, 137–138
 Levi’s, 185
 LG Electronics, 52
 Life management needs, of women, 251–254
 Linux, 22
 Liu Jinbao, 100
 Liu Mingkang, 100
 Lowe’s, 254
 Loyalty, of activist consumers, 245
 Lucent, 89
 Lufthansa, 267
- M**
- Make Decisions Fast, as transformation principle, 108–111
 Management, less, to promote innovation, 138
 Mandela, Nelson, 22
 Mapping social networks, 124–126, 160–165
 Matei, Iana, 259
 Mavens, 139–140
 Mavericks, and radical innovation, 102, 159
 Maytag, 89, 195–196
 McDonald’s, 111–112
 McNealy, Scott, 187
 “Me Generation” (China): consumer behavior of, 290; overview of, 274–277
 Merck, 122
 Mexico: flexible work patterns in, 64; offshoring jobs to, 213; women in workforce in, 71
 Microsoft, 237
 Middle East, women in workforce in, 71, 72
 Migration, of knowledge workers, 64–68
 Military, as institution in decline, 81, 83
 Motorola, 87, 110, 137, 201
 Move On, 22, 24

- Mukerji, Chandra, 27, 28
 Mullen, Leo, 94
 Multiculturalism: leaders successfully dealing with, 104–106; and Networked Leadership, 168–170
- N**
- Nader, Ralph, 24
 Napster, 203–204
 Nascar, 258
 Nationalism, and perceived need to protect against foreign influence, 36
 Navigating the Badlands. *See* Badlands
 Neotony, 217
 Net Generation, 238–239; attitude toward innovation, 233, 234–236; attitude toward other generations, 221–222; attributes of, 220–221; beliefs about technology, 223–224; career expectations of, 224–226; challenge and gift of, 220; described, 215, 219–220; differences between Gen Xers and, 225, 226–227, 231, 235; increasing importance of knowledge workers in, 212, 214–215, 238; influences on, 222; leadership by, 237; meaning of work for, 228, 229–230, 231; war as viewed by, 216
 Network Angst, 149; defined, 148; resolving, 154–159; shifts underlying, 150–154
 Networked Leadership: defined, 165–166; examples of companies with, 167–168, 169; importance of, 166–167, 177; and multiculturalism, 168–170
 Networks, types of, 160–161. *See also* Social networks
 Nextel, 126
 NFL, 258
 Nissan, 105–106, 204–205, 253
 Nubella, 243
 Nuclear bomb, development of, 24–25
 Nutraceuticals, 262–263
 Nutti, Bill, 168
- O**
- Office workspace. *See* Workspace
 Offshoring, by transnational corporations (TNCs), 31–32, 59, 60, 72, 212, 213
 Oppenheimer, Robert, 24, 25
 Organisation for Economic Co-operation and Development (OECD) countries, immigrants in labor force of, 64, 65, 66
 Organizational metamorphosis: necessary for navigating the Badlands, 9, 15–17; summary insights about, 177–178
 Organizational structure: hierarchies as outdated, 147, 158, 177; innovative, 103–104; networks vs. hierarchies as, 158–159; vs. social networks, 124–126
 Organizational types, and innovation gap, 129–131
 Organizations: climate in, for Growth Through Disruptive Innovation, 190–191; future, as webs, 147, 149; mismatch between scale of, and social issues, 26–27; risks of knowledge workers to, 152
 Oticon, 138, 190
 Outposters, 107–108
- P**
- Pains: experienced in Badlands, 9–10; resolving, 17. *See also specific pains*
 Palmisano, Samuel, 121, 193
 Passages (Sheehy), 308–309
 Pasteur, Louis, 23
 PayPal, 101
 Peer-to-peer (P2P) technology, 46, 50, 164
 Pensions, 40, 41
 Pepsi, 182, 184, 185
 Permanency, innovation stifled by, 138
 Perricone, Nicolas, 264
 Petroleos de Venezuela, 52
 Petronas, 52
 Pew Global Attitudes Project, 66
 Pfeffer, Jeffrey, 120, 121
 Pfizer, 122
 Philip Morris, 89
 Philippines, offshoring jobs to, 213
 Physics, 43
 Precariousness, of jobs, knowledge, and skills, 211–212, 213
 Procter & Gamble, 89

- Professional Golfers Association (PGA), 258
- Pulse takers, in network maps, 164–165
- R**
- Radical innovation: establishing sense of urgency for, 188–189; and heretics and mavericks, 102, 159; importance of, 311; by leaders, 102–104, 115; pitfalls in, 205–206; summary insights on, 206–207; as transformation principle, 102–104, 115. *See also* Innovation
- Radio frequency identification (RFID), 187–188
- Raymond, Eric, 86
- Reaching Out, 259
- Recording Industry Association of America (RIAA), 203
- “Recovery Generation” (China): consumer behavior of, 290; overview of, 275, 280–282
- REI, 247
- Reinvention, to create new wealth, 202–204
- Ren Zhi Hao, 293–294
- Reorganization, to promote innovation, 137–138
- Replication, strategy decay due to, 185, 186
- Research, underlying author’s view of future, 5–6
- Retirement age: for Boomers, 218; in developed countries, 39, 41
- Rollins, Kevin, 124
- Royal Dutch/Shell, 200
- “Rules of the Garage,” 134, 135
- Russia, offshoring jobs to, 213
- S**
- Salespersons, 140
- Sam’s Club, 120–121
- Samsung, 109–110
- “Sandwich Generation” (China): consumer behavior of, 290; overview of, 275, 277–280; in workplace, 292, 293–298
- Sandwich Generation. *See* Gen Xers
- Sarbanes-Oxley Act, 99
- Scan, Scout, Steer: to map future of core competencies, 195; by mavericks, 159; as transformation principle, 95–98
- Schumpeter, Joseph, 32–33, 81
- Science, dominant areas of, 42–44
- Seeding epidemic, 139–143
- Seek Collisions: to avoid Strategy Tragedy, 192, 207; to map future of core competencies, 195, 196; as transformation principle, 100–102, 115
- Self-Leadership, 90–91, 93, 98
- Semco, 103–104, 138, 141–142
- Semler, Ricardo, 103–104, 141–142
- Sempra Energy, 167–168
- Sensors, 45
- Sephora, 191–192
- Shang Ruimin, 195
- Shanghai President Coffee Corp., 174
- Sheehy, Gail, 308–309
- Sherwood, Rod, 202
- Shopper’s Drug Mart, 252
- Shopping.com, 187
- Simplicity, as characteristic of innovation, 138–139
- Skills: Chinese upgrading, 295, 299; precariousness of, 211–212
- Slim-Fast, 248–249, 262
- Slon, Steve, 260
- Smith, Alice K., 25
- Smith, Orin, 174
- Social bargain. *See* Social contract
- Social choices, made in Badlands, 9, 17–19
- Social contract: end of traditional, 11, 60, 150–151; variation in, 60–62, 73, 151
- Social ferment, as context for commercial innovation, 23–24
- Social issues, mismatch between scale of organizations and, 26–27
- Social networks: aligning with strategic direction, 165; defined, 150, 161; global, to address specific issues, 80; mapping, 124–126, 160–165; negative view of, 155; socially destructive, 19, 79–80, 306; technologies to support, 164; vs. hierarchies, 158–159. *See also* Engaging and Supporting Social Networks
- Social safety nets: ambivalence about, 18, 77; government support for, 77,

- 78; and Sustainable Globalization, 309–310
- Sony, 116–119, 121
- Sophistication of population, as factor driving globalization, 57–73
- Sorenstam, Annika, 258
- South Africa: offshoring jobs to, 213; tension accompanying change in, 22; women in workforce in, 71–72
- A Southern Season, 247
- Southwest Airlines, 190
- Spain, aging of population in, 38
- Starbucks, 122, 171–172
- State-owned enterprises (SOEs) (China): flexible work arrangements in, 63; legacies from, 289, 292–293; pensions paid by, 40
- Stephenson, Karen, 158, 160, 165, 315
- Stickiness factor, 140–141
- Strategy: aligning social networks with, 165; anticipating decay of, 184–188; conversations about, 189–190, 206–207; ignored, in dot-com boom, 180–181
- Strategy Tragedy: assessing current pain due to, 183–184; defined, 180; preventing, 182–189, 206–207
- “Success trap,” 122
- Sun Microsystems, 187
- Supplantation, strategy decay due to, 185, 186
- Supporting Social Networks. *See* Engaging and Supporting Social Networks
- Sustainability, social consciousness about, 266–269
- Sustainable Globalization: and aging Boomers, 308–309; defined, 301; and globally interconnected youth, 306–307; quest for, as contemporary challenge, 310–311; and rising power of women, 307–308; social changes needed for, 303–305; and social safety net, 309–310; view of future of, 1–3
- Sutton, Robert, 120, 121, 314–315
- Symbol Technology, 168
- Systemic Innovation: creating capability for, 131–143; defined, 117; pitfalls in creating, 143–145. *See also* Innovation
- Szilard, Leo, 24
- T**
- Tacit knowledge, 196
- TakingITGlobal, 215, 237, 307
- Talent Tantrum: defined, 209; global nature of, 210
- Taylor, Frederick, 27
- Technologies: associated with cycles of disruptive innovation, 20; emerging, 44–48; health, benefitting older consumers, 265; impacts of, 49–50, 201; Net Generation’s beliefs about, 223–224; new, as factor driving globalization, 42–50; preeminent in twentieth century, 42–44; previous, cycles of disruptive innovation built on, 25–26; to support social networks, 164; uneven diffusion of, 48–49; women adopting, 253
- Temporariness: as characteristic of new context, 177; innovation promoted by, 138
- Tenet Healthcare, 89
- Terrorism: as business risk with growing wealth gap, 78–79; as issue in new geopolitics, 74, 75
- Tesco, 198–199
- Tides Foundation, Community Clinics Initiative Program, 110
- The Tipping Point* (Gladwell), 136, 139–141
- Tommy Hilfiger, 256
- Toyota, 126, 196, 253–254
- Trade: innovation stimulated by, 22–23; role in globalization, 32
- Transformation principles, 14–15, 95–114; Act with Integrity, 98–100, 115; Engage Cultures, 104–106; Execute with Discipline, 111–114; Innovate Radically, 106–108, 115; Learn Rapidly, 102–104; Make Decisions Fast, 108–111; Scan, Scout, Steer, 95–98; Seek Collisions, 100–102, 115
- Transnational corporations (TNCs): countries of origination of, 52–54; expansion of, as factor driving globalization, 50–56; foreign direct investment (FDI) regulations favorable to, 54, 55; global knowledge workers desiring employment with, 224; growth of, 35, 51–52; offshoring by,

- 31–32, 59, 60, 72, 212, 213; stresses affecting, 56; trends in, 54, 56
- Trust: in culture of networks, 154; importance of, 177; Networked Leadership built on, 168–169
- Tunisia, aging of population in, 38
- Tyco, 22, 89
- U**
- United Nations, 81, 267
- United Parcel Service (UPS): Information Technology Strategy Committee (ITSC), 127–128, 137; Service Parts Logistics, 103; and Sonic Air, 108
- United States: anticorruption efforts in, 99; flexible work patterns in, 62–63; generations' attitudes toward innovation in, 232–233, 235; immigration to, 66–67; job creation in, 60; as leading creator and adopter of new technologies, 48; meaning of work for people in, 229, 231; women in workforce in, 70
- University of Phoenix, 190
- V**
- Value Vexation, defined, 301
- Value webs, 170–174
- Vanity Fair, 257
- Veterans: attitude toward innovation, 232; challenge and gift of, 217–218; described, 215, 217; meaning of work for, 228; war as viewed by, 216
- Victoria's Secret, 256
- Vincenz, Joan, 88–89, 92, 93, 94
- VitalCal, 262
- Voice technologies, 45, 50
- Volvo, 267
- W**
- Wachovia Corporation, 248
- Wal-Mart, 120–121, 187–188
- War, 74–75
- “War and PRC Generation” (China): consumer behavior of, 291; overview of, 275, 285–288
- Wealth gap: globalization's role in, 35, 37; growing, as factor driving globalization, 76–80; increased by new technologies, 50; Information Revolution as increasing, 17, 37; as issue in new geopolitics, 75
- Webvan, 180–181
- Weight Watchers International, 203, 256
- Weiner, Charles, 25
- Weird Ideas That Work* (Pfeffer and Sutton), 120
- Wells, H. G., 24
- Whitney, Eli, 26
- Winfrey, Oprah, 257
- Winnick, Gary, 99
- Wireless technologies, 44–45, 49, 164
- Women: as activist consumers, 251, 270; changing roles of, 249–259, 270; consumer purchases made by, 250–251; elderly, increasing number of, 38–39; higher education of, 68, 69; rising power of, 307–308; unmet needs of, 251–259; in workforce, 12, 68–72, 73, 250
- Women's Institute for a Secure Retirement, 255
- Work: changing world of, in China, 289, 292–298; flexibility of, 60–64; global, localization of, 58–60; meaning of, for generations, 227–230, 231. *See also* Employment trends
- Work networks, 160, 163
- Workforce: “Sandwich Generation” (China) in, 292, 293–298; women in, 12, 68–72, 73, 250
- Workspace: reorganizing, to support Systemic Innovation, 137–138; supporting innovation vs. routine work, 156, 158
- WorldCom, 22
- W.R. Hambrecht, 96
- X**
- Xerox, 89
- Y**
- Yoshizu, Jeri, 196
- Youth, globally interconnected, 306–307
- Z**
- Zircon Tools, 254