

Index

A

A players: coaching plan for, 149–150; defined, 145, 237; identification of, 148, 149; taking a stand for, 144–150

A14 airplane, 226

About Schmidt, 11–13

Accomplishments: journal of, 217; listing, in résumé, 229; track record of, 171–173

Accountability: areas of, for leaders, 154–158; creating, 125; individual lines of sight and, 34

Acquisition, 37

Action: ambition and, 182; for breakthrough success, 67–68; for business challenge, 26, 35–36, 52, 67–68; meetings and, 165; premature, 49–50; taking inventive and effective, 18–19; on what's missing, 52. *See also* Execution; Templates for action

Action Coaching, 33–34, 148

Activists, 129

Adidas, 78–79

Advertisements, 214

Advocacy, for new project funding, 79–80

Aesthetics, 204

Agenda: control of, 151–158; meeting, 162, 164; talent development place on, 149, 155. *See also* Time management

Airtrain, 226

Ajax, 70

Alger, H., 10

Allen, B., 91–93

AlliedSignal, 36

Aloofness, 209, 215

Alternatives: brainstorming and testing, 19; imagining, 44

Amazon.com, 38, 147, 180

Ambition: benefits of, 179–181; blind, 207; career challenge of, 177–182; career momentum and, 172; declaring, 181–182; in Fortune 500 executive example, 178–179; limiting beliefs about, 180, 181; situation of, 177; Teachable Point of View on, 179; template for action on, 181–182

American Express, 187

American Heritage Dictionary, 5

American Way, 9–10

Anxiety, 222, 224

Apartheid, 101, 131–132

Apple, 54, 204

Arch Insurance, 40

Argument, 82, 137

Armani, 54

Armani, G., 54

Arrogance, 28, 72, 74, 134, 208, 209

Art of Possibility, The (Zander), 206

Art of War, The (Sun-tzu), 17

Artistry, mastery and, 199, 204

Artists, 129

Asmussen, J., 152

Aspiration: for business challenge, 24–25; for business model, 74. *See also* Business challenge; Impossible Future

Assessment, in coaching conversation, 7

Attention, mastery and, 201–202

B

B players, 146; converting, to A players, 148, 149–150; defined, 145, 237

Baath party, 140

Background conversation, 165

Backstabbing, 116

Bag rat, 10

Barabasi, A.-L., 187

Barrett, C., 128–129

Battle of Trafalgar, 101

Bernstein, C., 118

Bezos, J., 147, 180

BHAGs (big hairy outrageous goals), 41–42, 44

Big-Game meetings, 159–165. *See also* Meetings

Big Oil, 40

Big picture, 17–18, 222

Bill of Rights, 60

“Billion Dollar Challenge,” 56–57

Biographies, 220–221, 223

Biotech industry careers, 170, 206

Black and Decker, 87–88

Black cloud, 210

Bledsoe, D., 81

Block, P., 95

Blueprint for the future. *See* Source Document

Board, executive: Big-Game meetings with, 159–165; making presentations to, 77–83; overlapping directorships on, 187

- Bocarti, R., 204
 Body Shop, The, 54
 Boeing Aircraft Company, 91–93
 Bongiorno, C., 115–116
 Books, inspirational, 220–221, 223
 Boom, D., 54
 Boss: alignment with, for success, 194–195; alignment with, on business breakthrough, 66; coaching relationship with, 195; financial services executive example of managing, 191–193; passive-victim relationship with, 191–193, 194; push polling, 134; reactivity triggers in, 195; relationship with, as career challenge, 190–196, 222, 223; situation of, 190; as source of frustration, 222, 223; support from, on leadership challenge, 113; Teachable Point of View on, 193; template for action on, 194–196
 Bossidy, L., 36, 146
Boston Globe, 73
Boston Herald, 73
 “Brand Called You,” 175
 Branson, R., 54, 87, 98, 125
 Breakthrough: formulation of, 65, 66–68; process of reaching, 65–68; scheduled reviews of, 68; template for action on, 66–68; “What’s So” analysis for, 47–48, 52
 Breakthrough Meeting, 71
 Breakthrough projects: for business challenges, 30–32, 37–38, 65–68; defined, 235
 Briefing document, 81
 Bronson, S., 184–185
 Buffett, W., 99, 167–168
 Burke, J., 105
 Burnout, 218–225; causes of, 221–222; defined, 219; developing resilience for, 219–225; in pharmaceutical executive example, 219–220; situation of, 218; sources of inspiration to prevent, 220–221, 222–223; Teachable Point of View on, 220; template for action on, 222–224
 Burns, J. M., 99–100, 101, 103, 130, 131
 Bush, G. W., 19, 135, 187
 Business challenge, 4, 5, 23–38; ambitious aspiration for, 24–25; aspects of, 25–36; business model for, 69–76; capital requests for, 77–83; customer service and, 84–90; declaring an Impossible Future for, 39–45; examples of, 23–24, 37–38; facing reality for, 46–52; individual lines of sight for, 26, 32–35, 62–68; leadership challenge and, 93, 111, 112; significant, 32–34, 63–69, 237; Source Document for, 53–61; standing for something and, 25–27; strategic architecture for, 26, 30–32, 45; strategic goal for, 26, 27–30; taking action on, 26, 35–36
 Business model: examples of, 37; in household products company example, 70–71; reinventing *versus* tinkering with, 69–76; situation for, 69; successful, defined, 238; Teachable Point of View on, 71; template for action on, 74–76
BusinessWeek, 145, 175, 199
 Byrne, J., 199
- C**
- C players, 145, 146, 237
 Cafeteria speech, 135
 Cajoling, 140, 141
 Campaigns: image correction, 215–217; political, 132, 133, 135–136
 Campbell, W., 26–27
 Capital requests: conversations *versus* presentations for, 79–83; situation of, 77; Teachable Point of View on, 79; template for action on, 81–83
 Career challenge, 4, 5, 167–176; ambition and, 177–182; of broadening horizons, 174–175, 176; of burnout, 218–225; derailers and, 205–210; of finding new job, 225–230; of finding right fit, 169–171, 175–176; formulating, 175–176; of getting to top of field, 171–173, 176; of mastery *versus* competence, 197–204; of negative conversations, 211–217; networking and, 183–189; of relationship with boss, 190–196; types of, 169–175
 Career change: “Go to America” attitude toward, 225–230; in manufacturing executive example, 226; situation of, 225; Teachable Point of View on, 227; template for action on, 228–230
 Career momentum, 168–169; developing, 171–173
 Career myopia, 170, 171
 Career path, 168, 169; fit and, 169–171, 175–176, 222
 Career rewards, 168; broadening horizons and, 174–175, 176; burnout and sparse, 222
 Career stages, 168–169
 Carnegie, A., 9–10
 Carter, J., 131
 Cashman, B., 146
 Caution, excessive, 209
 Challenge: coaching process and, 5; defined, 4; identifying one’s, 21. *See also* Business challenge; Career challenge; Leadership challenge
 Change: resistors of, 139–140; transformation *versus*, 101
 Change-ready situations, 104–105
 Chaos, 153
 Charisma, 131, 134, 137, 139
 Charm, 131, 134
 Chess, 25–27. *See also* Corporate chessboard
 Chief Executive, 36
 Chief of Naval Operations (CNO), 141
 Chrysler, 102

- Chung, C., 5
 Churchill, W., 96, 129, 162, 221
 CIA, 141
 Citibank-Travelers merger, 100
 Civil rights leadership, 104
 Clarity: of ambition, 180; in meetings, 162-164; power and, 162, 180
 Clinton, B., 136, 192
 Coaches and mentors: boss as, 195; for career challenge, 173; for dealing with derailers, 208; for leadership challenge, 113
 Coaching: approach of, 14-19; challenges appropriate to, 3-5; commitment to, 21; defined, 235; democratizing, 1-7; getting the most of, 21-22; opportunity in, 8-22; people who can benefit from, 2-3, 8-9; process of, 5-7
 Coaching Circles, 22
 Coalition builders, 132
 Coalition building: lateral leadership and, 137-143; politics and, 133-134, 135; template for action on, 141-143
 Coca-Cola, 72
 Coca-Cola Italy, 115
 Coffin, C., 123-124
 Cold war, 28
 Collab.Lab, 41-42
 Columbo, 70
 Commerce Bank, 87
 Commitment statement: for business challenge, 66-67; for career challenge, 181-182, 209; about derailers, 209; for leadership challenge, 112-113, 119; for meetings, 164
 Commonality, seeking, 136, 142
 Communication: to change negative image, 216-217; about customer service, 59; about the Grand Design, 125; about Source Document, 59. *See also* Listening
 Competence, mastery *versus*, 197-202, 236-237
 Competencies, 200-201
 Competition, for talent, 146
 Complaining, 196
 Compromise, 80-81, 83
 Concentration stage of breakthrough, 65
 Concession making, 83
 Conference call speech, 135
 Connections. *See* Networks
 Conoco North American Downstream, 40-42
 ConocoPhillips Corporation, 23-24, 37-38, 54, 125
 ConocoPhillips International Downstream, 33-34, 54-55, 56-57, 58
 Constitution of the United States, 58, 60, 121
 Conversations: in Big-Game meetings, 165; about boss, 193, 194; about extraordinary coaching, 3-4, 7; to get capitalization, 77-83; negative, 207, 209, 211-217; *versus* PowerPoint presentations, 77-83; steps in, 7. *See also* Negative conversations
- Cordiner, 123
 Corporate chessboard, 2; defined, 235; mapping, 132; mastering the, 15-17, 20, 127-136; politics and, 127-136
 Costco, 31
 Crotonville Leadership Center, 124
 Cuban Missile crisis, 104
 Cube, The, 58
 Culture, organizational: career fit and, 169, 170, 176; of competence *versus* mastery, 200-201; execution-based, 35-36
 Customer dissatisfaction, learning from, 88-90
 Customer service: in airline executive case example, 85-86; examples of successful, 87-88; learning from other companies', 88; *me versus you* point of view in, 37, 84-90; situation of, 84; Teachable Point of View on, 86; template for action on, 88-89
- D**
- Da Vinci, L., 56
 Dark side. *See* Derailers
 Debriefing, 165
 Declaration of Independence, 60, 101
 Defense contractors, 141
 Delay, T., 133
 Dell, M., 214-215
 Dell Computer, 38, 43, 72, 73, 214-215
 Democratic Party, 133-134
 Demonstrations, 81-82
 Denial, 28, 37, 72, 74
 DeNiro, R., 199
 Deputy coaches, 21, 208, 216
 Derailers: in biotech executive example, 206-207; dealing with, 205-210; defined, 235-236; examples of, 209; impact of, 207-208; past, changing perceptions about, 211-217; situation of, 205; strengths and, 207, 208; Teachable Point of View on, 207; template for action on, 208-209; triggers of, 210
 "Desperately Seeking Vernon," 187
 Details, 203
 Diaghilev, S., 125
 Diet, 223
 Digital dashboard, 38
 Directorships, 187
 Display management, retail, 35
 Distinctful areas of mastery, 202-203
 Distrust, 209
 DoCoMo, 73
 Doer, R., 198-199
 Double loop learning, 239
 Dow Jones, 187
 Dr. Jekyll and Mr. Hyde syndrome, 191, 209
 Dreams. *See* Impossible Future
 Dunlap, "C." A., 95

E

Eccentricity, 209
 Edison, T., 10, 123, 124
 Einstein, A., 203
 Eisenhower, D. D., 130
 E-mail résumés, 230
 Elephants, 228
 Elevator speech, 135
 Elliot, B., 178–179, 182
 EMG Corporation, 94–95
 Empathy, leadership and, 96–98
 Emperor with no clothes, 96
 Empowerment: leadership and, 96–98, 100–102, 104–105; talent development and, 148, 155. *See also* Leadership team development
 Enemies, 136, 140. *See also* Opposition
 Enrolling, 140, 141
 Enron, 95, 96, 221
 Estee Lauder Cosmetics, 54
 Ethics, failures of, 95–96, 221–222
 Excellence, commitment to, 203
 Execution: of business challenge, 26, 35–36; culture based on, 35–36; elements of, 36; of leadership challenge, 121–126. *See also* Action; Over-the-line execution
 Executive summary, 80
 Exercise, 223
 Exhaustion, 221. *See also* Burnout
 Extinction, 202

F

Falk, P., 70
 Family-work balance, 224
 Fannie Mae, 102
 Fantastik, 70
Fast Company, 8, 187
 Faxon, B., 138–140
 FedEx, 38
 Feedback. *See* 360-degree feedback
 Female executives, 206
 Fidelity Investments, 54
 Fleas, 228
 Flowed deliveries, 35
 Ford, 204
 Foreign assignment, 174–175
 Formulation stage of breakthrough, 65, 66–68
Fortune, 8, 206
 Fortune 500 companies: CEO tenures in, 205; percentage of managerial workforce in, 175, 201, 228
 Foundations, time allocation for, 157
 Franchise players, 200
 Franklin, B., 9, 60, 129
 Free Agent Nation, 175, 200
 Friedman, J., 185
 Frustration, 221–222. *See also* Burnout
 Fun, 224
 Funding: of innovative growth experiments, 75–76; soliciting, from board, 77–83
 Future. *See* Impossible Future

G

Game-changer process, 75
 Gandhi, M., 12, 101, 103, 129, 204, 220, 223
 Gap identification: in business challenge, 49, 52; in leadership challenge, 94–95, 119–120, 126, 138–139; in talent development, 149, 150. *See also* Reality, facing; “What’s So” analysis
 Gates, B., 54, 99, 223
 Gathering Storm, 221
 General Electric (GE), 36, 38, 54, 180; case study with, 98–99; Honeywell merger of, 19; leadership development at, 123–124; people development at, 147; Work-Out sessions of, 98
 GE Capital, 37
 Genex, 206–207
 Georgia Pacific, 147
 Gerstner, L., 80
 Gillette, 73
 Gillette Marketing Organization, 109–110
 Gingrich, N., 133, 136
 Global economy, importance of mastery in, 200–201
Globe and Mail, 116
 “Go to America” attitude, 225–230
 Goal setting: big picture and, 17–18; breakthrough approach to, 15, 19, 62–69; for business challenge, 27–30, 32–35, 39–45, 46–52, 62–68; for career challenge, 168–169, 175–176; creating accountability and, 125; declaring an Impossible Future and, 39–45; for individual lines of sight, 32–35, 62–68; mastering the corporate chessboard and, 15–17, 20; stretch, 47
 Goff, G., 33–34, 54–55, 56–57, 58, 125
 Golden goose, 226
 Golden Pyramid, 56
 Google, 228
 Gorbachev, 134
 Graham, K., 117–118
 Graham, P., 117
 Grand masters, 16
 Great Depression, 96–97, 101, 103, 104, 133, 180
 Grossman, L., 80
 Grove, A., 10, 54, 99
 Growth strategies, 69–76

H

Haden, C., 109
 Haliway, M., 213
 Hamel, G., 28, 72–73
 Hancock, J., 60
 Hansen, L., 63
 Hargrove, R., 3, 18, 21
 Hassler, B., 152
 Hassler, J., 152
 Hawkins, M., 47–48

- Head, C., 32, 204
 Health care reform, 136
 Hewlett-Packard (HP), 97
 Hierarchy, 202
 History, politics and, 134
 Hogan, P., 208
 Holmes, F., 148
 Holmes, J., 61
 Holt, D., 109–110, 112, 113
 Home Depot Do-It-Yourself attitude, 8
 Honeywell-GE merger, 19
 Hopelessness, 50
 Horizons, broadening, 174–175, 176
 Horowitz, J., 64
 Houston Astros, 146
 Hubs, 187–188
 Huizenga, W., 180
 Humility, 49
 Hunger Project, 58, 60–61
 Hussein, S., 95, 140
- I**
- Iacocca, L., 102
 IBM, 80
 Icons: for situations, 5; for teachable points of view, 6; for templates for action, 7
 Identity, personal, 110–111; in meetings, 162–163, 164
 iMac, 204
 Image: changing negative, 211–217; power of, 214
 Immelt, J., 98, 124
 Immigrants, 227
 iMode, 73
 Impossible Future: big picture and, 17–18; for business challenge, 39–45; declaring an, 14–15, 39–45, 93–95, 135; defined, 236; leadership challenge for, 93–95, 111; mastering the corporate chessboard and, 15–17, 20; oil company executive example of, 40–42; opportunity in coaching for, 9–14, 19–21; situation for, 39; taking inventive and effective action for, 18–19; Teachable Point of View for declaring, 42; template for action on, 44–45; time allocation for, 155, 157. *See also* Goal setting
 Individual lines of sight, to business challenge, 26, 32–35, 62–68; in electronics executive case example, 63–64; situation for, 62; Teachable Point of View on, 64; template for action on, 66–68
 Infiltration *versus* isolation, for business presentation, 79, 81
 ING Europe, 160–161
 Inheritors, 132, 139–140
 Innovation: business model, 73–76; mastery and, 200–201
 “Insights from a Masterful Coach” session, 99
 Inspiration: leadership and, 96–98, 100–102, 104–105; sources of, to prevent burnout, 220–221, 222–223
 Integrated Sourcing program, 143
 Intel, 54
 Internet: business challenge with, 37; coalition building on, 142; job search on, 228, 229, 230
 Interviews, job, 230
 Isaiah, 82
 Isolates, 132
 Isolation: *versus* coalition building, 140–141; *versus* infiltration, for business presentation, 79, 81
 Israelis, 136
 Iterative process, 66–67
- J**
- Jackson, B., 143
 James, J., 226
 Jefferson, B., 171
 Jefferson, T., 9, 12, 60, 96, 99, 101, 129
 Jeffords, L., 108–109
 Jet Gas Stations, 38
 Job interviews, 230
 Job objective, 229
 Job search, 228–230. *See also* Career change
 Jobs, S., 54
 Johnson, L. B., 129
 Johnson, N., 54
 Johnson, R. W., 60, 96, 105
 Johnson & Johnson (J&J), 60, 96, 105
 Jones, 123
 Jones, T. L., 40
 Jong-il, K., 95
 Jordan, A., 187
 Jordan, V., 187
 Jossey-Bass, 1
- K**
- Kane, A., 219–220
 Kennedy, J. F., 50, 96, 101, 104, 130, 133
 Key initiatives, in Source Document, 57, 58, 126
 King, M. L., Jr., 12, 96, 101, 129, 222–223
 Kozłowski, D., 95
 Kraft, B., 81
- L**
- LaFrance, P., 226
 Lamonde, P., 145
 Lateral leadership, 137–143; in Assistant Secretary of the Navy example, 138–140; shifting from top-down leadership to, 140; situation of, 137; Teachable Point of View on, 139; template for action on, 141–143
 Lauder, E., 54
 Lay, K., 95
 Leadership and leaders: accountabilities of, 154–158; biographies of, 220–221; defined,

96; derailers of, 205–210; examples of extraordinary, 91–93, 96–98, 123–124; lateral, 137–143; power wielding *versus*, 95–98; qualities of, 96–97, 104–105; transactional, 95, 98–100, 102–104, 133; transformational, 95, 98–106; transforming, to inspire and empower, 94–95, 104–105; visionary *versus* reactionary, 108, 111

Leadership challenge, 4, 5, 91–106; airline industry example of, 91–93; of Big-Game meetings, 159–165; business challenge and, 93, 111, 112; change-ready situations and, 104–105; coalition building and, 137–143; declaring an extraordinary future for, 93–95, 119; formulating, 105–106, 112–113; over-the-line execution of, 121–126; politics and, 127–136; of shedding old winning strategy, 107–113, 115–116; significant, defined, 237; taking a stand and, 96, 102, 103, 114–120; talent development and, 144–150; time management and, 151–158

Leadership team development, 144–150; in electronics company executive example, 145–146; situation of, 144; strategies for, 148; Teachable Point of View on, 146; template for action on, 149–150; time allocation for, 149, 154, 155, 157

Learning curve, for mastery, 203

Legacy, 105, 130–131

Lincoln, A., 12, 99, 101, 104, 129

Linked: The New Science of Networks (Barabasi), 187

Linux, 72

Listening: in Big-Game meetings, 165; to boss, 195–196; in coaching conversation, 7; in conversations with board about capital requests, 79–80, 81, 82

Lockheed Martin, 30

Loop learning, defined, 236

Louvre, 220

Love, of company *versus* customers, 86–87

M

Macadam, S., 147

Machiavelli, 133

Machiavellian approach, 133

Madison, J., 9, 12, 60, 96, 101

Malicious obedience, 209

Man-on-the-moon goals, 25, 27–30, 42, 50

Management by walking around, 97

Management of business, time allocation for, 154, 155, 157

Managing up, 190–196

Mandates, 142–143

Mandela, N., 12, 96, 101, 129, 131–132

Manifestos, 135, 141–142

Mao Tse Tung, 101, 103

Marks & Spencer (M&S), 30–32, 35–36, 38, 59, 204

Mars, J., 174

Martinez, P., 199

Master Game, 172–173

Masterful Coaching, 1, 36, 42, 71; contact information for, 21; Strategic Planning in Action Process of, 236; unique selling proposition of, 228

Masterful coaching. *See* Coaching

Masterful Coaching (Hargrove), 3

Masterful Coaching Strategic Planning Process, 47–48

Mastery: acid test of, 204; attention and, 201–202; career challenge of, 197–204; competence *versus*, 197–202, 236–237; development of, 202–204; distinctful areas of, 202–203; in high-tech manager example, 198–199; levels of, 203; situation of, 197; Teachable Point of View on, 199; template for action on, 202–204

Matthews, D., 221

Maxwell, D., 102

Mays, J., 204

McDonald's, 72

McKinsey, 147

McNealy, S., 54

Mectizan, 27

Medicare, 134

Medici, L. de, 15, 204

Meetings: Big-Game, 159–165; with boss, 196; breakthrough, 71; clarity in, 162–164; desired outcomes of, 163–164; in financial services executive example, 160–161; “ground of being” for, 162–163, 164; participants in, 160, 163, 164–165; preparation for, 160, 161–165; situation of, 159; Teachable Point of View for, 161; template for action on, 163–165; time management and, 153; town hall, 71; winning at, 159–165. *See also* Presentations

Melodrama, 209

Merck, G., II, 27

Messler, J., 148

Metro, 73

Michaels, E., 147

Michelangelo, 14

Microsoft, 54, 223

Midwest Express, 38

Milestones, in Source Document, 57, 58, 123

Milosevic, S., 95

Mischievousness, 209

Momentum stage of breakthrough, 65

Monsanto, 25

Montreal, executives in, 180

Moods, 223

Motorola, 38, 43

Movies, inspirational, 221

Mr. Clean, 70

Mr. Smith Goes to Washington, 138

Museums, 220

My Life at General Motors (Sloan), 220–221

- N**
- Napoleon, 101, 145, 202, 220
 NASA, 50
 Nebuchadnezzar, 140
 Negative conversations: career challenge of, 211–217; changing, 211–217; derailers and, 207, 209; identification of, 214–215; in marketing leader example, 212–213; situation of, 211; Teachable Point of View on, 213; template for action on, 216–217
 Negotiation, 80–81, 83, 136; as career path, 198–199
 Nelson, H., 101, 220
 Nelson, J., 95
 Networks and networking: career, 183–189, 229–230; in high-tech R&D manager example, 184–185; hubs of, 187–188; identification of existing, 188; power of, 186–187; situation of, 183; strategic, 188, 189; Teachable Point of View on, 186; template for action on, 188–189; time allocation for, 156, 157
 New England Patriots, 81
New York Times, 99, 117, 146
 New York Yankees, 146
 Nicholson, J., 11
 9/11, military reinvention after, 28–30
 Nintendo, 125
 Nobel Prize, 129, 172
 Nokes, J., 23–24
 Nongovernmental organizations, Source Document example for, 60–61
 Northrop Grumman, 30
 Nostalgia, 28, 72, 74
 Note taking, 82
- O**
- Obstacles, perseverance and, 203–204
 O'Carroll, N., 152
 Ogilvy, D., 125
 Oil of Olay, 76
 Operations Initiatives, 126
 Opposers, 132, 136, 164–165
 Opposition: lateral leadership and, 137–143; obliterating, 140; politics and, 127–136
 Ordinary, transforming the, 10–14
 Outsider review, of business model, 74–75
 Over-the-line execution, 121–126; in non-profit leadership example, 122–123; situation for, 121; Teachable Point of View on, 123; template for action on, 124–126. *See also* Execution
 Overload, 221. *See also* Burnout
- P**
- Packard, D., 97, 98
 Palestinians, 136
 Parks, R., 104
 Partners, 132
 Passion, career, 169; finding right fit and, 169–171, 175–176, 222; mastery and, 202, 203
 Passives, 132
 Path to Growth meeting, 75
 Patton, G. S., 140
 Pavarotti, L., 221
 Pawn pushers, 16
 PBS, 221
 Pentagon, 138
 Pentagon Papers, 117–118
 People development, 123–124, 125, 144–150
 People identification: for breakthrough success, 67; for coalitions, 142; for A team, 148, 149
 People Initiatives, 126
 People skills, 186, 188–189
 Perceptions: changing, 211–217; power of, 214
 Peres, S., 135
 Perfectionism, 209
 Peters, J., 122, 175, 200
 Pettitte, A., 146
 Pharmaceutical inventions, 26–27
 Phillips Electronics, 128, 145–146
 Pink, D., 175
 Players: burnout and inadequate, 221; in politics, 132; taking a stand for talented, 144–150
 Politics: art of, 127–136; career momentum and, 172–173; case examples of dealing with, 128–129; guiding principles for, 131–134; masters of, 129; players in, 132; situation of, 127; Source Document examples for, 60; Teachable Point of View for, 129, 132; template for action on, 134–136
 Power: ambition and, 179–180; clarity and, 162, 180; coalitions for, 140–141, 142; connections and, 186–187; importance of, 130; politics and, 130–131, 133, 134. *See also* Coalition building; Politics
 Power naps, 223
 Power wielders: leaders *versus*, 95–98; transforming, into allies, 135
 PowerPoint presentations: Big-Game meeting preparation and, 160, 162; conversations *versus*, 77–83, 165; demonstrations *versus*, 81–82
 Powers, D., 70–71
 Presentations: for capital requests, 77–83; conversations *versus*, 69–83; demonstrations *versus*, 81–82. *See also* Meetings
 Pressure tactics, 137
 Priorities, managing, 151–158. *See also* Agenda; Time management
 Problem solving: arguing *versus*, 82; to gain allies, 135; negotiation as, 80–81
 Procter & Gamble, 70, 89
 Professional service firms, 228

- Project Diamond, 32, 34–35
- Promotions: career fit and, 171; career momentum and, 172; career rewards and, 174; derailers of, 207, 212–213; lateral moves *versus*, 202; past perceptions and, 212–213
- Publicity, 136, 141–142, 217
- Push polling, 134
- Q**
- Quaker, 47–48
- R**
- Radford, F., 85–86
- Range planning, 35
- Rating system, people, 149
- Raytheon, 30
- Reactionary leadership, 108, 111
- Reagan, R., 129, 131
- Realism, business challenge execution and, 36
- Reality, facing, 46–52; in business unit manager case example, 47–48; in leadership challenge, 94–95, 119–120, 126; Teachable Point of View on, 48; template for action on, 50–52. *See also* Gap identification; “What’s So” analysis
- Reciprocity, 135–136
- Recognition, 222
- Red Sox, 199
- Reingold, J., 94–95
- Relationship building: strengths and weaknesses assessment for, 188–189; time allocation for, 156, 157. *See also* Boss; Networks
- Relationships map, 67, 135
- Renaissance Weekend, 99
- Republican Party, 133
- Request for consulting, 21
- Requests, to boss, 196
- Resignation, climate of, 41, 42
- Resilience: personal, 219–225; strategic, 28
- Resistance. *See* Opposition
- Resources, internal, 119
- Rest, 223
- Résumés: cover letter for, 229; distributing, 229–230; elements of, 229; for new career/job, 226–230; Unique Marketing Propositions *versus*, 175
- Reviews: of breakthrough commitments, 68; of business model and strategies, 74–75, 76
- Revlon, 187
- Roddick, A., 54
- Rogers, R., 128, 198
- Role models: for leadership development, 113; for networking, 189
- Roosevelt, F. D., 12, 96–97, 99, 101, 103, 104, 129, 131, 132, 133–134, 180, 204, 220
- Roosevelt, T., 23, 138
- Rosette, R., 18
- Rubin, H., 187
- Rumsfeld, D., 29, 135
- Russo, 133
- S**
- Sabbatical, 174
- Salk, J., 12, 180
- Scandals, corporate, 95–96
- Scheduling. *See* Time management
- Schwarzenegger, A., 10
- Scientists, 129, 172
- Sears, 72
- Secretary of Defense, 29
- Self-employment, 175
- Self-promotion, 184–185, 217, 222
- Severance, R., 40–42
- Severs, D., 212–213
- Shapiro, R., 25
- Shaw, V., 191–192
- Shaws, 31
- Simply Food, 32, 34–35
- Situations: for business challenge, 39, 46, 53, 62, 69, 77, 84; for career challenge, 177, 183, 190, 197, 205, 211, 218, 225; change-ready, 104–105; defined, 5, 237; identification of, in coaching process, 5; for leadership challenge, 107, 114, 121, 127, 137, 144, 151, 159
- Six Sigma quality, 38, 42, 43, 126
- Sloan, A., 220–221
- Small talk, 81
- Social architecture, 157
- Social capital, 81
- Social interaction, 186
- Social Security, 134
- Source, defined, 54, 238
- Source Document, 13; for business challenge, 29, 53–61; creating, 53–61; defined, 237; dissemination of, 59; elements of, 57–58, 60–61, 126; examples of, 60–61; as inspiration, 220; key initiatives in, 57, 58, 126; in oil company executive case example, 54–55, 56–57; over-the-line execution of, in leadership challenge, 121–126; situation for, 53; Teachable Point of View for, 55; template for action on, 58–59; for time management, 156, 157
- South Africa, 101, 131–132
- Southern Democrats, 133–134
- Southwest Air, 38
- Speech making, 135, 141–142
- Splitters, 132
- Sports events, inspirational, 220
- Stalin, J., 95, 140
- Standards for mastery, 203
- Stanford University, 97, 206
- Starbucks, 40
- Status quo maintenance, 41, 74, 132, 139–140
- Steinbrenner, G., 146

- Stewart, M., 19
- Store cataloguing, 35
- Strasse, R., 78–79
- Strategic architecture, 26, 30–32; creating, 45; in Source Document, 58
- Strategic goal, for business challenge, 26, 27–30; declaring and Impossible Future and, 39–45; in Source Document, 57
- Strategic planning, 47–48, 58, 236
- Strategic Planning in Action Process, 236
- Strategy development, time allocation for, 157
- Strategy Initiatives, 126
- Streptomycin, 27
- Stress, 210
- Structure for fulfillment, 14–15; for breakthrough, 67; for business challenge, 25, 36, 43–44, 67; defined, 238; designing and testing, 43–44
- Style: developing, 134; *versus* substance, 131
- Success: alignment with boss and, 194–195; coaching for incremental, 76; defining the conditions for, 67; mastery and, 204; politics and incremental, 133, 136
- Sun Microsystems, 54, 72
- Sun-tzu, 17
- Sunbeam, 95
- Superman, 223
- Superstores, 32
- Superstructures, 122–123
- Supplier partnerships, 38
- Supply chain, 38, 128–129, 143
- Support, defined, 4–5
- SWISS, 85–86
- SwissAir, 85
- T**
- Taft Hartley Labor Bill, 130
- Taking a stand: for business challenge, 25–27; for career challenge, 168, 188; for leadership challenge, 96, 102, 103, 114–120, 131–132; in newspaper executive example, 117–118; politics and, 131–132; in public, 119; situation for, 114; for talented players, 144–150; Teachable Point of View for, 116; in telecommunications executive example, 115–116; template for action on, 118–120
- Talent: career fit and, 169–171, 175–176; competition for, 147; development of, 144–150; mastery and, 200, 202; search for, 147–148
- Talent reviews, 147
- “Talent Wars,” 147
- Taylor, J., III, 128
- Teachable points of view (TPOVs): for business challenge, 42, 48, 55, 57, 59, 64, 71, 79, 86; for career challenge, 179, 186, 193, 199, 207, 213, 220, 227; in coaching conversation, 7; in coaching process, 6; defined, 5, 6, 238; examples of, 6; for leadership challenge, 110, 116, 118–120, 123, 129, 139, 146, 153, 161; using, 21
- Team-based coaching: for business challenges, 33–35, 76; for innovation, 76
- Team development. *See* Leadership team development
- Telco Communications, 115–116
- Templates for action (TPOVs), 5; for business challenge, 44–45, 50–52, 58–59, 66–68, 74–76, 81–83, 88–89; for career challenge, 181–182, 188–189, 194–196, 202–204, 209–210, 216–217, 222–224, 228–230; in coaching process, 6–7; defined, 6–7, 238; for leadership challenge, 111–113, 118–120, 124–125, 134–136, 141–143, 149–150, 156–158, 163–165; using, 21
- Teresa, Mother, 96
- Terrorism, 28–30
- Tesco, 32
- Thatcher, M., 134
- Thinking partner, 19, 21; with boss, 195–196; for career challenges, 175, 181, 203, 222; defined, 239
- Thompson, B., 191–193
- Thoreau, H. D., 223
- 3M, 38
- 360-degree feedback, 24; for career development, 176, 198, 206–207, 212–213; about derailers, 206–207, 208, 209, 212–213, 216; for leadership development, 94, 108, 138–140; about negative image, 212–213, 216; for talent development, 149
- Thunderbird, 204
- Thurmond, S., 133
- Tide, 70
- Time Magazine*, 27
- Time management, 151–158; assessment of current, 156, 157; burnout and, 223; for creating a future, 154, 155, 157; in Fortune 500 executives’ example, 152–153; implementation of, 158; leadership accountabilities and, 154–158; for management of present business, 154, 155, 157; for networking, 156, 158; situation of, 151; Teachable Point of View on, 153; for team development, 149, 154, 155, 158; template for action on, 156–158
- Time-out, 49
- Timing, 142–143
- Tipping points, 142–143
- Tomey, F., 98–99
- Town hall meetings, 59
- Track Razor, 73
- Track record of accomplishments, 171–173
- Transactional leadership, 95, 98–99; acid tests for, 103–104; defined, 239; examples of, 100; politics and, 133; transformational leadership combined with, 102–104;

transformational leadership *versus*, 98–100
 Transformation *versus* change, 101
 Transformational leadership, 95, 98–106;
 acid tests for, 103, 104; defined, 239;
 examples of, 99, 101, 102; transactional
 leadership combined with, 102–104;
 transactional leadership *versus*, 98–100
 Travelers-Citibank merger, 100
 Triple loop learning, 239
 Turbulence: mastery *versus* competence and,
 197–202; strategic goals and, 28
 Turner, T., 98
 Tyco, 95
 Tylenol crisis, 60, 105

U

Unemployment Insurance, 134
 Unexpected, preparing for, 162
 Unique Marketing Proposition, 175
 Unique selling proposition (USP), 228
 United Signal Manufacturing, 108–109
 U.S. Air Force, 141
 U.S. Army, 141
 U.S. Cabinet secretary, 180
 U.S. Civil War, 104
 U.S. Congress, 30, 93, 130, 133, 136, 138–139,
 140
 U.S. Department of Defense, 141
 U.S. Navy, 28–30, 133, 138–140, 141
 U.S. presidents, 100, 101, 130, 131
 U.S. Senate Appropriations Committee,
 138–139
 U.S. State Department, 128
 U.S. Supreme Court, 118
 United Way, 156
 University of Nebraska, 167–168
 UPS, 40
 Upsets, handling, 222, 224

V

Vacation time, 223
 Values: aspiration for business challenge and,
 25; conflict in, 221–222; in Source Docu-
 ment, 57, 58
 Vanderberg, J., 160–161
 Virgin Atlantic, 87, 98
 Virgin Group, 54, 125
 Vision: for business challenge, 24–25, 57; get-
 ting, over the line, 121–126; for leader-
 ship challenge, 94, 100, 117, 118; in
 Source Document, 57, 58; taking a stand

and, 117, 118, 119. *See also* Business
 challenge; Impossible Future; Source
 Document
 Visionary leadership, 108–109, 110–111

W

Wal-Mart, 54, 72, 96
 Wal-Mart ASDA, 32
 Walton, S., 54, 96
 Washington, G., 12, 60, 96, 99, 101, 129
Washington Post, 117–118
 Waste Management, 180
 Watergate, 117–118
 Web site, 142
 Weil, S., 100
 Welch, J., 10, 19, 54, 99, 123–124, 147, 148,
 180, 199
 “What’s So” analysis: in business challenge
 coaching, 47–52; for business model in-
 novation, 74; conducting, 51–52; defined,
 236; in leadership challenge, 126; plan-
 ning and preparation for, 50–51; tem-
 plate for action on, 50–52. *See also* Gap
 identification; Reality, facing
 Wheeling and dealing, 133
 White Collar Tower, 200
 Williams, S., 1
 Winning strategy: business, 40–44; defined,
 109–110, 239; identification with, 110–111;
 identifying, 44, 111–112; leadership, 107–
 113, 115–116, 139; as limitation, 40–44,
 107–113, 115–116, 139; shedding, 43, 94,
 111–113, 119; Teachable Point of View
 on, 110; template for action on, 111–113
 Wins, publicizing, 136
 Woods, T., 199
 Woodward, R., 118
 Work-Out sessions, 98
 World War II, 91

X

Xerox, 187

Y

Yamauchi, H., 125
 Young, J., 28–30

Z

Zander, B., 206
 Zest factors, 76