

INDEX

- Abbott, Jennifer, 206
- Academia, “better with” thinking in, 235–236
- Accountability, personal, 211–213, 214
- Achbar, Mark, 206
- Adelphia Communications, 175
- Age, effect on time style, 124–125
- Age of Interdependence: cooperation required in, 216–218, 219; smart leadership in, 5–6
- Alpha brainwave state, 96
- American Red Cross, 161–162
- Analytic people, on staff, 73
- Anderson, Ray, 206–208
- Apple Computer, 103, 105
- Appreciative approach. *See* Appreciative Inquiry (AI)
- Appreciative eye, 6–9
- Appreciative feedback, 77–79
- Appreciative Inquiry (AI): to conduct energizer meetings, 150–151; described, 15–17; of employees, 30; exercise for practicing, 21; history of concept of, 8; at individual level, 18–20; positive future vision as element of, 20, 22–23; positive results achieved with, 18, 31; for questioning yourself, 18; with teams, 21, 23–25; valuing expertise of others as element of, 10
- Appreciative Interviews, 85–86
- Appreciative wrap-up technique for meetings, 87
- Arhontes, Lisa, 161–162
- Art of inquiry, 14–18. *See also* Questions
- Arthur Andersen, 175
- Asking questions. *See* Appreciative Inquiry (AI); Questions
- Assessment: of customers’ opinions, 215; of leadership coaching skills, 32–34; of leadership lessons learned, 211; of personal accountability, 214; of teamwork, 84; of time style, 126–127; of your relationship with power, 193–204
- Assists, recognizing, 86
- Athens, dispute between Melos and, 174–175
- Awareness, exercise on building, 134
- Axelrod, R., 219
- Bakan, Joel, 206
- Barger, Dave, 61, 63
- Bennis, Warren, 158
- Berra, Yogi, 47
- Beta brainwave state, 96
- Better leaders: behaviors of, 236; “better with” thinking by, 168–171; cooperation practiced by, 216–224; honor of, 175–176; hubris as preventing, 173–174; inspiration by, 228–231; learning by, 209–211; legacy of, 176–184, 226–228; online resources for, 243–244; personal accountability by, 211–213, 214; relationship of, to power, 191–204; as representatives, 213–216; success as defined by, 185–190; sustainability principle and, 205–208. *See also* Faster leaders; Smarter leaders
- Better paradox, xi, 165, 168
- “Better with” thinking: in academia and NGOs, 235–236; “better than”

- vs., 168–171; businesses embracing, 231–235
- Bird's-eye view exercise, 48
- Blanchard, Marjorie, 70
- Bloomsbury Children's Books, 216
- Blue Ocean/Red Ocean strategies, 153–154
- Blumenthal, Noah, 10
- The Body Shop, 200–201, 232
- Bollinger, Lee, 13–14, 45–46, 221
- Bosses: demonstrating ego, 11–12; expertise of good, 9–10
- Boundary setting, as time-expansion strategy, 136–138
- Boyatzis, Richard, 52
- BP, 232
- Brain: left- and right-, 40–42, 43; multitasking by, 107; theta state of, 96–102. *See also* Meditation; Mental centering
- Brainwaves, states of, 96. *See also* Theta state
- Brandenburger, Adam, 219
- British Airways, 232
- Burrell Communications, 86
- Burroughs, William S., 143
- Can/should, distinguishing between, 134–136
- Capital One, 82
- Catastrophic thinking, 117–118
- Centering, 138, 139
- Certitude, resisting, 14
- Change: coaching's power to produce, 4; conversations resulting in, 76. *See also* Organizational change
- Chester, Eric, 187
- Childre, Doc, 48
- Churchill, Winston, 213
- Cicero, Marcus Tullius, 216
- Clif Bar Inc., 147–149, 169–170, 213
- Clinton, Bill, 155
- Closed-system organizations, 35, 36–37
- Coaches: as facilitators, 4; as metaphor for leadership, 28, 29–34; as personal leadership team members, 70
- Coaching: author's personal experience with, 3–4; inventorying skills for leading by, 32–34; left- and right-brain thinking and, 42, 43; legacy statement exercise in, 176–178, 179; power and impact of, 4, 82; questions for, of employees, 30. *See also* Appreciative Inquiry (AI)
- Codrescu, Andre, 145–146
- Collaboration. *See* Coopetition
- Colleagues, as personal leadership team members, 70
- Collins, Jim, 178, 182, 193, 203
- Common sense, 48
- Communication: clarity of, to energize culture, 149–150; expectations regarding, 160, 161; visual, 56–59
- Compaq Computer Corp., 221
- Competition: excessive focus on, 167, 172; time-defined, 152–153. *See also* Coopetition
- Conceptual people, on staff, 73
- Connectedness, 83. *See also* Synchronicity
- Conner, Steve, 156–158
- Conversations, power of, 75–76
- Cooperrider, David, 8, 16
- Coopetition, 216–224; cultivating external business relationships as, 220–221; game theory and, 218–219; listing opportunities for, 220; required in Age of Interdependence, 216–218, 219; valuing diverse perspectives as, 221–224
- Corporate accounting scandals, 175
- Covey, Steven, 100–101
- Creative people, on staff, 73
- Criticism, constructive, 77, 79
- Cryer, Bruce, 48
- Csikszentmihalyi, Mihaly, 81, 154–155
- Cultural fit, 79–81
- Culture: creating smarter, 15; effect of, on time style, 125; energetic, 147–152; of fear, 108
- Cunningham, Barry, 216
- Curiosity, of smarter leaders, 12–14

- Customers: Appreciative Inquiry of, 21; surveys of, 215
 Cutler, Howard C., 202
- Dalai Lama, 201–203
 Debold, Elizabeth, 235
 Deutsch, Bob, 124
 Dialogue, power of, 75–76
 Differences, valuing, 221–224
 Discrimination, 222, 223–224
 Diversity, valuing, 221–224
 Dominant oscillators, leaders as, 158–159
 Drucker, Peter, 6
 Dunlap, Al, 199
- Edison, Thomas, 129
 Ego, expert leaders demonstrating, 11–12
 Emerson, Ralph Waldo, 185–186
 Emotional intelligence, 52–53, 73
 Emotional states, intuiting, 50
 Empathy: exercise on, 47; as quality of leaders, 45–47
 Employees: delivering appreciative feedback to, 77–79; firing, 79–81; motivating, 42, 44–45; principles for managing, 74–77; questions for coaching, 30; sharing knowledge with, 76; sharing power with, 31, 203–204
 Energetic culture: example of, 147–149; strategies for leading, 149–152
 Energy: dominant oscillator conception of, 158–159; flow of, 154–158
 Energy management, 141–146; dos and don'ts for, 143; exercise on, 144–145; modeling, 149; “Sabbath” technique for, 145–146
 Enron, 172–173, 175
 Environment, visual communication in, 56–57, 59
 Erickson, Gary, 147–149, 169–170, 213
 Ethical dilemmas, values as solution to, 65–66
 Executive coaches. *See* Coaches
- Expectations worksheet, 161
 Expert, letting go of, 9–12
 Experts, as personal leadership team members, 70
- Facilitators: coaches as, 4; leaders as, 71
 Failures, learning from, 209–211
 Families and Work Institute, 107
 Fannie Mae, 175
 Fast-paced leaders: fear as motivating, 107–110; introduced to meditation, 95, 97, 101; limited effectiveness of, 93; multitasking by, 94–95, 106–107; portrait of typical, 94–95
 Faster leaders: applications of theta state for, 100–102; behaviors of, 236; as dominant oscillators, 158–159; energy management by, 141–146; good stress for, 138–141; hubris as preventing, 173; as leading energetic cultures, 147–152; letting go of perfectionism to become, 115–122; online resources for, 243; positive flow created by, 154–158; prioritization by, 103–105; reflection by, on values, 105–106; slowing down by, 92–94; taking time to develop people, 159–162; time-expansion strategies for, 132–138, 139. *See also* Better leaders; Smarter leaders
 Faster paradox, x, 89, 92
 Fear: absence of, xiii; as basis of resistance to organizational change, 66; fight-or-flight response to, 110–113; as motivation, 107–110, 117–118; as opportunity, 112
 Feedback, appreciative approach to, 77–79
 Fight-or-flight response: antidotes to, 111–113; description of, 110–111
 Firing employees, cultural fit approach to, 79–80
 Fischman, David, 170–171
 Flow: creating positive, 156–158; state of, 154–155
 Ford, 182

- Fredrickson, Barbara L., 53
 Friends, as personal leadership team members, 70, 72
 Fry, Ron, 8
- Gadamer, Hans-Georg, 46
 Game theory, cooperation and, 218–219
 Gandhi, Mohandas, 237
 Gardner, Howard, 39
 Gender, effect on time style, 124
 General, as metaphor for leadership, 28–29
 General Motors, 232
 Generation Y, 187–188
 Glaser, Judith, 83
 Global Crossing, 175
 Goethe, J. W. von, 77
 Goldberg, Steve, 132, 177
 Goleman, Daniel, 52
 Good citizenship, businesses encouraging, 233–235
 Green Mountain Coffee, 232
 Gut feelings, 48–52
- Halliburton, 175
 Health. *See* Physical body
 Heroes: identifying, 210; learning from, 209–210
 Herrmann, Ann, 41, 70–71
 Herrmann Brain Dominance Instrument, 41, 70
 Herrmann International, 221–222
 Hock, Dee, 228
 Honor, 175–176
 Howe, Neil, 187
 Hubris, 172–175
 Human resources management: building capacity of people as, 159–161; cultural fit concept for, 79–81; delivering appreciative feedback as, 77–79; encouraging teamwork as, 83–86; general principles for, 74–77; superstars as focus in, 82–83; three options for, 81
- Impact of leadership, question about, 40
- Improvement, drive for continuous, 4
 Inclusiveness: to create positive flow, 156, 158; energizing culture with, 150
 Industrial Age, smarter leadership in, 5
 Information Age, smarter leadership in, 5
 Innovation, as key to competition, 152, 153–154
 Inspiration, 228–231; motivation vs., 228–229; sharing, 231; speeches exemplifying, 229–230
 Intel Corp., 221
 Intelligence: balancing “gut feelings” with, 51; emotional, 52–53, 73; multiple, 39
 Interface, 206–208
 Intuition, 48–52
 Intuitive people, on staff, 73
- James, William, 52
 Jaworski, Joe, 54
 JetBlue, 60–63
 Jobs, Steve, 103
 John Deere, 232
 Johnson & Johnson, 182; Tylenol scare, 65
 Jonath, Franklin, 35, 205
 Jordan, Michael, 155
 The Journey to Wild Divine, 100
 Jung, Carl Gustav, 54, 56
- Kamp, Juriaan, 71–72
 Kanter, David, 35
 Kennedy, John F., 47, 230
 Kesslin, Ken, 110, 130–132
 Kierson, Miles, 23
 Kim, W. Chan, 153
 King, Martin Luther Jr., 159, 229–230
 Klaver, M. Nora, 13, 138
 Knowledge, sharing, 76–77
 Koslowski, Dennis, 175
- Lachenauer, Rob, 9
 Ladd, Alan Jr., 49
 Lay, Kenneth, 172

- Leaders: assumptions underlying transformation by, xi–xiv; power of coaching to transform, 4; relationship of, to power, 196–203. *See also* Better leaders; Faster leaders; Smarter leaders
- Leadership: fear-based, 107–110; personal reasons for, 236–237; recording lessons learned about, 211
- Leadership styles, 27–34; of coach, 28, 29–34; of general, 28–29
- Leadership teams: cultural fit concept applied to, 79–81; delivering appreciative feedback to members of, 77–79; encouraging teamwork by, 83–86; focusing on superstars in, 82–83; personal, 69–72; professional, 72–74, 159–161; tips for developing, 74–77. *See also* Teams
- Learner, path of, 209–211
- Learning: exercise for recording, 211; from heroes, 209–210; from who you don't want to be, 210–211
- Lederer, Rob, 189–190
- Left-brain thinking, 40–42, 43
- Legacy, 176–184; characteristics of leaders driven by, 230–231; example of leader driven by, 180–182, 226–228; statements of, 176–178, 179; and statements of purpose, 179–180, 182–184, 189; of visionary companies, 178–179, 182
- Letting go of expert, 9–12
- Listening: for content and process, 46–47; exercises on, 46, 134; as phase in leading change process, 66–67; as time-expansion strategy, 133–134
- Lombardi, Vince, 83
- Ma, Yo Yo, 155
- Management. *See* Human resources management; Time management
- Marriott, 182
- Maslow, Abraham: on authoritarian leaders, 197, 199; Blackfoot Indian tribe study by, 203; hierarchy of needs, 42, 44, 191–193; on sharing knowledge, 76
- Mauborgne, Renee, 153
- Maxwell, John, 103
- McKee, Annie, 52
- Meditation: benefits of, 99; by “better with” leader, 171; to counter fight-or-flight response, 111, 112; fast-paced leaders introduced to, 95, 97, 101; technique for brief, 98; theta state as characteristic of, 96, 99
- Meetings: appreciative wrap-ups for, 87; energizer, 150–151
- Melos, dispute between Athens and, 174–175
- Mental centering, 138, 139
- Mentors, as personal leadership team members, 70
- Merck, 182
- Merer, Nina, 142–143
- Meskis, Joyce, 180–182
- Military style of leadership, 28–29
- Millennial Generation, 187–188
- Mini-meditation technique, 98
- Mistakes: advantage of making, 120, 121; learning from, 209–211
- Money, as motivator, 44
- Mood, 52–53, 141
- Motivation: fear as, 107–110, 117–118; general principle of, xiii–xiv; inspiration vs., 228–229; maintained through positive emotional states, 79; techniques for, employed by leaders, 42, 44–45
- Motorola, 182
- Multiple intelligences, 39
- Multitasking, 106–107
- Nalebuff, Barry, 219
- Nash, John, 218
- Needs, Maslow's hierarchy of, 42, 44, 191–193
- Neeleman, David, 60, 61, 62, 63
- Neumann, John von, 218
- O'Connor, Sandra Day, 147
- ODE Magazine*, 71–72

- Odwalla, Inc., 226–227
- Online resources, 243–244
- Open-system organizations: competition required in, 216–218, 219; description of, 35, 36, 37–38; strategies for leadership in, 38–60
- Optimism, 113
- Organizational change: five-phase process for, 66–67; resistance to, 66, 67. *See also* Change
- Organizational culture. *See* Culture
- Organizational systems, 34–38; closed, 35, 36–37; open, 35, 36, 37–38; random, 35, 37
- Organizations, going slow, 152–154
- Ozzie, Ray, 216
- Pace, Peter, 15
- Parikh, Jacdish, 49
- Patagonia, 232
- Perfectionism, 115–122; advantages of, 116–117, 119; catastrophic thinking underlying, 117–118; disadvantages of, 116–117; overcoming, 120–122; when to let go of, 118, 119–120
- Performance, expectations regarding, 160, 161
- Personal accountability, 211–213, 214
- Perspectives: competition as valuing diverse, 221–224; leaders' awareness of, of others, 45–47; valuing, appreciative eye as, 6–9
- Physical activities, to encourage energetic culture, 148, 150, 152
- Physical body: anxiety's effect on, 109–110; centering, 137–138, 139; fast-paced leaders' lack of awareness of, 94; fight-or-flight response by, 110–113; relaxation's effect on, 113–114; stress's effect on, 113, 142; taking care of, 114–115
- Pink, Daniel, 41, 57
- Play ethic, 150
- Plunkett, Roy, 120
- Porras, Jerry, 178, 182
- Positive attitude, "appreciative eye" approach to developing, 6–9
- Positive future vision, 20, 22–23, 58, 66–67
- Potter, Harry, 216
- Power: assessing your relationship with, 193–204; of centering yourself, 138, 139; of dialogue, 75–76; excessive faith in, 172–175; Maslow's hierarchy of needs and, 191–193; sharing, 31, 203–204
- "Power from inside" leadership, 198, 200
- "Power from outside" leadership, 198, 199
- Power Grid, 197–203
- "Power my meaning" leadership, 198, 200–201
- "Power over" leadership, 197–199
- "Power with" leadership, 198, 201–204
- Present-moment time, 132–133
- Prioritization, 103–105
- Problem-solving approach, appreciative inquiry approach vs., 16–17
- Process people, on staff, 73
- Productivity, workday length and, 128–129
- Professional development: to build capability of others, 159–161; for top leaders, 71
- Purpose: beyond making profit, 180, 182; reorienting toward, 149; statements of, 179–180, 182–184, 189
- Putnam, Robert, 188
- Questions: for activating the appreciative eye, 8; art of asking, 14–18; to ask when coaching employees, 30; asked by smarter leaders, 1, 6, 9, 18–20; benefits of asking, 14–15; for envisioning positive future, 22; for exploring your time management strategy, 129–130; for leading in open-system world, 38–60. *See also* Appreciative Inquiry (AI)
- Qwest Communications, 175
- Radke, Janel M., 184
- Random-system organizations, 35, 37

- Rapaport, Anatol, 219
- Ray, Michael, 124
- Red Ocean/Blue Ocean strategies, 153–154
- Reflection: leaders taking time for, 71; thinking improved by, 100–102; on values, 105–106. *See also* Meditation
- Relaxation: physical results of, 113–114; techniques for inducing, 95, 98, 111–113
- Resistance, to organizational change, 66, 67
- Responsibility: delegating, 116; of leaders, xii
- Rewards, for teams, 82
- Right-brain thinking, 40–42, 43
- Rituals, team, 86–87
- Robinson, Evan, 128–129
- Roddick, Anita, 200–201
- Roosevelt, Eleanor, 143
- Salbi, Zainab, 114–115
- Schor, Susan, 234–235
- Schweitzer, Albert, 87
- Self-betterment, 4
- Self-care, 114–115
- Shackleton, Ernest, 158–159
- Shimansky, Kelley, 176–178
- Should/can, distinguishing between, 134–136
- Shrivashtha, Survesh, 8
- Simultaneity, principle of, 76
- Skilling, Jeff, 172
- Skjei, Sussan, 168–169
- Sloane, Herman, 22–23
- Slowing down: benefits of, 110; at organizational level, 152–154; perfectionism as inducing, 116–117; rationale for, 92–98
- Smarter leaders: appreciative eye of, 6–9; art of inquiry practiced by, 14–18; behaviors of, 236; curiosity embraced by, 12–14; developing people around them, 74–88; evolution of requirements for, ix, 5–6; hubris as preventing, 173; leadership styles employed by, 27–34; as letting go of expert, 9–12; online resources for, 243; organizational systems and, 34–38; personal values of, 63–65; positive future vision of, 20, 22–23, 58, 66–67; questions asked of themselves by, 18–20; questions for, about leadership strategies, 38–60; support network for, 69–74; what to do to become, 6. *See also* Better leaders; Faster leaders
- Smarter paradox, ix–x, 1, 6
- Smith, Kurt, 100
- Social responsibility: businesses embracing, 232–235; as model for doing business, 227–228; recall as example of, 226–227
- Socrates, 14
- Solutions, focusing on, 15, 76
- Speed, current obsession with, 91–92
- Spero, Susan, 180
- Staff members, capabilities of, 72–74
- Stalk, George, 9, 152–153
- Star Trek*, leadership styles in, 28–29
- Starbucks, 232–233
- Statements: of legacy, 176–178, 179; of purpose, 179–180, 182–184, 189
- Stavros, Jacqueline M., 16
- Steltenpohl, Greg, 226–228
- Stewart, Martha, 120, 200
- Stone, Charles, 157
- Stories, used in managing people, 74–75
- Stratton-Berkessel, Robyn, 18
- Strauss, William, 187
- Strengths list exercise, 19
- Stress: fight-or-flight response to, 110–113; good, 138–141; physical results of, 113, 142; self-awareness of relationship with, 124
- Success: defining, 186–188; focus on, xii–xiii; kinds of, 185–186; shared, as goal, 189–190
- Sun Tzu, 218
- Superstars, focusing on, 82–83

- Support network: personal, 69–72;
professional, 72–74, 159–161
- Sustainability principle, 205–208
- Synchronicity, 54–56
- Talent, top, 82–83
- Tattered Cover, 180–182
- Teams: appreciative approach with, 21,
23–25; Appreciative Interviews with,
85–86; rewarding, 82; rituals for,
86–87. *See also* Leadership teams
- Teamwork, quick assessment of, 85
- Technology: for inducing theta state,
99–100; speed increased by, 91
- Teflon, 120
- Theta state, 96–102; applications of, for
leaders, 100–102; as characteristic
of meditation, 96, 99; described, 96;
inducing, 98–100; value of, 97–98
- Thinking: better, enabled by asking
questions, 14; “better than” vs. “bet-
ter with,” 168–171; catastrophic,
117–118; current arenas of “better
with,” 231–236; leadership focused
on, 70–71; left- and right-brain,
40–42, 43; present-moment, 132–
133; “problem solving” vs. appre-
ciative inquiry approach to, 16–17;
reflection as improving, 100–102;
rewarded in open-system orga-
nizations, 37; slowing down to
increase, 93–94; time required for,
131–132
- 3M, 152
- Time: availability of, 128, 129; for
companies to address work-life bal-
ance, 130–132; for good stress,
138–141; productivity and, spent
working, 128–129; strategies for
expanding, 132–138; taking, for
people, 159–162
- Time management: energy manage-
ment as alternative to, 141–146;
modeling, 149; questions to explore
your strategy for, 129–130; urgent/
important categorization for, 100–
101
- Time styles: assessing personal, 126–
127; determinants of, 124–126;
self-awareness of, 124, 128
- Time-defined competition, 152–153
- Triple bottom line, 233
- Trump, Donald, 199
- Truth, xiii, 76–77
- Tucker, A. W., 218
- Tyco, 175
- Tylenol scare, 65
- Valued customer surveys, 215
- Values: exercise for clarifying, 64;
expectations regarding, 160, 161;
leaders’ behaviors based on, 59–
60; organizational, 60–63, 65; per-
sonal, 63–65; reflection on, 105–
106; reorienting toward, 149; as
solution to ethical dilemmas, 65–
66; time style and, 125
- Valuing perspective, appreciative eye
and, 6–9
- Varela, Francisco, 72
- Viewpoints. *See* Perspectives
- Vision: personal, of leaders, 47–48;
positive future, 20, 22–23, 58, 66–
67; shared future, 23–25; sustain-
ability, 208
- Visionary companies, 178–179, 182
- Volunteerism, 187–188
- Wal-Mart, 220
- War: avoiding, 218; business as, 217, 219
- Weir, Allison, 61–63
- Whitney, Diana, 16
- Winfrey, Oprah, 209–210
- Women for Women International,
114–115
- Work-life balance, time required for
companies to address, 130–132
- Wright, Robert, 217