

# Index

- Accountability, 106
- Acquire-and-control business model, 192–193
- AIG Insurance, 26
- AIMS. *See* Allianz Income Management Services (AIMS)
- Allianz Income Life Holding Company (proposed), 214–215
- Allianz Income Management Company (proposed), 217–219
- Allianz Income Management Services (AIMS), 188–208, 213–220
- and Allianz Life, 217–219
- approval for projects, 196
- beginning of project, 188–190
- business model, 194
- current status, 207–208
- employee involvement in forming, 168
- entwinement, 204
- fighting bureaucracy, 205–206
- moving forward without agreement on details, 199–200
- principles, 197
- structure, 71, 200–202, 213–220
- Allianz Life of North America: and AIMS proposal, 217–219
- incentives, 138–140, 175–176
- merger with LifeUSA, xxiv–xxv, 217
- power, 120
- Allianz SE: acquisition of LifeUSA, xiv, xxii
- and AIMS structure, 71, 200–202, 213–220

- Allianz SE (*continued*)  
 approval for projects, 196  
 beginning of AIMS project,  
 188–190  
 as bureaucracy, 60,  
 189–190, 192  
 business model, 192–193, 194  
 employee involvement in  
 AIMS, 168  
 entwinement, 204  
 fighting bureaucracy,  
 205–206, 207, 208  
 management reports, 184  
 moving forward without  
 agreement on details,  
 199–200
- Andriole, Stephen, 97
- Anniversaries, employee, 108
- Apple Computer, 25–26
- Approval, seeking at highest  
 possible level, 195–197
- Arthur Andersen's Ethics and  
 Responsible Business  
 Practices group, 79
- Auto industry, American, 28
- Barriers to entry, xvii–xxii
- Bell, Alexander Graham, 63
- Big picture, 71, 106
- Boeing, 77
- Bonuses, 138–140, 146–148
- Branson, Richard, 14
- “Brunch with Bob” meetings,  
 101–102
- Bureaucratic systems, 4–11  
 components, 5–6  
 culture, 17–18, 27–29  
 dealing with, 10–11, 200–202  
 described, 4–5  
 double-talk, 164–165  
 persistence of bureaucrats,  
 204–206  
 problems created by, 6–8  
 real cost of, 9
- Burn rate, 136–137
- Bush, George H. W., 157–158
- Business consultants, 181
- Business culture. *See* Corporate  
 culture
- Business models, 35–38,  
 191–195
- Business plans, 59–60, 61
- California “three-strikes-and-  
 you’re-out” law, 8
- Carter, Jimmy, 157
- Catch-22* (Heller), 7
- CEOs:  
 communication, 100  
 and cultural change, 29  
 and organizational ethics, 80  
 power, 120
- Commitments, keeping,  
 138–140, 176

- Communication, 93–109  
 effectiveness of, 102–104  
 employee recognition, 106, 107–109  
 with employees, 100–102  
 enthusiasm about work, 93–94, 103–104  
 importance of, 95–97  
 and power, 121  
 putting plan into action, 107–109  
 and respect, 98–99, 100, 103–104, 105–107  
 telling versus, 78  
 and trust, 101, 134–135  
 as two-way street, 104–105
- Consensus, building, 77–78
- Consistency, 151–161  
 across management styles, 154  
 applying, 159–161  
 defined, 155  
 and employee turnover, 156  
 importance of, 153–154  
 inflexibility versus, 155–156  
 presidential, 157–158  
 and simplifying problems, 158–159  
 and trust, 128–129, 154–155
- Consultants, 181
- Control Your Future*  
 (MacDonald), 58
- Corporate culture, 17–29  
 acceptance and resistance, 23  
 carriers of, 21–22  
 challenges created by, 24  
 changing, 27–29  
 and entrepreneurship, 25–26  
 examples, 25–27  
 formalizing, 20–21  
 as organisms, 19–20  
 origins of, 17–19  
 spreading, 22–23
- Credit, sharing, 138
- Customers, creating parallel interests with, 46–47
- Customer service, 181–183
- Decision making:  
 decisiveness versus, 68–71  
 including staff in, 118, 165–168
- Decisiveness, 68–74  
 cost of failure, 72–73  
 decision making versus, 68–71  
 focus on big picture, 71  
 staying the course, 73–74
- Details, 75–76, 198–200
- Diekmann, Michael, 189, 195
- Dream catchers, 53–56. *See also*  
 Reminiscing about the future
- Dreaming, 62

- Economic and Philosophic Manuscripts* (Marx), 9
- Edison, Thomas, 76
- Employee(s):
- anniversaries, 108
  - communication with, 100–102
  - in decision making, 118, 165–168
  - federal government, 145
  - fostering participation, 168–169
  - hiring, 44–45
  - home office, 174–176
  - motivation, 115
  - parking spaces for, 100
  - recognition, 106, 107–109, 172–176
  - soliciting input from, 169–171
  - stock ownership, 123, 143–144
  - treating like important people, 163–177
  - turnover, 45, 130–131, 156
- Empowerment. *See* Power
- Enron, 79, 80
- Enthusiasm about work, 93–94, 103–104
- Entrepreneurial culture:
- changing bureaucratic culture into, 27–29
  - defined, 10, 16
  - examples, 25–27
- Entrepreneur(s):
- defined, xxvi, 13–14, 15–16
  - multifaceted, 75–78
  - success as, 209–210
- Entwinement, 203–204
- Equitable arrangements versus equality, 36–37
- Ethics, 79–81
- Evert, Chris, 57
- Failure:
- cost of, 72–73
  - dealing with, 138
  - of new businesses, 84–85
- Federal government employee compensation, 145
- Financial incentives, 141–149, 173
- Forecasting, 62
- 48-hour challenge, 181–183
- Future. *See* Reminiscing about the future
- Gambling versus risk, 85
- Gates, Bill, 143–144
- General Electric (GE), 27
- Gide, André, 87–88
- Greenberg, Hank, 26
- Gripping, 94

- Hartford Insurance, 101, 195, 196, 203, 206
- Heller, Joseph, 7
- Hill, Napoleon, 63, 73
- Hiring employees, 44–45
- Home office employees, incentives for, 174–176
- Inbreeding, 44–45
- Incentive system, 138–140, 146–148
- Inflexibility, 155–156
- Information:
  - power of, 119–120
  - sharing, 171
  - and trust, 131, 136–137
- Integrity, 79
- Intimidation, 97
- I pattern, 114
- ITT Life:
  - approval for projects, 195, 196
  - fighting bureaucracy, 206
  - meetings, 101
  - moving forward without agreement on details, 198
  - turning into entrepreneurial culture, 203
- Jobs, Steve, 25–26
- Kelleher, Herb, 174
- Kelly, Gary, 79
- Lay, Ken, 80
- Leadership, test of, 152–153
- Life insurance industry. *See also specific companies*
  - barriers to entry, xviii–xxii
  - corporate culture, 24
  - parallel interests, 46–47
- LifeUSA:
  - barriers to entry, xxi–xxii
  - bonus system, 146–148
  - business plans, 59–60, 61
  - communication, 94, 99, 100
  - consistency, 156
  - corporate culture, 23
  - customer service, 181–183, 185
  - employee anniversaries, 108
  - employee input, 170–171
  - employee ownership, 36–37, 94, 123, 143
  - employee recognition, 107–108
  - employee turnover, 156
  - incentives, 174–175
  - merger with Allianz Life, xxiv–xxv, 217
  - parallel interests, 36–37
  - pay for performance, 146
  - power, 120, 122–123
  - reminiscing about the future, 58

- LifeUSA (*continued*)  
 Shareholder Advisory Board,  
 170–171  
 simplicity, 180, 181–183, 185  
 success of, xxii–xxiv  
 work simplification, 122
- Lincoln, Abraham, 72–73
- Listening, 121, 170, 171. *See also*  
 Communication
- Mac’s Golden Rule of Business,  
 38–39
- Management reports, 183–184
- Management styles, 154
- Managers and cultural change, 29
- Marx, Karl, 9
- Maslow, Abraham, 39–40
- McNerney, James, 77
- Meetings:  
 “Brunch with Bob,” 101–102  
 “Share the Wealth,” 101, 107
- Micromanagers, 118
- Microsoft, 143–144
- Motivation, employee, 115
- Multifaceted entrepreneurs,  
 75–78
- New business failures, 84–85
- Nicklaus, Jack, 56–57
- Office arrangements, 37–38,  
 121–122
- Organizational ethics, 79–81
- Parallel interests, 31–51  
 business model based on,  
 35–38  
 creating with all stakeholders,  
 45–46  
 defined, 32  
 as golden rule of business,  
 38–39  
 heart of, 36–37  
 implementing, 49–50  
 naturalness of, 34–35  
 office arrangements, 37–38  
 problems with, 48–49  
 profit-sharing plans, 40–41  
 proof of validity of, 33–34  
 reasons for creating, 39–40  
 self-policing environment,  
 47–48  
 staffing issues, 43–45  
 stock option plans, 36–37,  
 41–43
- Parking spaces for  
 employees, 100
- Pasteur, Louis, 89
- Patton, George S., 57, 75–76
- Pay for performance,  
 144–146
- Persistence, 73–74
- Planning, 62
- Poland, 117

- Power, 111–125  
 building, 119–120  
 of CEOs, 120  
 and communication, 121  
 defined, 113  
 employee ownership, 123  
 of information, 119–120  
 lust for, 112–115  
 office arrangements, 121–122  
 sharing, 116–118  
 work simplification, 122
- Power-man syndrome, 96, 97
- Presidential consistency, 157–158
- “Pride Awards,” 107
- Principles, 197–198
- Profit-sharing plans, 40–41
- Promises, keeping, 138–140, 176
- Promotions, 44–45
- Protestant Ethic and the Spirit of Capitalism, The* (Weber), 8
- Psychic income, 149
- Reagan, Ronald, 157
- Reminiscing about the future, 53–66  
 business plans versus, 59–60, 61  
 effectiveness of, 57–59  
 examples, 55–57  
 forecasting, dreaming, or planning versus, 62  
 overview, 54–55  
 universal appeal and success of, 62–64
- Respect:  
 and communication, 98–99, 100, 103–104, 105–107  
 importance of, 140
- Risk, 83–91  
 gambling versus, 85  
 managing, 86–87, 88–90  
 new business failures, 84–85  
 as overrated, 84, 85  
 relative nature of, 85–86  
 safety versus, 87–88
- Roosevelt, Eleanor, 73
- Rules of engagement, 132–133
- Rumor mill, 95
- Safety versus risk, 87–88
- Secret, The* (Byrne), 63
- Self-policing environment, 47–48
- “Share the Wealth” meetings, 101, 107
- Simplifying, 179–186  
 and consistency, 158–159  
 customer service, 181–183  
 importance of, 179–180  
 incentive compensation plans, 184–185  
 management reports, 183–184  
 work, 122

- Sirota Survey Intelligence, 103, 104
- Southwest Airlines, 79, 174
- Stakeholders, creating parallel interests with, 45–47
- Standards, setting, 132–133
- State Mutual Life Insurance Company, 37–38, 121–122, 203
- Staying the course, 73–74
- Stock option plans, 36–37, 41–43
- Strategy sessions, 172
- Success entrepreneurial, 209–210
- Systems, 1–4. *See also* Bureaucratic systems
- Task work, 142
- Telling versus communication, 78
- Think and Grow Rich* (Hill), 73
- Transamerica Life Insurance Company, 59–60, 206
- Trickle-down effect of respect, 104
- Trickle-up theory of bonuses, 146–148
- Trust, 127–140  
building, 128–138  
and communication, 101, 134–135  
and consistency, 128–129, 154–155  
importance of, 127–128, 129  
and information, 131, 136–137  
lack of, 130–131  
and rules of engagement, 132–133  
and setting standards, 132–133  
and sharing credit, 138  
sticking to your word, 138–140  
as two-way street, 135
- Turnover, employee, 45, 130–131, 156
- Uncertain versus unknown, 84
- Unions, 33–34
- Verne, Jules, 55–56
- Walesa, Lech, 117
- Wealth, sharing, 141–149
- Weber, Maximilian, 8
- Welch, Jack, 27
- Wells, H. G., 55–56
- Work simplification, 122



