Index

A

Abramson, J., 146
Academy of Management Journal, 101
Acceptance: in generative space, 76, 77; as a playspace dimension, 27, 29–30, 31, 34, 36, 198; and provocative space, 178, 191, 193, 195; in relational space, 39, 42, 44; and safe space, 95, 97–99
Access, increasing awareness and, 59–61, 67
Accounting, imaginative title for, 173
Achenbach, J., 13
Ackerman, L., 25
Acknowledgement: of fears and expectations, 116–117; of risk taking, 116, 126
Action: as a playspace dimension, 27, 32–34, 36–37, 198; and provocative space, 178, 191; in relational space, 39, 42; and timeful space, 149
Action-reflection cycles, integrating, 206
Activities, relational and experiential, providing, 61–62, 67
Adam, B., 133, 135
Addict analogy, 78–79
Adler, N., 25
AdSense for Content, 84
Adult learning theory, 54
Agreement: meaning of, in accepting gifts, 191, 193, 195; seeking, 152–153
Alignment, 206–207, 208
Amabile, T. M., 9, 19, 30, 44, 83, 147, 182, 185, 207
Amplifying loop, 31
Ancona, D. G., 55
Anderson, S., 73–74, 86, 90–91, 206
Apple, 183

Appreciation: in generative space, 77; as a playspace dimension, 27, 31, 34, 36, 198; and provocative space, 178, 191; in relational space, 39, 42, 44; and sustaining playspace, 200
Appreciative feedback, 91–92, 94
Appreciative practices, 85–86, 93
Argyris, C., 109
Armstrong, K., 89
Armstrong, L., 114
Artifacts and language, aligning, 206–207
Arvonen, J., 113
Asian cultures, 151
Attitude: of inquiry, adopting an, 191–192, 195; for sustaining playspace, 201, 203
Attunement, 65–66, 68
Austin, I., 78
Authentic community, 205–206
Authenticity, 114–115, 126
Auto industry, U.S., 78
Avoided tests, 65
Awareness: and generative space, 76, 77; as a playspace dimension, 27, 28–29, 31, 33–34, 36, 198; and provocative space, 178, 186, 191; in relational space, 39, 42, 44, 45, 46, 59–61, 65, 67; and safe space, 100; and sustaining playspace, 208; and timeful space, 149

B

Baer, M., 83, 106, 108
Baker, B., 167, 170, 178, 180, 182, 184, 192, 200, 201
Balance, 181–182, 193
Balanced Scorecard, 26
Banana time, 160–161, 164
Barnes, B. A., 106

223
Barrett, F., 10–11, 28–29, 57
Barsade, S. G., 9, 44
Bassoff, P., 139
Bate, P., 123
Be Here. Now. strategy, 159, 163–164
Beer, M., 16
Berman, S. L., 101
Bettelheim, B., 1
Bias, 3, 110, 111
Binkert, J., 87
Blogs, 183
Bluedorn, A. C., 132, 133, 136
Boomers, 75
Boredom, 12
Boss, R. B., xix, 29
Boundaries, leaders and, 147–150
Brackfield, S. C., 30
Breathing, deep, 159, 163–164
Brennan, T. A., 106
Brookfield, S. D., 188–189
Brown, J., 154
Brown, L. L., 19
Brown, R., 59
Brown, S., 20
Buckingham, M., 44
Burt, R. S., 101, 102
Business case, xix–xx
Business school curricula, 10

C
Caird, J., 158
Caldwell, D., 55
Callaway Arts and Entertainment, 145, 146
Camerer, C., 101, 102
Capacity for improvisation: developing, 27, 35, 53, 54; dimensions of, 12–15, 35; players who have developed, 190
Catalyst Ranch, 21, 22, 207
Center for Companies That Care, 181
Challenger space shuttle disaster, 106
Change efforts, supporting and participating in, 102
Change, sustainable, 145
Changing: generative space in, 80–81; opportunities for, 179; playspace in, 24–26; provocative space in, 179–181; relational space in, 43, 56–58; safe space in, 108–110; timeful space in, 144. See also Innovating, learning, and changing
Check-ins, 62–63, 67–68
Cherniss, C., 46
Chicago Public Schools (CPS), xx, 16–17, 19–20, 21–22, 25, 32, 35, 98, 114, 158
Chicago's IO, 142
Christakis, N. A., 50
Ciborra, C., 12, 13, 132
Clancy, A. L., 87
Claxton, G., 107, 140
Clock-oriented relationship to time, 131–132, 161
Close, D., 142
Closed system, 72
Coaching, 63–64, 68, 86–88, 93, 199
Coffman, C., 44
Cognition, 33, 54, 55
Command-and-control environment, 80
Commitment, xix, 14, 17, 23, 58, 95, 184, 201, 208
Communication, importance of, 121–123, 128
Communing, 64–65, 68
Community, authentic, 205–206
Community engagement, 180–181
Compassionate Listening Project, 89
Competence, 12, 14, 35, 190
Confidence, 12, 13, 14, 35, 54, 190
Confirmation, importance of, 175, 176, 177
Connect Volunteer Network, 180
Connection, need for, 50–52, 180
Consciousness, 12–13, 14, 35, 190, 208
Consistency, 115–116, 126
Constrained workplaces, 29–30, 205, 207
Conti, R., 185
Continuity, value of, 177
Continuous change, 25
Contradictions, 118, 127, 176, 177
Conventional wisdom, premise of, provoking the, 187–190
“Conversation with Marissa Mayer,” 69
Cook, B., 115
Cooperrider, D. L., 80
Czolij, L., 55
Cranton, P., xxi, 189
“Creating the Responsive Organization,” 109
Creativity, 106, 177, 185
Creede, C., 71–72
Cross, R., 21, 49, 55, 60, 74, 155
Ctossan, M., xxi, 23, 24, 33, 141–142, 155
Cross-cultural safe space, 110–112
Crowd-sourcing, 40
Csikszentmihalyi, M., 8, 134
Culture: of innovation, moving beyond a, 17–18, 35; organizational, strong, fostering a, importance of, 198–199
Cummings, A., 182
Cunliffe, A., xxi
Curiosity, as a ground rule, 117

D
Daft, R. L., xxi
Davis, R., 165, 166, 167, 173, 176, 177, 181, 183, 186, 187
Deadlines, leaders and, 147–150
Deci, E. L., 5, 83, 106
Deep change, 56
Defensive routines, 109, 174, 175
Degenerates, 74–75
Degeneration, 78, 82
DeHart, J., 39, 41
Demetriou, E., 19
Deming, W. E., 26
Denison, D., 83
Designing, 87
Destiny, 88
Devaluation of play, 2
“Dilbert moments,” 160
Disagreement, safe space for, 112–113, 126
Discovering, 87
Disney Institute, 121
Disrespect, healthy, for the impossible, provoking, 186–187, 194
Disruption, opportunities in the form of, 179, 193
Diversity, generational, 76
Downsizing, effect of, 9–10
Dreaming, 87
Duncan, A., 114
Durkheim, E., 50
Dynamic engagement, xiii, xiv, 1, 4, 5, 14, 15, 17, 19, 20, 23, 27, 34, 208. See also Generative space; Provocative space; Relational space; Safe space; Timeful space

E
Eckvall, G., 113
Edmondson, A. G., 44, 100

Educational systems: constraints faced by, example of, 16; focus of, 29, 54. See also Chicago Public Schools (CPS)
Efficiency, 46–48, 131, 205
Embodied awareness, 186
Emotional intelligence, 45–46
Emotional state, importance of, 50
Employee Happiness Committee, 84
Encouragement, 116, 126
Energy, 81–82, 92–93
Energy hubs, 74, 82–83, 93
Enervative space, 75, 82
Engagement: community, 180–181; of participants before and after gathering, 156; positive, expectation of, 203; surveying, 83; value of, creating the, 42; whole-person, benefits of, xix–xx. See also Dynamic engagement
Englehardt, C. S., xiv
Enterprise social networking systems, 61
Epstein, L. D., 16
Evans, J. E., 157
Experiential and relational activities, providing, 61–62, 67
Experiential interviewing, 199
Experiential learning, 62
Extemporaneousness, 132

F
Facebook, 40, 51, 183
Facilitation, rotating, 118, 127
Facilitator role: in generative space, 84–89, 93–94; in playspaces, 6, 7, 8; in provocative space, 185–190, 194–195; in relational space, 61–64, 67–68; in safe space, 116–118, 127; in timeful space, 150–157, 162–163
Failure rates, 16
Fann Hocevar, S. P., 57
Fast Company magazine, 121
Fearfulness, 105
Fearlessness, 91, 94, 184
Fears and expectations: acknowledging, 116–117; surfacing, 118, 127
Feedback: 360-degree, 26; appreciative, 91–92, 94; positive, 53, 54
Field trips, 121
Fifth Discipline, 26
Fisher-Yoshida, B., 175
Fit, the right, finding, 184–185, 194
INDEX

Flow, 132, 134
Follett, M. P., 11
Forbes magazine, xviii, xx
Fortune magazine, 167
4-I model, 23, 24, 33, 36, 141, 142, 155
Fowler, J. H., 50
Fox, N. A., 9
Frederickson, B. L., 8–9
Frese, M., 106, 108
Freud, S., 2
Full presence, 158–159, 161

G
Gallagher, S. J., 30
Gallup survey, 83
Gangwork, 41–45
Gardner, H., 45, 152
Gathering spaces, protecting, 59, 67
Geller, K. D., 175
Gen X and Gen Y, 75
Generations, 75–77
Generative space: in changing, 80–81; generations in, 75–77; in innovating, 77–78; in learning, 78–80; as open systems, 72–74; opposite of, 74–75; overview of, 69–72; and playspace dimensions and dynamics, 198; productivity and, 74; and relational space, 70; roles in, that bring life to the space, 81–92; summary of, 92–94; and timeful space, 131
Generosity, 89–91, 92–93, 94, 203
Gergen, K. J., xxi, 39
Getting everyone “in the room,” 153–154
Gifts: accepting, 191, 193; consideration of, 172; exchange of, 182–183; giving of, practicing the, 190, 194
Gimbels executive training program, 47
Ginnett, R., 122
Gleick, J., 149
Goffman, E., 5
Goldfarb, P., 30
Goleman, D., 45
Good magazine, 121
Google, 64, 69–71, 73, 74, 77–78, 81, 84, 88, 90, 92, 98, 148–149, 183–184, 186, 192, 205, 206
Google I/O Developer Conference, 186
“Google’s Mayer: Staying Innovative in a Downturn,” 71, 148
Graham, P., 11
Griffin, R. W., xxi
Guidelines, 117
Griffin, R. W., xxi
Ground rules, 117
Grussknap, 117
Growth, aspects necessary for, 174–175
H
Hadley, C. N., 147
Hamel, C., 142
Hammond, S. A., 86
Happiness, 50
“Harold, The,” 142
Harter, J. K., 83, 85
Harvard Business Review, 121
Hatch, M. J., xxi
Hayward, L., 168–169, 170, 171, 172, 173, 176
Health, 50, 56, 59
Hendrix, J., 98
Henig, R. M., 20
Hickson, D. J., 184
Hoffman, R., 174
Hofstede, G., 111
Holistic approach, xxi–xxii
Holographic dynamics, 34
Human resources department, imaginative title for, 173
Huston, L., 52, 53
Huy, Q. N., 3, 145, 147
IBM, 55
Ice-block metaphor, 145
Idea-killing comments, 137
Imagination as provocation, 173–174
Imperatives, social, 122
Impro Olympic, 142
Improvised play: capacity for, 12–15, 27, 35, 53, 54, 190; described, 9–15
Individual experience, dimensions of, 27–34, 36–37, 39
Individual health and well-being, 50
Individual learning, 23, 24
Individualism, 110
Industrial revolution, 14, 15
Informal networks, 48–50, 51, 59, 60–61, 124
Informal space, 205
Information age, 13
Information sharing, 121–123
Information technology, imaginative title for, 173
Initiative, taking, 65
Inner time, 134–135, 136, 138, 140–141, 142, 162
Innovating: generative space in, 77–78; playspace in, 18–20; provocative space in, 172–173; relational space in, 43, 52–53; safe space in, 106; timeful space in, 138–139; valuing, 179
Innovating, learning, and changing, xix, xx, 15–17, 44, 138, 155, 182, 197, 199, 208. See also Changing; Learning
Innovation Lab, 168
In-person interactions, connecting with, 51
Inquiry, attitude of, adopting an, 191–192, 195
INSEAD, 145
Institutionalizing, 23, 24, 33, 141, 142
Integrating, 23, 24, 33, 141, 142, 155, 206
Interaction, warming up with, 186
Interpreting, 23, 24, 33, 141, 142, 155
Interview process, 199
“Interview with Reid Hoffman,” 174
Intrinsic motivation, xix, xx, 106, 156, 185, 203
Intronetworks.com, 156
Intuiting, 23, 24, 33, 42, 141, 142, 155
Investing, 83
Investor Relations, 69
Isaacs, D., 154
ISO 9000 standards, 26

J
Jazz metaphor, 28
Job satisfaction, xix–xx, 19
Johnson, K. H., 142
Jones, T. M., 101, 101–102
Joseph, A., 16, 17, 21, 22, 25, 32, 114, 137–138, 158–159
Journaling, 159, 164

K
Kahn, R., 123
Kahn, W. A., 100
Kegan, R., 175
Kendra, J. M., 104
Kennedy, J. F., 172
KEYS Creative Climate survey, 83
Kleiner, A., xix, 29
Knowing, provocative ways of, 178–179
Knowledge age, 13
Knowledge and Organizational Performance Forum, 55
Knowledge focus, 20, 55
Knowledge revolution, 14–15
Kohl, H., 103
Kohler Design Center and Company Factory, 121
Kolb, A., xiv
Kolb, D., xiv, 152
Kramer, S. J., 147, 182
Kulesa, P., xix

L
Lafley, A. G., 52
Laird, N., 106
Lane, H. W., xxi, 23, 24, 33, 141–142
Language and artifacts, aligning, 206–207
Lathin, D., 5
Launching, early and often, 183–184, 194
Lavoie, J., 77
Lawthers, A. G., 106
Leader role: in generative space, 81–84, 92–93; in playspace, 6–7, 8; in provocative space, 182–185, 194; in relational space, 58–61, 67; in safe space, 113–116, 126; and sustaining playspace, 201; in timeful space, 147–150, 162
Leape, L. L., 105–106
Learning: generative space in, 78–80; new and provocative ways of, 178; opportunities for, 179; playspace in, 20–23, 24; provocative space in, 174–177; and reflection, 206; relational space in, 43, 53–56, 62; safe space in, 107–108; self-organizing, making space for, 156–157; space for, xiii–xiv; timeful space in, 140–144; willingness for, 102. See also Innovating, learning, and changing
Learning Curve, 46, 63, 129, 130–131, 133, 134, 137, 138, 140, 145, 148, 150, 161, 162, 200, 203
Learning styles, 152, 153
INDEX

Leavitt, L. A., 9
Lego Serious Play, 121
Lennon, J., 139
Let’s do lunch programs, 60
Lewin, K., 145
LinkedIn, 173–174
Listening, 88–89, 93–94
Living the questions, 209–210
Localio, A. R., 106
Lego Serious Play, 121
Lennon, J., 139
Let’s do lunch programs, 60
Lewin, K., 145
LinkedIn, 173–174
Listening, 88–89, 93–94
Living the questions, 209–210
Localio, A. R., 106

M

Madonna, 145, 183
“Managing Google’s Idea Factory,” 88, 184
Marguiés, N., xxi
“Marissa Mayer: The Talent Scout,” 149
Marketing, imaginative title for, 173
Marks, M. L., 16
Massarik, F., xxi
McFadden, M., 19
Memory dispersal, 139
Memory, importance of, 142, 143–144
Mentoring programs, 60
Metaphors, 28, 59, 67, 72, 145, 150–151
Meyer, D. E., 157
Meyer, P., xiii, 135
Mezirow, J., xxi, 179
Milani, K., 135
Military operations, thinking inspired by, 80
Millennium Consulting, 154
Millennials, 75, 76
Mind-set shift, xiv, xvii, 1, 2, 26, 34, 197, 206, 207. See also Playspace
Miner, A. S., 139, 143
Minimal structure, implementing, 204–205
Mintzberg, H., 10, 11
Mirvis, P. H., 16
Modeling, 201
Moneta, G. B., 182
Moorman, C., 139, 143
Motivation, xix, xx, 106, 156, 185, 203
“Motivational moments,” 166
Mueller, J. S., 9, 44
Multiple intelligences, 45, 152, 153
Multitasking, 157–158
Mutual Fun, 77, 92

N

National Aeronautics and Space Administration (NASA), 106
National Institute for Play, 20
Native cultures, 151
Networking, 48–52, 59, 60–61
New learning, 107–108
New product development projects study, 139
New roles, playing, 5–8, 43
New self-concept, 54
New York Times, 109, 146
New-employee orientations, 60
Nickell, J., 39, 41, 42, 59, 64–65, 79, 91, 204–205
NING.com, 156
Nohria, N., 16
Noss, C., 136

O

Obama, B., 146, 174
Obstacles, 138
Office of Academic Enhancement, 16–17, 35
Off-sites, 61
Oldham, G. R., 182
Onboarding programs, 60
“100 Best Companies to Work For” lists, xviii, xx, 167
“125 Best Training Departments” list, 175
Online social networking, 50, 51, 156
Open innovation, trend toward, 53
Open systems, 72–74
Opportunities, in the form of disruption, 179
Oregon Business magazine, xviii
Orem, S. L., 87
Organization charts, 48–49, 208
Organizational culture, strong, fostering a, importance of, 198–199
Organizational Culture Survey, 83
Organizational health, 50, 56, 59
Organizational learning, 23, 24, 33, 142
Organizational memory, 142, 143
Organizational timefulness, 136–147
Orkut, 84
Outcomes-oriented, 32, 45, 62, 79
Owen, H., 154
Panic, 12
Paradox, 7, 115, 135, 193
Park, P., 33, 55
Parker, A., 21, 49, 55, 60, 74
Participant role: in generative space, 89–92, 94; in playspace, 6, 7–8; in provocative space, 190–192, 195; in relational space, 64–66, 68; in safe space, 119–125, 127–128; in timeful space, 157–161, 163–164
Passion, making room for, 83–84, 93
Perlow, L., 159
Permission getters, 120–121, 128
Permission givers, 113–114, 119–120, 126, 127
Permission takers, 120, 128
Peter, F., 80
Petranker, J., 132, 140
Physical space, 207–208
Piaget, J., 2
Pink, D. H., 11
Planning, tyranny of, 139–140
Playfulness: meaning of, 8–9; warming up with, 186
Playspace: in changing, 24–26; culture of, moving beyond a culture of innovation to a, 17–18; dimensions and dynamics of, 27–34, 198; everyday, 168–169; in innovating, 18–20; and innovating, learning, and changing, 15–17; in learning, 20–24; and living the questions and continued discovery, 209–210; and moving beyond the work-play dualism, 4–15; overview of the shift to, 1; and reclaiming play, 2–4; summary of, 34–37; sustaining, 197–208. See also Generative space; Provocative space; Relational space; Safe space; Timeful space
Playspace LLC, 61
Pollack, S., 185
Pool table metaphor, 59, 67
Positive core, engaging the, 84–85, 93
Positive feedback, 53, 54
Premise, provoking the, 187–190, 195
Prescriptions, issue with, xxi–xxii, 209
Present moment, giving our full presence to the, 158–159, 161
Pringles, 52–53
Procedural memory, 139
Process agreements, confirming, 117, 127
Processes, aligning, 208
Procter & Gamble, 52–53
Productivity, 74, 205
Profitability, xix–xx
Protestant work ethic, 3, 29, 45, 138
Provocative space: as the antidote to groupthink, 171–172; in changing, 179–181; for everyday playspace, 168–169; and imagination, 173–174; in innovating, 172–173; and knowing, 178–179; in learning, 174–177; overview of, 165–167; and playspace dimensions and dynamics, 198; and relational space, 166; roles in, that bring life to the space, 181–192; and safe space, 174; summary of, 193–195; trust and, 169–171, 193
Psychological risks, 100, 105
Pugh, D. S., 184
Pulse Point system, 177
Purdom, T. S., 115
Purser, R., 132, 140, 144
Pye, A., 123
Q
Q12 survey of customer and employee engagement, 83
Quality learning, 141
Quality time, 131, 134, 138
Quantity time, 131, 138
Questions, living the, 209–210
Quiet time, claiming, 159–160, 164
Quinn, R. E., 9, 56, 101
R
Radical change, 25
Reactive vs. responsive behavior, 144–145, 149
Real time, 209
Reclaiming play, 1, 2–4
Recognizing, 198, 199, 200–201
Recruiting, 198, 199
Redelmeier, D. A., 158
Reed, H., 51–52
Reflecting-in-action, capacity for, developing, 206
Reinforcing, 199–200
Relational and experiential activities, providing, 61–62, 67
Relational learning, 20–23, 36
Relational space: in changing, 56–58; creating, early and often, 156; efficiency and, 46–48; emotional intelligence and, 45–46; as gangwork, 41–45; and generative space, 70; individual, 43; informal networks and, 48–50; in innovating, 52–53; in learning, 53–56; and the need to connect, 50–52; overview of, 39–41; and playspace dimensions and dynamics, 198; and provocative space, 166; roles in, that bring life to the space, 58–66; and safe space, 96; summary of, 66–68; and timeful space, 130, 131
Relationships: active involvement in, 102; charting, 48, 49; vs. relational space, 43
Relevancy, 154–155, 163
Reporting relationships, charting, 48
Reputation, 199
Research, xi–xii
Research and development (R&D): and generative space, 71; and relational space, 52–53, 55
Resistance, 15, 26, 107, 109
Respect: as a ground rule, 117; and sustaining playspace, 202, 205
Responsibility: as a ground rule, 117; sharing, 124–125, 128, 189, 192, 202
Responsive vs. reactive behavior, 144–145, 149
Retaining, 198, 199, 201
Revolution, industrial and knowledge, 14–15
Revolutions, finding, 183, 194
Rigidity, 78
Rilke, R. M., 209
Risk taking, 53, 54, 58, 61, 116, 126, 192, 193, 205
Rite-Solutions, 77, 78, 92
Roberts, C., xix, 29
Robinson, S. E., 19
Rocco, T. S., 30
Rogers, C. R., 98, 107
Roles: in generative space, 81–92; playing new, 5–8, 43; in provocative space, 181–192; in relational space, 58–66; in safe space, 113–125; in timeful space, 147–161
Rorac, J., 5
Roth, S. L., 19
Rothkopf, D., 129, 140, 150
Rousseau, D. M., 101, 102
Roy, D. F., 160
Rubinstein, J. S., 157
Ryan, R. M., 83, 106
S
Safe space: in changing, 108–110; cross-cultural, 110–112; foundation of, 97–99 in innovating, 106; lacking, consequences of, 105–106; in learning, 107–108; meaning of, 99–100; overview of, 95–97; and playspace dimensions and dynamics, 198; and provocative space, 174, 181, 182, 193; and relational space, 96; roles in, that bring life to the space, 113–125; and the speed of safety, 104–105; summary of, 125–128; that is safe enough, 112–113; and timeful space, 131; trust and, 101–104
Sakkab, N., 52, 53
Sanchez-Burks, J., 3
Sawyer, J. E., xx
Schaipio, S. A., 175, 177
Schatzel, E. A., 182
Schön, D. A., 206
Seashore, C., 112
Self-concept, new, 54
Self-organizing learning, 156–157
Semrad, C., 63–64, 134–135
Senge, P. M., xix, 22, 26, 29, 57, 187
Shakespeare, W., 5
Shrader, A., 167, 173, 176, 181, 183, 187
Simmons, P. R., xiv
Sitkin, S. B., 101, 102
Skills focus, 20, 55
SkinnyCorp, 41, 52, 64, 66. See also Threadless
Smith, B. J., xix, 29
Smith, R., 5
Social imperatives, 122
Social media, using, 183
Social networking, 50, 51, 61, 74, 84, 156
Social outings, 60–61
Sony, 172
Sorensen, J., 80
Spock, B., 2
Spolin, V., 28
Sprokay, S., 55
Stagnation, 78
Status quo, defending the, 174, 175
Staw, B. M., 9, 16, 44
Sternberg, R., 149
Strategic thinking, early, 80
Stress, effect of, 9
Stringer, E. T., 30
Structure, minimal, implementing, 204–205
“Study: Multitasking Hinders Learning,” 141
Sullivan, B., 103
SurveyMonkey.com, 156
Surveys, 83, 156
Sustainability, 145, 151
Sustaining playspace, 197–208
Sutcliffe, K. M., 104, 121
Swedish Council for Management and Organizational Behaviour, 113
Systems: aligning, 208; open, 72–74; play in, 4–5; social networking, 61. See also Educational systems

T
Take care, extending, to others, 123, 128
Talent, top, acquiring and retaining, 199–201
Tannenbaum, R., xxi
Task focus, 3, 29
Taylor, W. C., 77
Thermodynamics metaphor, 72
Thomas, G., 57
Threadless, 39–41, 41–42, 51, 52, 59, 64, 65, 66, 79, 91, 98, 192, 205
360-degree feedback assessments, 26
Tibshirani, R. J., 158
Time: clock-oriented relationship to, 131–132, 161; lack of, 138; quality, 131, 134, 138; quantity, 131, 138; quiet, claiming, 159–160, 164; real, 209; transition, need for, 185. See also Inner time; Outer time
Time givers, 133
Time horizon: enriching the, 150–155, 163; extending the, 155–157, 162–163; metaphor of the, 150–151
Time limits, focus on, issue of, 131–132
Time management, 136
Time pressures, leaders and, 147–150
Timeful space: in changing, 144; inner time in, 134–135; in innovating, 138–139; in learning, 140–144; organizational, 136–147; outer time in, 132–134; overview of, 129–132; and playspace dimensions and dynamics, 198; and relational space, 130; roles in, that bring life to the space, 147–161; summary of, 161–164; and time management, 136
Tolerance, 123
“Top 10 Reasons to Work at Google,” 70
Top talent, acquiring and retaining, 199–201
Total Quality Management, 26
Toxic players: cost of, example of the, 47–48; swift response to, importance of, 204
Training environment, developing a, 199, 200
Training magazine, 175
Transformational change, 25, 56
Transformative learning, 23, 24, 33, 36, 54, 62
Transition time, need for, 185
Transparency, 205
Troxel, J., 154
Trust: and provocative space, 169–171, 193; and safe space, 101–104; and sustaining playspace, 205
Turnover costs, 19
Turnover rate, xix, 19
20 percent time, 84
Twitter, 40, 183

U
Umpqua Holdings Corporation headquarters, 166
Unfreezing-changing-freezing model, 145
UPS, 64
Urgency, beware of, 149–150, 162

V
Virtual field trips, 121
Vision, bringing, to life, 174
Volunteer projects, 60–61, 180
INDEX

W
Wachtendorf, T., 104
Wagner, R., 83, 85
Waldenstrom-Linstead, I., 113
Warming up the space, 185–186, 194
We, making space for, 58–59, 67
Web 2.0, 183
Weber, M., 3
Weick, K. E., xxi, 1, 65, 104, 121, 122, 139, 184
Weisel, E., 123
Western mind-set, 110, 151
Wheatley, M., 6
White, R. E., xxi, 23, 24, 33, 142, 155
Whitney, D., 80
Whole-systems perspective, 72
Wicks, A. C., 101
Wisdom: conventional, premise of, provoking the, 187–190; in the room, tapping into, 163
Wolfe, P., 141
Woodman, R. W., xxi

Work ethic, Protestant, 3, 29, 45, 138
Work space, experiences unlike, study of, xi–xiii
Working relationships, actual, charting, 49
Workplace mind-set, traditional, problem of, 10–11. See also Constrained workplaces; Mind-set shift
Work-play dualism: described, 3; moving beyond the, 4–15, 34

Y
Yaeger, T., 80
"Yes, and ..." phrase, 190–191, 195
Yorks, L., xiv, xxi
Younger, D., 131, 160, 160–161

Z
Zeitgebers, 133
Zuckerman, M., 5
Zull, J. E., 141