Index

Note: Page references in *italics* refer to figures.

**A**
Abbey, Edward, 81
Accountability, ownership and, 58–59
Action, awareness and, 130
Adversity, coping with, 76–77
Agility, 99–115
  - case study example, 101–105
  - defined, 105–107
  - for dexterity, 108–110
  - flexibility and, 114–115
  - for growth, 110–111
  - for speed, 107–108
  - for strategic and operational work, 112–113
Alex (case study). See Case study
Atkinson, Tom, 125
Awareness, 117–131
  - case study example, 119–123
  - defined, 124
  - exercising discipline and, 124–126
  - gathering information and, 126–128
  - importance of, 130–131
  - inferring meaning and, 128–129
  - for taking intelligent action, 130

**B**
Bennis, Warren, 3
Best practices (four-phase framework), 170, 170–171
Brainstorming, 145
Business plan (case study), 11–17
  - employees of, 15–17
  - globalization and, 14
Business plan (case study),
(continued)
manufacturing by, 13–14
merger of, 14–17
ownership and
understanding of, 54–56
products of, 13

C
Case study
agility example, 101–105
awareness example,
119–123
business plan of, 11–17
driving change example,
135–140
four-phase framework
(“The Plan”), 167–176,
169, 170, 172
leader qualities example,
19–27
overview, 9
ownership example, 47–53
risk management example,
81–87
team, 29–35
tenacity example, 65–70
vision example, 151–156
See also Agility; Awareness;
Change; Ownership;
Risk; Strategic leadership;
Tenacity; Vision
“Chalking the field,” 158
Change, 133–148
case study example,
135–140
change-averse individuals,
142
change-seeking individuals,
142–143
change-tolerant individuals,
142
defined, 140
fix-and-prune issues (Phase
Two), 22, 32–36, 43
implementing, 147–148
initiating, 26, 26–27,
31–35
for innovation, 145–146
long-term blueprint (Phase
Three), 22–23
observation for (Phase
One), 22, 33, 35, 37–43,
41
perspective on, 141–143
quest for, 143–144
resistance to, 146–147
Churchill, Winston, 180
Compelling vision, 157
Consistency, 157–158
Correct and restore
(four-phase framework),
169, 169–170

D
Dashboard, for awareness,
126–128
Davis, Jocelyn R., 125
Decision making, 158
Dexterity, agility and,
108–110
Discipline, 124–126
Discretionary performance,
57
Douglas, William O., 96
Drive
for change, 140, 141 (See also Change)
for tenacity, 71–74
See also Change
“D’s, three” (delete, delegate, defer), 78

E
Edison, Thomas, 73
Enterprise mindset, need for, 33–35
Entrepreneurial spirit, ownership and, 56–58
Environment, awareness of, 128–129

F
Failure, overcoming fear of, 96–97
Fiscal responsibility, ownership and, 60–61
Fix-and-prune issues
four-phase framework (case study), 167–176, 169, 170, 172
for Phase Two of change, 22, 32–36, 43 (See also Change)
See also Case study
Flexibility, agility and, 114–115
Focus
four-phase framework (case study), 167–176, 169, 170, 172
of visionary leaders, 159
Four-phase framework (case study), 167–176, 169, 170, 172

G
Gates, Bill, 126
Goals, tenacity and, 75–76
Groupthink, 93
Growth, agility and, 110–111

H
Harvard Business Review, 125

I
Information gathering, 126–128
Innovation, 145–146
Intuition, 159–160

K
Kouzes, James, 3

L
Leader qualities, 19–27
to initiate change, 26, 26–27
leadership-competency models, 5, 6–9
leadership team characteristics, 24–26, 25
observation by leaders (Phase One), 22, 33, 35, 37–43, 41
routines of leaders, 3
styles of leaders, 142–143
transition and, 21–24
See also Strategic leadership
Leadership Challenge, The (Kouzes, Posner), 3
Long-term blueprint (Phase Three, of change), 22–23
Index

M
Meaning, inferring, 128–129
Microsoft, 126

N
Next practices (four-phase framework), 172

O
Observation (Phase One, of change), 22, 33, 35, 37–43, 41
Openness, 49
Operational issues. See Fix-and-prune issues
Organizational culture for driving change, 143–144
ownership and, 53–61
silos in, 32–33, 50, 54
taking risk and, 93–94
Overhaul and construct (four-phase framework), 171–172, 172
Ownership, 45–61
accountability for, 58–59
benefits of, 61
entrepreneurial spirit and, 56–58
for fiscal responsibility, 60–61
importance of ownership culture, 53–54
overview (case study), 47–53
understanding business for, 54–56
of white space, 59–60

P
Pacing, need for, 77–78
Perseverance, 71, 74–75
Plato, 60
Polymer Solutions, Inc. (PSI). See Case study
Posner, Barry, 3
Prioritization, awareness and, 126–128
Proactive leadership, importance of, 4, 5, 6–9. See also Strategic leadership
Prudence, as virtue, 60

R
Reflection, need for, 125–126
Risk, 79–97
assumptions about, 90, 90–91
beliefs and values about, 91–92
case study example, 81–87
defined, 87–88
familiarity and experience with, 93
fear of failure and, 96–97
frame of reference for, 92
good and bad types of, 88–89
group influence on, 93
opportunity and, 41–43
organization control systems and culture, 93–94
patterns and history of success with, 92
smart risks by strategic leaders, 89–90
stepping outside comfort zone and, 94–96
strategy engine and, 41, 41
Roosevelt, Franklin D., 89
Routines, of leaders, 3

S
Sagan, Carl, 128
Setbacks, coping with, 76–77
Shared vision, 161–162
Silos, organizational culture and, 32–33, 50, 54
Speed, agility and, 107–108
Strategic leadership, 1–10, 165–180
agility for strategic and operational work, 112–113
defined, 4
essential qualities of, 4
importance of, 5–6
leadership-competency models, 5, 6–9
opportunity and risk for, 41–43
overview, 3
ownership and, 53–61
smart risks by strategic leaders, 89–90
strategic initiative importance, 176–180, 178
strategy, defined, 70–71
strategy engine, 41, 41
utilizing, 9–10
visionary leaders’ actions, 160–163

See also Agility; Awareness; Case study; Change; Ownership; Risk; Tenacity; Vision
Stubbornness, tenacity versus, 72–73
Success, celebrating, 77

T
“Taming the beast,” 124–126
Team, 29–35
contrasting style of team members, 31
groupthink and taking risks, 93
initiating change with, 26, 26–27, 31–35
Tenacity, 63–78
case study, 65–70
defined, 70–71
drive for, 71–74
formula for, 75–78
mastering, 78
perseverance for, 71, 74–75
“Think Week,” 126
“Three D’s” (delete, delegate, defer), 78
Turock, Art, 74–75

V
Vision, 149–163
case study example, 151–156
as compelling, 157
as consistent, 157–158
decision making and, 158
focus for, 159
intuition and, 159–160
Vision, (continued)
  overview, 156
  shared vision, 161–162
  as simple, 157
  VISION (Visual, Inspirational, Sustainable, Imaginative, Ownership, Noteworthy), 162
  visionary leaders’ actions, 160–163

W
  Wall of assumption, 90, 90–91
  White space, ownership of, 59–60
  Why Leaders Can’t Lead (Bennis), 3

Z
  Zunin, Leonard, 95