INDEX

A
Aaron, Hank, 114
Achor, Shawn, 131
Actions. See also Self-coaching actions
   commitment to, 201
   enabling, 26
   leading and, 204–205
   self-coaching, 11–12, 21
Active questions, 196–197
Adair, Kaily, 99–100
Adler, Nancy, 12
Adversity
   experiencing, 8
   overcoming, 129–130
   persistence in face of, 122–123
Advice, 123, 145–146
Amabile, Teresa, 205–206
Authentic leadership, 55–56, 62

B
Bandura, Albert, 41, 156
Beattie, Ed, 162
Behaviors
   commitment to, 210–211
   exemplary leaders, 19–20
   feedback on, 160
   hardy, 123
   LPI, 27–29
Belief in self
   development of, 203–204
   fundamental importance of, 6
   managers, 41–42
   mirror test for, 37–39
   overview of, 35–37
Beliefs
   clarity on, 65, 69
   in hardiness, 123
   mindsets, 51–52
Bennett, Don, 109–110, 121
Bennis, Warren, 104
Better Than Before
   (Rubin), 195
Blake, Jane, 37–38
Block, Peter, 131
Bloom, Benjamin, 144
Bodman, Taylor, 156–157
Brim, Brian, 178
Buddha, 36
Buena Casa, 181, 187–188

C
Caldérón, José, 120–121
Career Playbook: Essential Advice For Today’s Aspiring Young Professional (Citrin), 153–154
Carrigan, Travis, 155
Challenges
   benefits of, 101, 103–104
   learning from, 8
   opportunities for, 101–102
   overview of, 97–98
   self-coaching actions for, 107–108
   for training, 99–100
Choices
   announcing, 208–209
   basis of, 69
   informed, 132
   irrevocable, 209–210
   making, 130–131
   sustaining, 207–208
   tough, 132
Chorus, 162
Citrin, James, 153–154
Coleman, Debi, xiii–xiv
Colvin, Geoff, 147
Commitments
behavioral, 210–211
curiosity conversations, 111–112
key essential, 26
sustaining, 207–210
Connections. See also Relationships
high-quality, 154–155
making, 153–154
overview of, 139–140, 151–152
for role model searches, 156–158
self-coaching actions for, 158
social network, 153
Context. See also Environment
changing, 77
definition of, 101
effects of, 169
influence of, 183–184
organizational, 91
Continuous learning, 33
Core values
clarity in, 65
commitment to, 67–69
engagement and, 69–72
in relationships, 89–90
sustaining success with, 72–74
Courage
characterization of, 130–133
definition of, 129
learning and, 133–136
overview of, 129–130
self-coaching actions for, 136–137
types of, 130
Csikszentmihalyi, Mihaly, 102
Culture
leadership exceptions and, 20
organizational, 183
trust, 185
Culture of leadership
attributes, 187–188
characteristics of, 184–187
exceptions and, 183–184
self-coaching actions for, 189
Curiosity
overview, 109–110
questions and, 111–113
self-coaching actions for, 116–117
Curiosity conversation, 111–112, 154
D
Daddow, Alan, 87–88
Daily progress, 206
Daly, Mary, 132–133
Deliberate practice
benefiting from, 176
characteristics of, 173–174
demands of, 174
traits of, 173
Examples of, 171–172
feedback in, 175–176
goal of, 175
learning and, 11
overview, 171–172
principle of, 10–11
self-coaching action, 179
weakness and, 176–178
Deming, David, 147
Demographics, 16–17
Di Matteo, Georgia, 176
Diemer, Ryan, 132
Donahue, Abigail, 105–106
Drohan, Amy, 60
Duckworth, Angela, 119, 121
Duhigg, Charles, 194
Dweck, Carol, 50, 52
E
Edelman Trust Barometer, xii
Effectiveness
decreasing, 74
determining, 107
five practices and, 29–30
learning styles, 47
long-term, 195
maximizing, 88
Eitel, Maria, 131–132
Empathy, 147–148
Employees
changing, 41–42, 184
confidence in, 41
with grit, 121
growth mindset and, 184
retention of, 93
training, 196–197
Encouragement, 26
Engagement
core values and, 69–72
levels of, 16–18
percentage of, 17
Environment
broader, 125
creation of, 163
curiosity-inducing, 186
growth/development, 181
overview of, 181–182
trusted, 169
Evaluation, 161
Exemplary leaders
becoming, xiv–xvi
behaviors of, 19–20
fundamental change and, 83
models of, 186–187
practices of, 25–31
spirit of, xiv
Experience
expanding, 100
insight from, 12
learning from, 58
limited, 79–82
negative, 13–14
personal best, 23–25, 143–144
questionnaire, 24
searching for, 8
thresholds, 46
time factors in, 23–24
transformative, 62–63
Expressions, 85
Feelings, 85
Five Practices. See also specific practices
  effectiveness and, 29–30
  framework of, 26–27
  learning, 47
  overview of, 25
Fixed mindset, 50–51
Folkman, Joseph, 161
Followers
  expectations of, 93–94
  role of, 87–88
Fortune, 145
Forward looking, being
  challenges in, 78–79
  definition of, 78
  failure to, 80
  self-coaching actions for, 84–85
Fredrickson, Barbara, 126
Free choices, 207–208
Future
  envisioning, 81–83
  finding way to, 81
  imagining, 78–79
  overview, 77–78
G
  Gandhi, Mahatma, 148
  Gardner, John, 165
  Gibler, Michael, 67–68
  Global workforce, xi
Goals
  clear, 196
  commitment to, 211
  learning and, 93–94
  practice, 175
Goldsmith, Kelly, 196
Goldsmith, Marshall, 196
Good days, 205–207
Grazer, Brian, 153
Grit. See Persistence
Growth mindset, 50, 184
Gutiérrez, Luis, 181
H
Habits, building
  daily execution of, 192–194
  overview, 191–192
  questions for, 196–197
  self-coaching actions for, 198–199
  three-step loop of, 194–195
Hamilton, Steve, 164–165
Hardiness
  belief on, 123
  definition of, 122
  persistence in, 122–123
  positive attitude and, 125–126
  resilience and, 123–125
  self-coaching actions for, 127
Harmail, Chatha, 25
Heen, Sheila, 161
Hilger, Urban, Jr., 45–46
Hillestad, Grant, 61–62
Hood, Melissa Poe, 40
Hope, 210–211
Howe, Rich, 60
Howes, Lewis, 193
Humans Are Underrated (Colvin), 147
Hyatt, Michael, 38
I
Ideal self, 84–85
Ideals, 85
Information
  feedback from, 162–163
  learning, 36
  sharing, 88–89
  on social networks, 153
Informed choice,
  207–208
Innovation, 186
Inside-out leadership, 55
Instrumental motives, 73
Internal motives, 73
It-all comes naturally myth, 10–11
J
Jackson, Phil, 177
Janis, Michael, 61
Jordan, Michael, 177–178
Journaling
  about challenges, 107–108
  about curiosity, 116–117
  about feedback, 166
  effectiveness of, xviii
  self-coaching with, 11–12
  skills, 179
Judgment, 161
K
Keillor, Garrison, 159
Kids F.A.C.E (Kids For A Clean Environment), 40
King, Martin Luther, Jr., 89
Klawon, Amelia, 14–15
Kraemer, Harry, 192–193, 195
Kramer, Steven, 205–206
L
L.I.F.E., 84–85
Lai, Olivia, 67–68
Lamott, Anne, 61
Lang, Lang, 171
Langer, Ellen, 182
Lead, etymology of, 6
Leaders
  best vs., worst, 13–15
  expectations for, 20
  profile, 18–21
Leadership
  authentic, 55–56, 62
  characteristics of, 49–50
  crisis in, xi–xii
  culture of, 183–184
  demographics vs., 16–17
  engagement levels of, 16–18
  essential commitments, 26
  The Five Practices of Exemplary, 20
  frequency, 29–31
  fundamental practices, 1–2
  inside-out, 55
  it-all-comes naturally myth, 10–11
  larger purpose of, 93–94
  mindset, xiii–xiv
  position myth, 6–7
  requirement of, 13–14
  shortages in, xi
  strengths myth, 7–8
  talent myth, 5–6
  value-based, 72–74
Leadership Challenge, The, xiii
Leadership exCHANGE: Global Leadership Program, 131
Leadership Practices Inventory (LPI), 27–29, 160
Learning. See also
  Self-coaching action
    beliefs about, 51–52
    building capacity for, 50–52
    from challenges, 8
    challenges for, 99–100
    continuous, 33
    courage to, 133–136
    database for, xii
    definition of, 46
    designed, 173
    discovery and, 36
    experiences in, 134
    failure and, 106–107, 113–116
    feedback and, 162–164
    five practices, 47
    habit of, 169–170
    help for, 145–147
    importance of, xii–xiii
    intensity in, 172
    managers’, 46–49
    modeling in, 156–157
    overview of, 45–46
    practice and, 11
    self-coaching action, 52–53
    social connection making, 152
    vital, 85
Learning curves, 105
Learning frame, 125
Leonard, George, 174
Listening
  components of, 90–91
  importance of, 81
  practice, 175–176
Loving critics, 166
LPI. See Leadership Practices Inventory (LPI)

M
Maister, David, 48
Managers
  assessment of, 28
  learning by, 46–49
  relationship with, 88–89
  self-beliefs of, 41–42
Martin, Nick, 176
Martin, Steve, 172
Mastery (Leonard), 174
McDougall, Heather, 131
Michibata, Glenn, 171

Millennials, xi
Mindfulness, 80
Mindsets, 50–52
Mirror test, 37–39
Model the way, 26
Modeling, 156
Moss, Jonathan, 164
Motives, 73
Mundra, Varun, 112–113
Myths
  it-all comes naturally, 10–11
  position, 6–7
  strengths, 7–8
  talent, 5–6
N
Narayanaswami, Gowri, 24
Negativity, 125, 157
Nikiforov, Sergey, 91–92, 204–206

O
Optimism, 126
Organizations
  context of, 91
  culture of leadership in, 185–186
  innovative, 186
  leadership in, 19–21
  mindsets in, 51
  visions for, 82
Ostrea, Kerry Ann, 59–60

P
Pan, Eric, 143
Pausch, Randy, 103
Persistence, 119–123
Personal-best experience
  challenges and, 101–102
  core values and, 39, 60, 67
  courage and, 130, 135–136
  defined, 23
  five practices of, 25–27
  hardiness and, 122
  positive learning, 135
  questionnaire, 24–25
  relationships and, 88
  self-coaching action for, 31–32
  social connections, 151
sources of, 23–24
Personal lifeline, 62–63
Pham, Anh, 60
Porzingis, Kristaps, 120–121
Position myth, 6–7
Power of Habit, The
  (Duhigg), 194
Prairie Home Companion, 159
Presentation skills, 179
Procrastination Equation, The
  (Steel), 173
Psychological hardiness, 122–123

Q
Questions
  for curiosity, 111–113
  for good habits, 196
  self, 196
  for self-development, 56

R
Record-setting performance, 23
Reiter, Mark, 196
Relationships. See also
  Connections; Support communication and, 88–89
  connections in, 90–92
  with managers, 88–89
  overview of, 87–89
  self-coaching actions for, 94–95
  values and, 89–90
Resilience, 123–125
Rineer, Jeanne, 104
Role models
  aspiring, 143
  finding, 156–158
  sources for, 30
Rometty, Ginni, 100
Rowling, J. K., 114
Rubin, Gretchen, 195

S
Schaar, Becky, 67–68
Schein, Edgar, 183
School of Greatness, The
  (Howes), 193
Index

Self-coaching actions
for belief in self, 43
for building good habits, 198–199
for challenges, 107–108
for core value clarity, 74–75
for courage, 136–137
for culture of leadership, 189
for curiosity, 116–117
for feedback, 167–168
for hardiness, 127
for journaling, 11–12, 21
for learning, 52–53
for practice, 179
for relationships, 94–95
for self-development, 62–63
for social connections, 158
for support building, 149

Self-development
core values and, 70–71
feedback for, 162
looking in period, 59–60
looking out period, 58–59
overview of, 55–56
process, example, 57–58
questions for, 56
seeking challenges for, 104–107
self-coaching action for, 62–63
turning point in, 61–62

Self-doubt, 39–43
Self-esteem, 160
Self-perceptions, 160
Self-questioning, 196
Setbacks, 124–125
Sharpnack, Rayona, 114

Singer, Jan, 187
Skills
developments of, 41, 176
feedback on, 188
journaling about, 179
learnable, 5, 51
listening, 175
master, 49
necessary, 151
presentation, 179
social, 152
Snyder, Charles (Rick), 210
Social networks, 153
Stafford, Marcus, 174
Steel, Piers, 173
Stevenson, Adlai, 39
Stone, Douglas, 161
Stop Playing Safe (Warrell), 132
Straka, Denise, 151
Strengths myth, 7–8
Stress, 122
Stribling, William J., 106–107
Support. See also Relationships
asking for, 143–145
empathy and, 147–148
engaging, 10
for learning, 145–147
overview of, 141–143
self-coaching actions for, 149

T
Talent
fixed, 50–51
grit and, 121–122
leaders effect on, 13–14
myth of, 5–6
natural, 7–8

Thanks For The Feedback: The Science and Art of Receiving Feedback (Stone, Heen), 161
Tolmare, Amit, 143
Training. See Learning
Trust
building, 144, 163–164, 165
connections and, 154
cultural, 185
decline in, vii
greatness and, 171
importance of, 143
in managers, 71
mutual, 166

V
Values. See Core values
Vision
clear, 89
future, 81–84
lack of, 104
realizing, 65
shared, 26, 88

W
Wang, Carolyn, 17–18
Warrell, Margie, 132
Weaknesses, 177–178
Whittaker, Jim, 191–192
Willingham, Daniel, 46
Wilson, Ernest J., III, 147
Wong, Dan, 39
Wood, Robert, 41

Z
Zenger, Jack, xii, 161