INDEX

A
Accountability, 27
Achievement awards, 9–10
Actuaries, 48, 49–50
Alignment, 148
Allen, Paul, 9
Allen, Zachariah, 47, 49
Alliance for Excellence in Education, 120
Amelio, Gil, 94
American Express, 37, 124
American Telephone and Telegraph Company (AT&T), 6
Analog Devices, 140, 141, 143
Ansari X Prize, 9
Apple, 94, 113, 115–117, 152
Arison, Micky, 113, 149
Armstrong, Mike, 94
Art of War, The (Tzu), 109
Aspen Ideas Fest, 180
AT&T, 94, 150–151
Attitude, 172–175
Australian Wheat Board, 111
Authority: disagreements with CEO, 29; flat organizations and, 79, 139; granting employees appropriate, 26–27
Autonomy, 3–4, 113

B
Baker, William, 167
Ballmer, Steve, 105, 106, 187
Bear Stearns, 20, 21, 164
Bell, Alexander Graham, 5–6
Bell, Charlie, 76
Bell Labs, 94, 95, 153
Bell Telephone System, 6
Benioff, Marc, 149
Bennis, Warren, 93–94, 96, 158, 198
Bethune, Gordon, 40–43, 83, 145–146
Bill and Melinda Gates Foundation, 107
Bloomberg, Michael, 83
Boeing, 187
Bonaparte, Napoleon, 179
Bonds between employee and leader, 168, 169–170
Books about leadership, 197–200
Boomers, 157, 160, 162
Booz & Co., 86, 95–96, 99, 118, 147, 180–182, 183
Bosman, Ruud H., 72–73, 76, 77, 101
Boy Scouts, 10
| **Brainstorming. See Thought leadership** |
| **Bridge-building leaders, 152–153** |
| **Brodeur Partners, 188** |
| **Brownie Scouts, 10** |
| **Buffett, Warren, 155, 187** |
| **Burma-Vita, 25** |
| **Bush, George W., 144, 153** |

| **C** |
| **Catalupo, James, 76** |
| **Caplan, Janet, 94, 97, 101, 153** |
| **Caring, 131, 168, 170, 175** |
| **Carnival Cruises, 113, 149** |
| **Cebrowski, Arthur, 36, 37, 57, 160** |
| **Centerless Corporation, The** (Pasternack), 62 |
| **Centex, 21** |
| **CEOs: accessibility of, 82–83; accountability of, 27; compensation of, 80; leadership summit for, 186–188; mistrust between employees and, 13–14, 192; organizational views of, 14–15; overcontrolling performance, 27–28; planning long-term strategies, 154–156; retaining talented employees, 68–69; rewarding common purpose, 40–43; tenure of, 86; toxic, 83–85, 135–137; visibility of, 61; working with dissenting employees, 28–31** |
| **Cerberus Capital Management, 17, 18** |
| **Cespedes, Frank, 156** |
| **Change: ignoring signs of, 16–22; paying attention to, 23** |
| **Chenault, Kenneth, 37, 123–124** |
| **Christensen, Clayton, 186** |
| **Chrysler, 17–18, 118, 164** |
| **Churchill, Winston, 23, 178–179** |
| **CIA, 9** |
| **Clayton, Dublier & Rice, 88, 103–104, 109, 117** |
| **Clients: focusing on, 109–111; retaining, 46, 169; training, 89; understanding, 49–50, 112–114** |
| **Clinton, Bill, 153** |
| **Coaching, 65–66, 79–80** |
| **Coca Cola, 53** |
| **Cognitive agility, 116** |
| **Colgate-Palmolive, 68–71, 107** |
| **Combined ratio, 46–47** |
| **Comfort zone, 65, 66** |
| **Common purpose: achieving, 72–75; communicating, 38, 53–55; core principles and, 47, 131–132; establishing in organization, 37–40; focusing with rewards, 40–43; group brainstorming for, 124–129; positivity as help for, 129–131; protecting organization’s, 28–31; signs of organizational dissidence, 132–137. See also Common purpose organizations** |
| **Common purpose organizations: awareness of rivals in, 107–111; establishing, 37–40; leadership in, 50–52, 77–79, 153–156; loyalty of employees in, 45–46, 52; power and information exchange in, 139–140; protecting common purpose, 28–31; recognizing individuality, 159–163** |
Competition: focusing beyond, 103–104; rivalries and, 108–109; satisfying clients vs. fighting, 109–111
Concept of the Corporation, The, 16, 19
Conger, Jay, 158
Continental Airlines, 40–43, 83, 145–146
Cooper, Simon, 33, 34, 113, 116–117
Core values: adding respect to, 104, 117; building on, 72–75; common purpose and, 47, 131–132; employees modeling, 80–81; implementing, 52–53, 55; integrating in work and life, 163–165; leadership and, 52; modeling FM Global’s principles, 62–65
Corporate Library, 14
Creating Value Through People (Boyatzis), 22
Credit Suisse, 53
Cub Scouts, 10
Culture of leadership: avoiding us-versus-them cultures, 103–107; firing star salesmen, 121; getting to know other leaders, 98–102; interdependency of leaders, 94–95; networks among leaders, 96–98; positively influencing organizations, 115–116; selecting CEOs, 93–94
Customers. See clients

D
D. R. Horton, 21
Daimler-Chrysler, 17
Decision making: aligning with common purpose, 130–131; diversity and, 35–37; flat organizations and, 74–75, 78–79; how people make decisions, 37–40
Defense Advanced Projects Research Agency, 9–10
Deloitte & Touche, 110
Dissidence: organizations allowing, 145; signs of, 132–137; solving employee, 29, 30
Diversity, 35–37
Drexel, Burnham & Lambert, 150
Drucker, Peter, 16, 17, 18, 19, 50, 178

E
Embedded assumptions, 54–55
Empathic leadership, 168–170, 172
Employees: allowing free-thinking of, 145; attitude of, 172–175; building esprit de corps in, 141–143; collaborating with leaders, 147–148; common purpose and loyalty of, 45–46, 52; cultivating, 67–69; developing networks and rewarding, 98–102; effect of toxic CEOs on, 83–85, 167–168; engaging Gen X and Y, 158–159; extending corporate value, 80–81; guiding, advising, and recommending, 65, 66; helping develop career,
Employees (continued)
89–91; how people view leaders, 60; innovative ideas of, 58; listening to, 51, 82; longevity and loyalty among, 75–76; mistrust between CEOs and, 13–14, 192; modeling behavior of leaders, 57–61; as most important resource, 85; motivating “heroics” in, 38; negative stress in, 133, 134–135; personal interests of, 24; retaining, 22, 46, 68–69, 84–85; salary incentives for, 75; scriptless service and leadership by, 33–35; sharing authority with, 26–27; us-versus-them cultures and, 118–120; views of common-purpose leaders, 40–43; working with negative, 28–31, 172–174
Empowering employees, 27–28
Enron, 3, 4, 57
Environmental consciousness, 17
Excellence, 10–11
Experience of customers, 112–114

F
Fairchild Semiconductor, 152
FBI, 2
Fear: basing leadership on, 83–85, 143–144; effect on organizations, 114–115
Fiat, 17, 18
Fidelity Investments, 188
Fields, Jan, 76
Fiorina, Carly, 94
Firing dissenting employees, 29, 30
Fisher, George M. C., 178
Flat organizations, 74–75, 77–79, 139
Flowers, Betty Sue, 197
FM Global: achieving common purpose, 72–75; building on core values, 72–75; business model for, 48–50; characteristics of, 40–47; common purpose leadership at, 50–52; flat organization at, 77–79; investing in training, 88–89; leadership training, 90–91; making people know they’re important, 99–102; modeling leadership at, 62–65, 169, 194; practical implementation of core values, 52–53, 55; Rail, 89–90, 102; Subramaniam’s leadership style, 66
Ford, 17, 103, 118
Fourtou, Jean-René, 27–29, 98–99, 168
Fuld, Dick, 59, 151

G
Gates, Bill, 59, 60, 105, 106, 107, 187
Gen X/Gen Y generations: acknowledging needs of, 160; characteristics of, 157–159; ensuring organizational values, 165; leaders in, 161–163
General Electric, 46, 88, 134, 147, 154
General Motors: contrasts to, 50; danger signs at, 16–22; ignores outside advisors, 19–20; us-versus-them culture in, 118–120
Girl Scouts, 10
“Go to” within organizations, 68
INDEX

Goals: focusing with rewards, 40–43; leadership and achieving, 190, 193
Goldman Sachs, 53, 107–108
Golub, Harvey, 37
Goodwin, Doris Kearns, 93
Google, 105
Grateful Dead, 181
Graybar, 126
Greenwich Associates, 46
Greyser, Steven, 182
Griesedieck, Joe, 5

H
Hall, John, 76, 77, 101
Hamilton, Alexander, 179
Handy, Charles, 198
Hannibal, 179
Happiness as decision, 172
Hard power, 50
Harley Davidson, 181, 182
Harvard Business Review, 54, 94, 125, 170, 178
Heifetz, Ronald, 58
Hermès, 188
Hewlett Packard, 94, 183
Hierarchical organizations, 2–7
Hill, Sam, 111, 182
Home Depot, 103, 126
“How Bell Labs Creates Star Performers” (Kelly and Caplan), 94
“How to Brand Sand” (Hill), 111
Hussein, Saddam, 143, 168

I
IBM, 70, 145, 154
IDEO, 184
Ignoring warning signs, 2–4, 16–22
Immelt, Jeff, 88

Individuals: need for excellence, 10–11; need to achieve and be recognized, 8–11; recognizing, 159–163
Innovation: employees’ ideas for, 38–39, 58, 194; leaders developing, 183–186
Intel, 152, 154

J
Jacques, Elliot, 154–155
Jaworski, Joseph, 197
Jobs, Steve, 116, 152
John F. Welch Leadership Development Center, 88
Johnson & Johnson, 46
Jones, Jim, 144
Joy, Bob, 68–69, 71

K
K. K. Ashisuto, 80–81
KB Homes, 21
Kelley, Tom, 184
Kelly, Robert, 94, 97, 101, 153
Kissinger, Henry, 177
Kleiner Perkins, 105
Knickerbocker Trust Company, 25
Knowledge-sharing among leaders, 96–98
Kodak, 178
Korn/Ferry, 5
Kouzes, Jim, 178
Kozlowski, Dennis, 57
KPMG, 109

L
Laszlo, Ervin, 163
Lawson, Thomas A., 74–75, 76, 77, 90, 100, 101–102
Leaders: accessibility of, 82–83; allowing development of toxic cultures, 8; appreciating relationships, 170–171; avoiding comfort zone, 65; blending roles of, 153–156; bridge-building, 152–153; coaching and, 65–66, 79–80; command-and-control, 57; commitment to organizations, 123; compassion and caring in, 131, 168, 170, 175; desire to collaborate with, 147–148; developing innovation, 183–186; drawing people to do their best, 79–82, 171–175; evolving nature of leadership, 191–195; fear-based leadership, 83–85; focusing common goals with rewards, 40–43; Gen X/Gen Y, 161–163; guiding, advising, and recommending employees, 65, 66; hoarding power, 11; how people view, 60; ignoring warning signs, 15–22; influence on corporate culture, 115–116; leading by listening, 51, 82; managers vs., 193–194; modeling leadership, 57–61; motivating “heroics” from employees, 38; need for thought leadership, 177–179; networks and knowledge-sharing among, 96–98; operational, 150–152; power and information exchange between, 139–140; qualities of exemplary, 143–147; removing obstacles for employees, 81–82; retaining, 69–71; rethinking organizational structure, 22–23; role of great, 169; scriptless service and, 33–35; sharing authority with employees, 26–27; strategic, 149–150, 151; thought leadership for, 179–180, 186–190; types of, 148–153, 156; working with dissenting employees, 28–31.

See also CEOs

Leadership: alignment via, 148; asking for federal funds, 18; balancing organizational interests, 23–24; blending roles of, 153–156; books about, 197–200; case study of bad, 15–22; client-focused, 103–104, 109–111; common purpose, 50–52, 77–79, 153–156; creating enduring organizations, 25–26; determining results with, 7–8; developmental training for, 90–91; differing opinions about, 1–2; effect of toxic CEOs, 83–85, 135–137, 167–168; empathic, 168–170, 172; encouraging group creativity, 124–129; evolving nature of, 191–195; fear-based, 83–85; generational differences and, 157–159; ignoring warning signs, 2–4, 16–22; implementing vision, 101–102; listening and, 51, 82; longevity vs. homogeneity in, 71–75; missed opportunities and poor, 4–7; modeling, 57–61, 62–65; positivity in, 129–131; qualities
of exemplary, 143–147; resonant, 129–130; rules of, 64; succession in, 75–76; supporting learning, 141–143; time frames of, 155; understanding customers, 112–114; us-versus-them cultures, 104–107. See also CEOs; Leaders; Thought leadership

Learning: attending conferences for, 180; encouraging, 141–143; focusing organizations on, 85–91; from other leaders, 96–98

Lehman Brothers, 20, 21, 59, 107–108, 151–152, 164

Lennar, 21

Lincoln, Abraham, 93

Listening, 51, 82

Longevity: employee loyalty and, 75–76; leadership, 71–75

Lowes, 103

Loyalty: common purpose and employee, 45–46, 52; longevity and employee, 75–76

Lucent, 94

Lucier, Chuck, 86–88, 147

MCI, 151

Men’s Warehouse, 121, 173

Mercedes-Benz, 17

Mercer Human Resources, 85, 130

Mergers, 73–74

Merrill Lynch, 20, 21, 164

Miami Heat, 113

Microsoft: CEO Summit, 186–188; corporate philanthropy at, 106–107; embedded assumptions in, 54–55; Gates’s effect on culture, 59, 60; us-versus-them culture in, 105–107

Military: Gen X/Gen Y generations needs in, 160; leadership models for, 57; scriptless service in, 36–37

Milken Institute Global Conference, 179

Milken, Michael, 150

Miller, Neal, 188

Mirror neurons, 61

Mistrust between CEOs and employees, 13–14, 192

Mortgage crisis, 20–21

Motorola, 6

Mueller, Robert, 2

Mulcahy, Anne, 81–82

Mutual interests, 24

N

Negative employees, 28–31, 172–174

Negative stress, 133, 134–135

Negroponte, Nicholas, 186

Netscape, 105

Networking: attending conferences for content and, 180; getting to know other leaders, 98–102; knowledge-sharing among leaders, 96–98
Neuberg, Jake, 30, 172
*The New York Times*, 19, 54
Nissan, 119
Nucor, 107

O
Obama, Barack, 153, 159
Off-boarding, 75
Operational leaders, 150–152
Oracle, 149
Organizations: bad leadership in, 15–22; balancing interests of, 23–24; building internal awareness in, 180–183; CEO compensation, 80; common purpose leadership of, 50–52, 77–79, 153–156; cooperation among, 118–120; creating customer’s experience, 112–114; dissidence in, 132–137; effect of toxic CEOs on, 83–85, 135–137, 167–168; embedded assumptions of, 54–55; employment longevity and, 75–76; enduring, 25–26; evolving leadership in, 191–195; flat, 74–75, 77–79, 139; “go to” within, 68; ignoring subordinate’s warnings, 2–4; implementing leadership’s vision, 101–102; integrating work and life values, 163–165; leaders’ commitment to, 123; leader’s responsibility for, 59–60; leadership rules modeling values of, 62–65; learning, 85–91; longevity vs. homogeneity in, 71–75; making time for learning in, 86–87; managers vs. leaders in, 193–194; measuring performance in, 140; missing opportunities, 4–7; negative and positive character of, 114–118; negative stress in, 133, 134–135; power and information exchange in, 139–140; problems within hierarchical, 2–7; protecting common purpose, 28–31; rancor in, 119–120; rethinking structure of, 22–23; rivalries among, 107–108, 109–111; thought leadership for, 187–189; toxic, 8; types of leaders in, 148–153, 156; working with negative employees, 28–31, 172–174.
See also CEOs; Common purpose organizations

P
Pasternack, Bruce, 62
Pastor, Rafael, 31
Patton, George, 170
Paulson, Henry, 108
Performance metrics, 140
Perot, Ross, 20
Personal interests of employees, 24
Pfeffer, Jeffrey, 85–86, 121
Philanthropy, 106–107
Popcorn, Faith, 186
Porsche, 117–118, 123
Porter, Michael, 178
Posner, Barry, 178

Positivity: happiness as decision, 172; positive character of organizations, 114–118; positive stress, 133, 134; supporting common purpose with, 129–131
Powell, Colin, 168
Power: hard, 50; hoarding, 11;
information exchange and,
139–140; soft, 50–52; source of
leadership’s, 146
Prahalad, C. K., 178, 181
Preventable losses, 47–48, 52–53
PricewaterhouseCoopers, 13, 54,
81, 96–98, 109–110, 185–186,
187
Procter & Gamble, 25
Pulte, 21

R
Rail, 89–90, 102
Ramachandran, V. S., 61
Ranieri, Lewis, 3, 21
References on leadership,
197–200
Relationships: effect of us-versus-
them cultures on, 104–107;
ending business, 75; leaders’
appreciation of, 170–171
Resonant leadership, 129–130
Respect: adding as corporate value,
104, 117; for employees, 26–27,
85; for other leaders, 76;
us-versus-them cultures and,
119–120
Retaining: clients, 46, 169;
employees, 22, 46, 68–69,
84–85; leaders, 69–71
Revolution Prep, 30, 99, 172
Rewarding: common purpose,
40–43; damaging behavior,
107–108; employees, 99–101
Rhodes, Anne, 85
Rhône-Poulenc, 27, 28, 98
Rice, Joe, III, 103–104, 109, 117,
130–131, 171
R.I.P. companies, 25–26
Ritz-Carlton, 33–35, 113, 117
Rock, Arthur, 152–153
Roubini, Nouriel, 21
Royal Bank of Scotland, 20
Rules of leadership, 64
Rutan, Paul, 9

S
Salary: CEO compensation, 80; as
employee incentive, 75
Salesforce.com, 149
Schneiderman, Art, 140, 143
Scientific Data Systems, 152
Scriptless service: leadership and,
33–35; military structure and,
36–37
Selye, Hans, 134
Skilling, Jeffrey, 4, 57
Sloan, Alfred P., 16
Soft power, 50–52
Southwest Airlines, 85
SpaceShipOne, 9
Sprint, 151
Starbucks International, 58
Strategic leaders, 149–150, 151
strategy + business, 111, 180
Stress, 134
Subramaniam, Shivan, 51,
62–66, 71, 75–76, 77, 83, 101,
194
Swanson, Christopher, 120
Synchronicity (Jaworski and
Flowers), 197

T
Technology, 25–26
TED, 180
Teledyne, 152
Thought leadership: communicating knowledge in, 180–183; conferences reinforcing, 179–180; group brainstorming and, 124–129; implementing, 177–179; need for, 177–179
Time frames of leadership, 155
Totten, Bill, 80
Toxic organizations: allowing development of, 8; effect of toxic leadership, 83–85, 135–137, 167–168; negative employees and, 28–31, 172–174; us-versus-them attitudes in, 118–120
Toyota, 16, 19, 70, 103, 109, 119, 154
Tyco, 57
Tyson Foods, 159
Tyson, John, 159, 162
Tzu, Sun, 109

U
UBS, 20
United for a Fair Economy, 14
Us-versus-them cultures: avoiding, 103–107; damaging incentive systems in, 107–108; within companies, 118–120

V
Values. See core values
Varma, Ramit, 30, 172

Vell, Charlie, 76
Vistage International, 31
Vivendi, 27
VW, 117, 118

W
Wagoner, Rick, 18
Wall Street, 109
Warner, Karen, 156
Watkins, Sherron, 3, 4
Welch, Jack, 88, 104, 147
Western Union, 5–7
Whirlpool, 183
Wiedeking, Wendelin, 117–118
Wynn Resorts: customer satisfaction in, 112–113; innovative ideas of employees, 38–39, 58, 194; recognition within, 38–40, 43, 70, 140
Wynn, Steve, 38–40, 112

X
Xerox, 70, 81–82

Z
Zelaznik, Abraham, 170