

# Index

## A

Adizes, Ichak, 173  
Ahrendts, Angela, 47  
Ambiguity: conflict on executive teams  
  due to, 17, 187; leadership for, 146;  
  in matrix organizations, 48–49;  
  tolerance for, 127, 139  
Analysis: excessive, 24; inadequacy of,  
  to solve problems, 42, 86–87, 126,  
  150, 203  
Apple, 63, 81, 112, 149  
Ashkenas, Ron, 55  
Assumptions, questioning, 80, 82–83,  
  86–87, 144–145  
AstraZeneca, 45  
Authenticity, 150, 204–206  
Auto industry, U.S., 35–36  
Avon Products, 25–26, 133, 136,  
  181–182

## B

Baby Boomers, 97, 98, 105, 166  
Banaji, Mahzarin, 21, 91  
Bank of America, 48, 182  
Banking industry, 35  
Barclays, 35  
Barnevik, Percy, 46  
Bartlett, Chris, 78  
Ben & Jerry's, 207  
Bhattacharya, Ashis, 22  
Biases: awareness of our own, 102, 128,  
  129; unconscious, 21, 91–92

BMW, 115  
Body Shop, 207  
Boomers, 97, 98, 105, 166  
Boone, Mary, 52  
Brennan, David, 45  
Brinkley, Amy Woods, 146  
British Airways, 46  
British Telecommunications (BT), 63  
Burberry, 47, 167  
Bush, George W., 24  
Business models, 31–44; and change,  
  32–34; elements of, 32; industries  
  needing updated, 31, 34–36; new,  
  complexity due to, 17–18; reasons  
  for inaction on, 37–39; resistance  
  to changing, 33, 36–37; whole  
  leadership approach to destroying  
  and rebuilding, 39–44

## C

Camillus, John, 138  
Carter, Jimmy, 24  
Cashman, Kevin, 158  
CEOs: short tenure of, 24; stressful  
  context for, 1–3. *See also* Leaders  
Change: business models and, 32–34;  
  emerging markets and, 84–85  
China: cultural values in, 93, 94, 95;  
  debate about doing business in, 17;  
  globally competitive companies  
  in, 34; managing diversity in, 20;  
  questioning assumptions about

- China: cultural values in (*continued*)  
 customers in, 80, 82–83, 86–87;  
 social responsibility and doing  
 business in, 110
- China International Marine  
 Containers, 34
- Churchill, Winston, 125, 134
- Citigroup, 81
- Clampitt, Phillip, 129
- Clark, Dick, 56, 133–134
- Clifford, Patricia Gorman, 63
- Climate change, 12
- Clinton, Bill, 24
- Clorox, 117
- Closing the Innovation Gap* (Estrin), 59
- Coca-Cola, 116–117
- Colby, Paul, 46
- Colgate-Palmolive, 19, 167
- Collaborative culture, 56
- Collins, Jim, 144
- Communities of interest, 78, 79–80, 82
- Compensation. *See* Money-meaning gap
- Competencies, leadership model based  
 on, 166–167
- Competing Values framework, 151
- Complexity: areas of concentration  
 for handling, 30; of business  
 models, 31–44; of decision making,  
 50–51; focus to deal with, 45,  
 53–54; innovation and, 57–73;  
 organizational structure and, 47–52,  
 55–56; overview of, facing leaders,  
 9–10, 16–19, 102; simplification  
 to deal with, 46, 55; technology as  
 increasing, 6, 30; whole leadership  
 approach to, 39–44, 52–58, 68–73
- Conflicting priorities, 138–153; of  
 attention, 143–145; of choice,  
 145–146; and tolerance for ambiguity,  
 139; and unpredictable future, 138,  
 140–143; whole leadership approach  
 to balancing, 146–153
- Connecting, in future, 208
- Consumer groups: as stakeholders,  
 109, 115; whole leadership approach  
 to, 120
- Cook, Ian, 19
- Corporate Executive Board, study of  
 U.S. corporations by, 31, 33
- Covey, Stephen R., 66–67, 159, 162,  
 192
- Coyne, Kevin P., 63
- Crucible experiences, 162
- Cultural differences, in diverse  
 workforce, 92–96, 102
- Cultural Intelligence (CQ), 93
- Customers: questioning assumptions  
 about, 80, 82–83, 86–87; as  
 stakeholders, 108
- ## D
- Davenport, Thomas H., 64
- Day, George, 129
- Decision making: based on clear  
 values, 161–162; with multiple  
 stakeholders, 50–51; simplifying, 55
- DeGraff, Jeff, 151
- DeKoch, Robert, 129
- Deming, W. Edwards, 65
- Derailers, 136, 198
- Developing yourself, 190–199; by  
 managing your energy, 197–198;  
 by understanding your impact on  
 others, 194–196; by understanding  
 your leadership agenda, 190–192;  
 by understanding your leadership  
 effectiveness, 193–194; by  
 understanding your learning style,  
 196–197; by understanding your life  
 agenda, 192–193; whole leadership  
 questions about, 190–199
- Disney, Walt, 160–161
- Diversity: as contributing to perfect  
 storm, 6, 74; in future, 202–203;  
 of markets, 76–89; overview of,  
 facing leaders, 10–11, 19–22; of  
 stakeholders, 108–122; technology  
 as driving, 76; whole leadership  
 approach to, 84–89, 101–107,  
 118–122; of workforce, 90–107
- Diversity training programs, 20–21,  
 91, 92
- Drucker, Peter, 60
- Dye, Renee, 63
- ## E
- Earley, P. Christopher, 93
- Egalitarianism, hierarchy vs., 94

Eisenhower, Dwight, 132  
 Eisenstat, Russ, 147  
*Embracing Uncertainty* (Clampitt and DeKoch), 129  
 Emerging markets: complexity of doing business in, 17–18; lack of insight about customers in, 24; nontraditional competitors in, 109; unrepresented in leadership positions, 22. *See also* China; India  
 Employees: and decision making, 51; diversity of, in emerging markets, 96; idea generation by, 65–66; motivating, 97–100, 120, 171, 206–207; perspective of, 149–150; as stakeholders, 51; truth desired by, 205–206. *See also* Talent strategy; Workforce  
 Enron, 156  
 Enterprise leadership, 167–169  
 Environmentalism, social responsibility and, 110–117  
 Ericsson, 151  
 Essner, Robert, 84  
 Estrin, Judy, 59  
 Ethics, technology vs., 201–202  
 Executive teams. *See* Teams, executive

## F

Fear: of future, 145; innovation and, 65, 70; risk management and, 134  
 Feedback: and generations, 98, 99, 100; on leadership effectiveness, 188, 193–194  
*Flat, Hot and Crowded* (Friedman), 12  
 Focus: internal vs. external, 144–145; as way of handling complexity, 45  
 Ford, Bill, 158–159, 161  
 Ford Motor Company, 158–159  
 Frazier, Ken, 41–42  
 Freud, Sigmund, 37  
 Friedman, Thomas, 12, 109  
 Future: arrogance about view of, 145; continuous learning in, 208–209; and internal vs. external focus, 144; key issues in, 201–204; as unpredictable, 138, 140–143; whole leadership as approach in, 204–208

## G

Galanz, 34  
 Gen Xers, 97, 98, 105  
 Gen Yers, 97, 98–99, 104, 105, 106, 115, 120  
 General Electric (GE), 48, 52, 54, 103, 114, 130  
 Generations, motivating, 97–100, 120  
 George, Bill, 155  
 Ghosal, Sumantra, 78  
 Global business: danger of excessive differentiation in, 80–84; local-global balance needed in, 76–78; technology as enabling, 74  
 Global credit and financial system, 12  
 Global supply chains, 109  
 Google, 64–65  
 Greenpeace, 117  
 Greenspan, Alan, 114  
 Grossman, Mandy, 26, 127, 142, 182  
 Group orientation, individualism vs.: individualism vs., 93–94  
 Greve, Andy, 145  
 CRPI model of team performance, 184–186  
 Gwyther, Matthew, 108

## H

*Head, Heart, and Guts* (Dotlich, Cairo, and Rhinesmith), 3  
 Heifetz, Ron, 128, 149  
 Hewlett-Packard (HP), 54  
 Hierarchy, egalitarianism vs., 94  
 Hilton Hotels, 79  
 Hollis, James, 154  
 Home Shopping Network (HSN), 26, 142, 182  
 Hotel industry, 79  
 Human needs, 90  
 Hunter, Debra, 139  
 Hurd, Mark, 54

## I

Immelt, Jeff, 52  
 India: cultural values in, 95, 96; questioning assumptions about customers in, 80  
 Individualism, group orientation vs., 93–94

Information: uncertainty due to amount of, 11  
 Infosys, 48  
 Innovation, 59–73; dimensions of climate for, 62–67; managing paradox of climate for, 67–68; myths about, 61; need for, 59–61; open, 63; whole leadership approach to building climate for, 68–73  
 Interconnectedness, 203–204  
 Interdependence, 208  
 Iyer, Bala, 64

## J

Janis, Irwin, 180  
 Jobs, Steve, 63, 149, 208  
 Johnson & Johnson (J&J), 18–19, 47, 83, 114, 148, 167  
 Jung, Andrea, 25–26, 133, 136, 181–182

## K

Kalev, A., 21  
 Katzenbach, Jon, 186  
 Kennedy, Bobby, 180  
 Kennedy, John F., 180–181  
 Kent, Phil, 187–188  
 Killinger, Kerry, 16  
 Kissinger, Henry, 123  
 Koch, Ed, 194  
 Koestenbaum, Peter, 149

## L

Lafley, A. G., 59, 62, 63  
 Lahiri, Somnath, 36  
 Lawrence, Paul, 90  
 Leaders: capabilities of successful, 12–13; and changing business models, 33, 36–39; global, mind-sets of, 36; head, heart, or guts, 24–25, 200; personal risk profile for, 127–128; types of challenges facing, 7–9; working with executive teams as problem for, 179–181. *See also* Whole leaders  
 Leadership: competency-based model of, 166–167; effectiveness of, 193–194; enterprise model of, 167–169; representation of emerging markets

in positions of, 22. *See also* Whole leadership  
*Leadership* (Koestenbaum), 140  
 Leadership agenda, 190–192  
 Leadership development. *See* Developing yourself; Talent strategy  
*Leadership Without Easy Answers* (Heifetz), 128  
 Learning, continuous, 208–209  
 Learning organizations, 193  
 Learning styles, 196–197  
 Lenovo, 17–18  
 Levi's, 202  
 Lewis, Ken, 182  
 Life agenda, 192–193  
 Loehr, Jim, 197–198

## M

Management teams. *See* Teams, executive  
 Mark, Reuben, 19  
 Markets, 76–89; communities of interest in, 78, 79–80; excessive differentiation in, 80–84; local-global balance to respond to, 76–78; and value migration, 78–79; whole leadership approach to, 84–89  
 Matrix organizations: disadvantages of, 49–50; increasing number of, 48; management of, 51–52; whole leadership approach to managing, 52–58  
 McComb, Bill, 191  
 McDonald's, 77, 117  
 Meaning. *See* Money-meaning gap  
 Meindl, James, 128  
 Merck, 41–42, 56  
 Micromarketing, 202  
 Millennials, 97, 98–99, 104, 106, 115, 120  
 Mind-sets, of global leaders, 36  
 Money-meaning gap, 97–100, 168, 171, 206–207  
 Mosakowski, Elaine, 93  
 Motivation: and human needs, 90; and money-meaning gap, 97–100, 168, 171, 206–207; and social responsibility, 120  
 Mulally, Alan, 159

**N**

NBC, 23–24  
 Nelson, Bill, 187  
 Networking, 55–56. *See also* Matrix organizations  
 Nike: corporate responsibility (CR) approach of, 117; diversity management by, 20; as matrix organization, 48, 49; micromarketing by, 202; Nike Plus product of, 81; talent strategy of, in China, 93  
 Nohria, Nitin, 90  
 Nokia, 33, 80  
 Novartis, 48, 55–56

**O**

Obama, Barack, 204–205, 206  
 Oil industry, U.S., 38  
 O’Neal, Stan, 16  
 Open innovation, 63  
 Organizations: control vs. flexibility in, 173–174; hitting “stall point,” 31; learning, 193; number of, disappearing each year, 37; structure of, and complexity, 47–52. *See also* Matrix organizations  
 Ormerod, Paul, 37

**P**

Page, Larry, 64–65, 67  
 Parker, Mark, 133  
 Perez-Nordtvedt, Liliana, 36  
 Perfect storm: business environment as, 6–7; types of challenges for leaders during, 7–9; ways to respond to, 204–208; whole leadership required in, 7, 13. *See also* Complexity; Diversity; Uncertainty  
 Performance: feedback on, and generations, 98–99; GRPI model of team, 184–186; managing, and climate for innovation, 67–68  
 Personal risk, 127–128  
 Peters, Tom, 48  
 Pharmaceutical industry, 35, 84, 140, 192, 207  
 Planning, 132, 135–136  
 Plepler, Richard, 187  
 Pohle, George, 111  
 Prince, Chuck, 16

Priorities. *See* Conflicting priorities  
 Problems: paradoxes vs., 146; wicked, 138  
 Procter & Gamble (P&G), 59, 82–83  
*The Profit Zone* (Slywotzky), 32  
 Publishing industry, 36

**Q**

Questioning assumptions, 80, 82–83, 86–87, 144–145

**R**

Regulators, as stakeholders, 109, 113–115  
 Reich, Robert, 111  
 Renn, Robert W., 36  
 Resilience drills, 130–132  
 Reward systems, 56–57, 168  
 Risk, 125–137; as inevitable, 125–126; taking, in context of uncertainty, 129–130; and tolerance for uncertainty, 128–129; types of, in organizations, 126–128; whole leadership approach to redefining, 130–137  
 Russia, 95

**S**

Salanick, Gerald, 128  
 Sarin, Arun, 77, 103  
 Scenario planning, 135–136  
 Schumpeter, Joseph, 39–40  
 Schwartz, Jonathan, 64  
 Seiyu, 117  
 Senge, Peter, 182  
 Shanghai Zhenhua Port Machinery Company, 34  
 Shareholders: decision making and, 51; as stakeholders, 109  
 Shell, 48  
 Shoemaker, Paul, 128, 129  
 Shrader, Ralph, 155  
 Siemens, 103  
 Sierra Club, 117  
 Simplification: focus on, 182; as way of handling complexity, 46, 55  
 Slywotzky, Adrian, 32, 126–127  
 Snowden, David, 52  
 Social responsibility: and environmentalism, 110–117; whole leadership approach to, 118–122

Sorrell, Martin, 108  
*The Speed of Trust* (Covey), 66  
 Stakeholders, 108–122; corporate  
 social responsibility and, 110–117;  
 examples of diverse concerns of,  
 108–109; multiple, complexity  
 increased by, 50–51; whole  
 leadership approach to, 118–122  
 Strategic risk, 126–127

## T

Talent strategy, 166–178; competency-  
 based leadership model and,  
 166–167; enterprise leadership model  
 and, 167–169; obstacles to whole  
 leadership approach to, 171–174;  
 pervasiveness of inadequate,  
 169–171; whole leadership approach  
 to, 174–178

Tata, 48

Teams, executive, 179–189; developing  
 trust and openness on, 186–188;  
 GRPI model of performance by,  
 184–186; selecting members of,  
 181–182, 187–188; value creation by,  
 182–184; whole leadership approach  
 to facilitating dialogue by, 188–189;  
 working with, as problem for leaders,  
 179–189

Technology: as contributing to perfect  
 storm, 6, 30; converging, 47;  
 diversity driven by, 76; ethics vs.,  
 201–202; global business enabled  
 by, 74

Tedlow, Richard, 37

Traditionalists, 97, 98

Trust: developing, on executive teams,  
 180–181, 186–188; innovation and,  
 66–67, 71

Truth: employees' desire for, 205–206;  
 in implicit leadership model, 168

## U

Uncertainty: and clarity of values,  
 154–163; and conflicting priorities,  
 138–153; origin of, 6, 123; overview  
 of, facing leaders, 11–12, 22–26;  
 and risk, 125–137; whole leadership  
 approach to, 130–137, 146–153,  
 156–163

Unilever, 48

*Unnatural Leadership* (Dotlich and  
 Cairo), 134

*The Upside* (Slywotzky), 126

## V

Valéry, Paul, 24

Value creation, by executive teams,  
 182–184

Value migration, diverse markets and,  
 78–79

Values, clarity of, 154–163; as  
 insufficient for leadership, 156;  
 utility of, in uncertain times,  
 154–156; whole leadership approach  
 to, 156–163

Vasella, Dan, 55, 56

Vodafone, 77, 103

## W

Wal-Mart, 117

Waterman, Bob, 48

Welch, Jack, 52, 103

Weldon, Bill, 18–19, 128, 133, 149, 188

Western Union, 33

Wheatley, Meg, 149

Whole leaders: authenticity of,  
 204–206; connecting by, 208;  
 developing, 27, 171–174, 176–177;  
 effective leaders as, 3; money-  
 meaning gap management by,  
 206–207

Whole leadership: approach to  
 complexity, 39–44, 52–58, 68–73;  
 approach to diversity, 84–89, 101–107,  
 118–122; approach to talent strategy,  
 174–178; approach to uncertainty,  
 130–137, 146–153, 156–163;  
 description of, 13; failure to embrace,  
 200; perfect storm as requiring, 7, 13

Whole leadership questions: about  
 balancing priorities, 152–153; about  
 building climate for innovation,  
 72–73; about clarity of values,  
 162–163; about destroying and  
 reinventing business model, 44;  
 about developing yourself, 198–199;  
 about differentiating and integrating  
 market diversity, 88–89; about  
 diverse stakeholder concerns,

- 121–122; about facilitating dialogue by executive teams, 188–189;
  - about leading diverse workforce, 106–107; about managing matrix organizations, 57–58; about risk, 137; about talent strategy, 177–178
  - Why CEOs Fail* (Dotlich and Cairo), 127, 136
  - Wicked problems, 138
  - Workforce, 90–107; cultural differences in, 92–96, 102; and human needs, 90; managing, for competitive advantage, 100–101; and money-meaning gap, 97–100; unconscious biases in, 91–92; whole leadership approach to leading, 101–107
  - World Wildlife Fund, 116–117
  - Wright, Jeremiah, 205
  - Wuffli, Peter, 16
  - Wyeth pharmaceutical company, 84
- Z**
- Zadek, Simon, 111

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>