

INDEX

A

Accessing others, learning through, 109

Actions: congruence between core values and, 83–85; learning through, 108

Adaptability, 104, 117

Adecco Group North America, 43

Alliances, creating, 104–105

Ambiguity, 103–104

Art, management as, 96

B

Baker, D., 139

Baldwin, D., 104

Benchmarks assessment, 129

Benefits: Google's flexible, 132–133; of leadership, 47, 136–138

Boushey, H., 29

Buckingham, M., 98

Business objectives, failure to meet, 117

C

Caiazzo, A., 104

Campbell, D., 96

Canton, J., 27

Career, changed definition of, 25–26

Career history, 99, 114–116

Center for Creative Leadership (CCL): on ability to handle conflict, 61; on adaptability, 104; on boundary-spanning by leaders, 33; on cause of stress, 127; on definition of leadership, 22; derailment factors identified by, 116–117; on developmental assignments, 113, 114; on drivers of organizational strategy, 34; on executives not revealing themselves, 96; on factors

- influencing leader effectiveness, 45, 129, 130; on value of vision, 50
- Change styles: continuum of, 110–111; as element of leadership profile, 99, 110–111; questions for reflecting on, 111
- Changes: in customer-organization interaction, 23–25; difficulty with, as derailment factor, 117; in employee-employer relationship, 25–26; with globalization, 31–33; leaders' need to respond to, 34–37; in perspectives on leadership, 37–40; technological, 33–34; in views of work-life balance, 126–128; in workforce demographics, 26–31; to work-life balance, 135–136, 138–146
- Chappelow, C. T., 116
- Cheerleaders, 166
- Chosen identity, 124
- Clifton, D. O., 98
- Cohen, B., 89
- Colleagues: leadership vision development and, 65–66; learning from, 109; as source of feedback about values, 84. *See also* Developmental relationships
- Collins, J. C., 67, 93
- Collins, G., 29
- Communication skill, 102
- Companions, 166–167
- Competencies. *See* Leadership competencies
- Conflict: between values, 80–82, 85–89, 91–92; views of, 61–62, 63
- Conservers, 110
- Context: leaders' need to respond to changes in, 34–37; organizations as, for leadership, 11, 12, 22–23. *See also* Organizational realities
- Core identity, 124
- Core values: conflicts and incompatibilities between, 80–82; conflicts between organizational values and, 85–89; congruence with statements and actions, 83–85; defined, 79; evolution of, 82; identifying, 77–80; incongruent with leadership values, 91–92; influences on, 82–83; leadership vision and, 89–90
- Costs of leadership, 44–47, 136–138
- Counselors, 166
- Creativity, 63–64
- Criswell, C., 96
- Csikszentmihalyi, M., 70
- Cultural diversity, 30–31
- Culture. *See* Organizational culture
- Customers, interaction between organizations and, 23–25
- D**
- Dalton, M. A., 107
- Daniels, R., 157–158
- Daydreams, 56–58
- Deal, J., 27, 28
- Decision making, leadership decision ladder for, 156–162

- Delegating, 101–102
- Derailment factors, 99, 116–118
- Desvaux, G., 29
- Developing others, 102
- Developmental assignments, 99, 112–114
- Developmental relationships, 164–167. *See also* Colleagues
- Devillard-Hoellinger, S., 29
- Discovering leadership: by clarifying goals, 163–164; by completing Discovering Leadership Framework, 147–151; by identifying leadership purpose, 151–154; as individual process, 168–169; monitoring progress in, 167–168; as ongoing process, 147; philosophy for, 14–17; through developmental relationships, 164–167; by writing letter to yourself, 154–156
- Discovering Leadership Framework: expanded, with key concepts in book, 147–149; how to obtain blank, 149; instructions for using, 149–151; leadership purpose discovered using, 152–154; overview of, 10–13
- Diversity: cultural, 30–31; gender, 28–30; generational, 27–28; increased, of workforce, 26–31; questions for reflecting on, 31
- Douglas, C. A., 165
- Drath, W. H., 65–66, 75, 97
- Drift: beginning to overcome, 7–8, 9; described, ix, 4–5; diverse workforce and, 27; impact of, 8–9; reasons for, 5–7; ubiquity of, 5
- Drucker, P. F., 15, 22
- Dweck, C. S., 16
- E**
- Employees, relationship between employers and, 25–26
- Employers. *See* Organizations
- Ernst, C., 33
- Exercise, 130
- Experiences, 99, 112–116
- F**
- Family: loss of time for, 127; strain of leadership on, 46–47
- Feedback: about your values, 84; difficulty of getting, 47; relationships for obtaining, 164–167; techniques for obtaining, 99
- Feelings, learning through, 108–109
- Fiorina, C., 97
- Flexibility, 104
- Flexstyles, 139
- Florida, R., 31–32
- Flow, 70
- Frankl, V. E., 14
- Freedom of expression, 46
- Friedman, T. L., 31
- Functional orientation, 117–118
- G**
- Gen X, 27
- Gen Y, 27

- Gender diversity, 28–30
Generations: diverse views of, 27–28;
work-life balance and, 128
Gentry, W. A., 116
George Mason University, 104
Given identity, 124
Global astuteness, 105
Globalization, 31–33
Goals: clarifying, 163–164; letter
setting, 99–100
Google, 132–133
Grameen Bank, 52–53
Graves, L., 129
Grayson, C., 104
Greenberg, C., 139
Greenfield, J., 89
Greenleaf, R. K., 74
Growth mind-set, 16–17
Gurvis, J., 104
- H**
- Hall, D. R., 114
Hammonds, K. H., 125
Handy, C., 89
Hannum, K. M., 114, 124, 168
Harburg, E. V., 58
Health, 45
Hedberg, M., 57
Heifetz, R. A., 84
Heroes, 38. *See also* Role models
Hoole, E., 168
- I**
- Identity, 124–125
Impact, as leadership motivation,
72–74
- Integrating, to improve work-life
balance, 139, 140–141
Integrity, 101
Interpersonal relationship problems,
117
Intuition, 64–65
- J**
- Jefferson, T., 57
Job security, 46
Jobs, S., 14–15
Jones, R., 110
Judiesch, M. K., 129
- K**
- Karlan, R. E., 97, 129
Kay, K., 29
King, M. L., Jr., 57, 58
King, S. N., 129, 131
Kofodimos, J. R., 97
Kossek, E. E., 139
Kundera, M., 67
- L**
- Lao Tzu, 39
Lautsch, B. A., 139
Leaders: change in concerns of, 3–4;
developmental assignments for,
112–114; health and effectiveness
of, 45; increasing demands on,
43–47; response to organizational
context changes, 34–37; work-life
balance on performance by,
129–130

- Leadership: common views of, 37–40; costs and benefits of, 44–47, 136–138; examining your view of, 40–43; lack of conscious thought about, 7–8; as learnable, 16–17, 38; organizations as context for, 11, 12, 22–23; popularity of topic of, 1–2; questions for reflecting on, 9; use of whole self for, 96. *See also* Discovering leadership
- Leadership competencies, 99–106; defined, 99; most needed by leaders, 100–105; questions for reflecting on, 105–106
- Leadership decision ladder, 156–162
- Leadership motivation: connection between values and, 76–77; questions for reflecting on, 94; sources of, 70–75; value of understanding, 75–76
- Leadership profile, 95–119; change styles and, 99, 110–111; derailment factors and, 99, 116–118; as element of Discovering Leadership Framework, xii, 11, 13; experiences and, 99, 112–116; importance of knowing, 97; leadership competencies and, 98, 99–106; leadership roles and, 98, 106–107; learning styles and, 98, 107–109; questions for reflecting on, 119; strengths and weaknesses as part of, 97–98
- Leadership purpose: how to identify, 151–154; importance of finding, 14–15
- Leadership roles: choosing, 10; common, 106; defined, 106; as element of leadership profile, 98, 106–107; nonwork opportunities for, 17–18; questions for reflecting on, 107
- Leadership values: benefits of clarity of, 90–93; as element of Discovering Leadership Framework, xii, 11, 13; questions for reflecting on, 94; right vs. wrong, 93–94
- Leadership vision, 49–68; characteristics of, 53; core values and, 89–90; defined, 49; as element of Discovering Leadership Framework, xii, 11, 12; leadership decision ladder and, 160–161; personal vision and, 50–53; questions for reflecting on, 67–68; strategies for discovering and clarifying, 54–66; value of, 53–54, 66–67
- Learning, developmental assignments for, 112–114
- Learning styles: as element of leadership profile, 98, 107–109; questions for reflecting on, 109; types of, 108–109
- Legacy, 15–16, 51
- Lencioni, P., 132
- Letters: about core value congruence, 84; about legacy, 51; about

- motivations and values, 76–77;
about work-life balance, 43,
134–136; on improving
competencies, 99–100; to yourself,
154–156
- “Level 5 leaders,” 67, 93
- Life experiences, 99, 116. *See also*
Personal life
- Lincoln, A., 61
- Linsky, M., 84
- Lombardo, M. M., 129
- Lublin, J. S., 126
- Lyness, K. S., 129
- M**
- Management, as art, 96
- McAdams, D. P., 16
- McCarthy, J. F., 114
- McCauley, C. D., 112, 129, 165
- McDowell-Larsen, S., 130
- McGuire, J. B., 35
- McKay, J., 2
- Meaney, M. C., 29
- Meaning, as leadership motivation,
75
- Men: employment trends, 29, 30;
work-life balance and, 126–128
- Mentors, 167
- Millennial generation, 4
- Mind-set, growth, 16–17
- Moderating, to improve work-life
balance, 139, 142–144
- Motivation. *See* Leadership
motivation
- Multitasking, 134
- Musselwhite, C., 110
- N**
- Narrowing, to improve work-life
balance, 139, 141–142
- Networks, creating, 104–105
- O**
- Ohlott, P. J., 129, 131
- O’Leary, A., 29
- Organizational culture: leadership
roles influenced by, 106–107;
types of, 35
- Organizational realities: changes in,
22–34; as element of Discovering
Leadership Framework, xi–xii, 11,
12; new, impact on leaders,
34–37; questions for reflecting on,
43
- Organizational values: conflicts
between core values and, 85–89,
91–92; shifts in, 88
- Organizations: as context for
leadership, 11, 12, 22–23;
interaction between customers
and, 23–25; relationship between
employees and, 25–26; trends
influencing, 23–34; work-life
balance policies of, 132–133
- Originators, 111
- P**
- Palus, C. J., 65–66, 75
- Pantaloons, 51–52
- Panzer, K., 129, 131
- Patterns, leadership vision and,
58–60

- Pearce, T., 84, 89
- Personal life: drift and, 8–9; as element of Discovering Leadership Framework, xii, 11, 13; experiences in, 99, 116; impact of, on work, 123–125; impact of work on, 122–123; opportunities for leadership in, 17–18; transfer of work lessons to, 130–132. *See also* Work-life balance
- Personal values. *See* Core values
- Personal vision, leadership vision and, 50–53
- Peters, T., 84
- Power, 61, 62–63
- Pragmatists, 110–111
- Purpose. *See* Leadership purpose
- Q**
- Questions for reflection: on change styles, 111; on changes in organizational realities, 25, 26, 31, 33, 34, 36–37; on context for leadership, 48; on drift, 9; on improving work-life balance, 141, 142, 143–145; on leadership competencies, 105–106; on leadership motivation, 94; on leadership profile, 119; on leadership roles, 107; on leadership values, 94; on leadership vision, 56, 58, 59–60, 61, 62–63, 64, 65, 66, 67–68; on learning from experiences, 113, 114–115; on learning styles, 109; on relationship between work and personal life, 123, 125; on view of leadership, 42; on work-life balance, 133–134, 136, 146
- R**
- Recession of 2008, 32
- Reeve, C., 57–58
- Relationships, developmental, 164–167
- Resources, work-life balance and, 139, 145
- Rewards: of leadership, 47, 136–138; as leadership motivation, 71–72
- Rhodes, G. B., 35
- Richardson, H. S., 84
- Risk taking, 85–88
- Rock, D., 130
- Role models, 60–61. *See also* Heroes
- Rowling, J. K., 57
- Ruderman, M. N., 129, 131
- S**
- Sacks, O., 55
- Saidy, F., 58
- Sayre, K., 29
- Schwartz, T., 130, 134
- Self-image, 57
- Self-knowledge, techniques for obtaining, 99. *See also* Leadership profile
- Sequencing, to improve work-life balance, 139, 144–145
- Servant leadership, 39, 40–41, 74
- Service, as leadership motivation, 74–75

- Shapiro, D. J., Jr., 9
Shipman, C., 29
Silverstein, M. J., 29
Skills. *See* Leadership competencies
Skillscope questionnaire, 129
Social identity, 124
Sounding boards, 165–166
Storytelling, 55–56
Strengths, 97–98
Stress: reducing, 130; source of, 127
- T**
- Teams: building, 102–103; difficulty in leading, 117
Technology: changes in, 33–34; questions for reflecting on, 34; skill using, 103
Time management, 43
Trust building, 101
Tuna, C., 126
Tye, J., 79, 91
- U**
- Uncertainty, 103–104
- V**
- Vaill, P. B., 96
Validation, 70–71
Values: common, 76–79; connection between motivations and, 76–77; defined, 13. *See also* Core values; Leadership values; Organizational values
Vision, 12. *See also* Leadership vision
- W**
- Weaknesses, 98, 116–118
Welch, J., 125–126
Wilhelm, W., 90
Winter, A., 43
Women: employment trends, 29–30; personal life skills of, 130–131; work-life balance and, 126–128, 129
Wood, J., 74
Work: changes in definition of, 25–26; impact of, on personal life, 122–123; impact of personal life on, 123–125; transfer of personal life lessons to, 130–132. *See also* Work-life balance
Workforce: changing demographics of, 26–31; diversity of, 26–31
Working with others, 101–102
Work-life balance: evolution of views on, 126–128; examining your, 133–136; impact on leader performance, 129–130; organizational policies on, 132–133; questions for reflecting on, 133–134, 136, 146; strategies for altering, 135–136, 138–146; as unrealistic, 125–126
Wozniak, S., 14
- Y**
- Yalof, I., 139
Yip, J., 33
Yunus, M., 52–53