

Index

- Accommodation, 115–116
Accountability, 145–146, 152, 233, 247, 257, 261
Acquiescence, 97, 285. *See also* Informed acquiescence culture
Action potentials, 13–14
Active transparency, 148, 153, 155–156, 169, 265
Adams, Steve, 47
Adaptation, 116, 131, 264
Advertising, impact of, 138–144
Affective thoughts, 77
AintItCoolNews.com, 140
Alignment, 150–153, 197, 226, 232–233, 236, 250, 254, 262, 264–265, 270, 297
Allen, Paul, 296
Altria Group, Inc., 202–208
Altruism/altruistic helping, 65, 69, 77, 79, 148
Amazon.com, 21
Ambiguity, 283–284
American Express, 200
American Telephone and Telegraph, 19–20
Anarchy culture, 95, 222–223, 225–228
Antipiracy, 173
Apologies, 145–148
Apple Computer, 145
Artless art, 60, 302
Attachment, 71, 172–173
Authenticity, 44, 143
Authority, 108, 251, 263, 277–278, 284–286
Autocratic leaders, 231, 233–234
Avoidance, 72, 97, 119, 156

Belief/belief system, 45, 76–80, 114, 137, 197, 242, 257, 263, 273, 277, 287
Benefit-to-the-group/benefit-to-the-individual behavior models, 74
Benner, Mary J., 52
Berg, Joyce, 70

Berven, Sig, 148–149, 151–152
Betrayal, 164, 183
Bhartrihari, 91–92
Blame/blaming behavior, 147, 262
Blind obedience culture, 223, 225–226, 228, 230–231, 233–235, 237–238, 241–242, 247–248
Blogs/blogging, 36, 140, 157–159
Boeing, 100
Bolstering, in conflict resolution, 119
Boom and bust cycles, 44
Bottom line, focus on, 43, 55, 117–118, 154–155
Bottom-up models, 131
BPO, 52
Brain functions, 13–15, 65, 68, 114, 116, 128, 169–170, 172
Brand, generally:
 awareness, 139, 156, 195, 265, 301
 extension, 195
 image, 139
 messaging, 143
 promise, 144, 265, 301
 recognition, 196
Brennen, Chris, 129–130
Brickley, James A., 137–138
Broyles, William, Jr., 63–64
Buffett, Warren, 158, 177, 194
Building Cross-Cultural Competence
 (Trompenaars/Hampden-Turner), 29–30
Built to Last (Collins/Porras), 279, 300–301
Burke, Jim, 193–194
Business, generally:
 collaboration products, 30–31
 cycles, 45
 as ecosystem, 31, 39
 relationships, 29, 150–151, 156
 success factors, 48–54
 as war, 61, 75
Buyer/supplier relationships, 159–160

- Can*, 96, 102
 Capital, 43, 161, 190–192
 Capitalism, 18–19, 50, 84, 135, 242. *See also*
 specific types of capitalism
 Cardosi, Steve, 133
 Carlson, Chester F., 49
 Carrots-and-sticks methods, 232, 234, 238,
 287
Cast Away analogy, 63–64, 69, 80
 Castillo, Judge Ruben, 243
 Cause marketing, 142
 Cedarbaum, Judge Miriam Goldman, 133
 Centers of Excellence/Centers of Innovation,
 23
 Certainty, implications of, 111, 164, 289
 Certainty Gap, 44–46, 48, 111, 117, 156,
 159, 161–162, 164–166, 194–195
 Change/changing, 60, 91, 116, 118–119
 Character, 133–134, 136
 Cheating, 109–110, 137–138, 178–179, 183
 Checks and balances, 180, 234
 Chiu, Dave, 188
 Chouinard, Yvon, 152
 Chu, Wujin, 159–160, 173, 188
 Chung, Paul, 37–38
 Circles metaphor, 281–282, 297–298
 Citicorp/Citigroup, 145, 300
 Code of ethics, 198
 Cognitive dissonance, 114. *See also*
 Dissonance
 Collaboration, 22–24, 64, 126–127, 131,
 153–155, 209
 Collins, James C., 279, 300–302
 Command-and-control business model, 15,
 19, 22–24, 54, 232
 Commitment, 9, 163, 175
 Communication(s), 7, 10, 15–20, 30–32, 39,
 120, 140, 142, 153, 172, 184–185,
 242–243, 276–277, 290, 292–293
 Company/customer/supplier relationships,
 54
 Compassion, 95, 108, 257
 Competition, 9, 61, 237, 245, 250, 282
 Competitive advantage, 49, 295
 Complexity, 60, 283–284
 Compliance, 224–225, 232, 238, 252, 261
 Computer Associates International, Inc., 23
 Confidence, 151, 289
 Conflict, resolution strategies, 118–119, 284,
 292
 Confusion, 58–60
 Connectedness, 122, 124, 139, 210, 288
 Connection/connectivity, 10, 14, 19, 22–24,
 27–31, 38–39, 41–42, 48, 54–55, 80,
 153, 201, 301
 Consistency, 46, 187, 263, 289, 302
 Consonance, 115, 118–119, 122–124, 188,
 192
 Constitutions, 91, 96
 Consultants, 26, 192, 264
 Container Store, 299
 Continuity, 199, 263, 279–281, 289
 Cooperation, 27, 71–72, 74, 108, 165
 Core competencies, 22
 Core values, 96, 232–233, 273, 300–302
 Corporate culture, 133–134, 136, 138. *See*
 also Organizational culture
 Corporate governance, 253. *See also* Self-
 governance
 Corporate scandals, 45, 85–86, 89, 134, 145
 Corporate values, internalization of,
 100–101
 Court cases examples, 132–133
 Creativity, 88, 99, 136, 149, 245, 248
 Credo (Johnson & Johnson), 255–256, 265,
 302
 Cultural differences, impact of, 72–73
 Culture management, case illustration,
 203–208. *See also* Organizational
 culture
 Customer(s), generally:
 advocacy, 25
 experience, 301
 loyalty, 153
 as partners, 235
 service, 52, 301
 Customer relationship management (CRM),
 52, 280–281
 Customer satisfaction index (CSI), 251
 Cynicism, 77, 117–118, 121, 143, 147–148

 Databases, as information resource, 37–38
 Daugherty, Tom, 258
 Decentralized environment, 99–100
 Decision-making process, 70–71, 77–78,
 114–115, 142, 174, 232, 247, 251–252,
 261, 263, 288
 Dell Inc., 22, 50
 Dershowitz, Alan, 57
 Developing countries, 44–45, 70
 Dialogical society, 131, 143, 299
 Dialogic marketing, 142
 Diamond trade, 183–184
 Differentiation, 244
 Dikhaut, John, 70
 Diligence, 134. *See also* Due diligence
 Disney, Roy, 280
 Disney, Walt, 278–280
 Disposition, 284, 288, 293–294, 297
 Dissonance, 113–118, 120, 122, 124, 188,
 199, 253, 267
 Distraction, 108–111, 119, 121, 124, 188
 Doctor, Ken, 140–141
 Doctorow, Cory, 189
 Do It Right, 61
 Dot-bomb, 44
 Dot-dash explosion, 19–20
 Dow Chemical Company, 261

- Drexel Burnham, 193, 200
 Due diligence, 135, 137, 147, 177
 Dunn, Patricia, 88–89
 Dyer, Jeffrey H., 159–160, 173
- eBay, 21–22, 190
 E-commerce, 34
 Ecosystem, 61
 Edmondson, David, 34, 36–37
 Efficiency, 10, 43, 85, 101
 Ellen, David, 125–127
 Emotional expression, 119
 Emotional intelligence, 60
 Employee(s), 26–27, 114–121, 135, 148, 172, 186, 191–192, 217–218, 234, 249, 252, 261–262, 264, 301
 Empowerment, 99, 114
 Endorphins, functions of, 116
 Enfranchisement, 233
 Enlistment, 272, 276–277, 281, 285–286
 Enron, 45
 Enterprise Resource Planning (ERP), 52
 Envisioning, 273, 276, 278, 281, 293, 296–297. *See also* Vision
Epic of Gilgamesh, 73
 Error recognition, 72
 Esslinger, Christine, 67, 78
 Ethics, 198, 202, 261
 Evangelist marketing, 142–143
 Evolutionary anthropology research, 65–66, 72–73
Evolution of Morality, The (Joyce), 72
 Expansion cycle, 30–31, 44
 Expansionism, 300
 Expectation of Response Factor, 33
 Experience, 10, 300–301
 ExxonMobil, 195
- Fair market system, 75
 Fannie Mae, 133–134
 Fear, 67–69, 71, 79, 99, 111, 132, 144–148, 235, 296
 Ferragamo, Massimo, 244–245, 295
 Feudal capitalism, 25
 Feudalism, 17–18, 22, 99
 Financial Advisory Consultants (FAC), 176
 Financial Executives International, 252
 Fine, Roger, 168–169, 255–256
 Flat tax, 82
 Focus, importance of, 8, 72, 113, 122, 124, 237, 262, 268
 Fombrun, Charles, 194, 198–199
 Ford Motor Company, 211
 Fortress, 18–19, 21, 26, 48, 61, 99, 135, 146, 195, 243
 Free agents, 27
 Freedom, 96, 246–248
 Freelancers, 27, 192, 264
- Fricklas, Mike, 160–161, 170–171, 173
 Friction, sources of, 119–121, 188, 285. *See also* Conflict
 Friedman, Thomas L., 22
 Fukuyama, Francis, 161
- Game theory, 69–70
 Gantt charts, 43
 Gantz Wiley Research, 236
 Gap analysis, 251–255
 Gapped relationships, 224
 Gates, Bill, 296
 GE/Durham, organizational culture case illustration, 215–218, 227, 233, 235, 254–255, 260–261
 General Electric (GE), 51, 195, 211, 218. *See also* GE/Durham
 Gentilucci, Anthony, 89
 Gerstner, Lou, 219
GE Work-Out, The (Kerr), 51
 Globalization, 44, 49, 112, 136, 145, 184, 210–211
 Goals, 26, 43, 98, 122, 150–153, 197, 209, 232, 247, 276, 287
 Goldman Sachs, 51, 193–194
 Google, 21, 35
 Gould, Stephen J., 57
 Governance systems, 95, 99–100. *See also* Self-governance
 Government regulation, 237
 Great Debates, 67
 Greenberg, David, 202–208
 Gregor, Joie, 196–197
 Grocery store syndrome, 99
 Group cultures, 220
 Group-responsibility building, 179
 Growth, influential factors, 22
- Haloid, 50
 Hampden-Turner, Charles, 29, 237
 Harris Interactive, 45, 194
 Heidrich & Struggles, 196
 Helmsley, Leona, 133
 Helping behavior, 65–66
 Help line, 136
 Henderson, Crazy George, 1–5, 7, 10, 110, 270, 286, 298
 Heroism, 279–280
 Hewlett-Packard, 51, 88–89, 237
 Hierarchical structure, 180
 Hilhorst, Didier, 188
 Hill of A, 60, 164, 267–268, 271, 293–294
 Hill of B, 59–60, 87, 164, 294
 Hills of Knowledge paradox, 60
 Hoarding, 43, 54, 61, 228, 230, 260
 Hodges, Carl, 237
 Hollinger International, 45
 Honesty, 98, 133–134, 148, 154–155, 172, 209, 262, 273, 302

- Honor, 273
- Horizontal, generally:
 business models, 23–24, 100
 communication, 153
 governance architecture, 260
 specialty, 61
 world, 167, 180, 242
- Hospitality, 299–300
- How We Behave, as dimension of culture, 227–229, 231–233
- How We Know, as dimension of culture, 227–230
- How We Pursue, as dimension of culture, 227–229, 237–239
- How We Recognize, as dimension of culture, 227–229, 235–237
- How We Relate, as dimension of culture, 227–229, 233–235
- Human behavior, influential factors, 14. *See also* Human instinct; Human nature
- Human instinct, 169
- Human nature, 52–53, 78, 80, 88, 108
- Human networks, development of, 72
- Human resources information system (HRIS), 52
- Hume, David, 28
- Humility, 98
- Hunsaker, Kevin, 89
- Hurricane Katrina, 250, 287
- Hyperconnectedness, 41–42, 48, 61, 93, 127, 175, 219, 242, 272
- Hyperconnection, 87, 167–168, 272, 277
- Hypertransparency, 61, 87, 150, 167–168, 219, 242, 272
- IBM, 25–26
- Ideal capitalist enterprises, 75
- Immelt, Jeffrey, 194
- Implementation, 278–279
- Incorporation, 24
- Independent contractors, 26–27
- Industrial age, 18, 43, 84, 135, 223, 238
- Information, generally:
 accessibility of, 25, 131, 136–137, 143–144, 230
 age, 15, 20, 38, 44, 87
 democratization of, 38
 economy, 21–22, 102
 flow, 19–22, 38–39, 122, 152–153, 242, 260
 networks, 54
 reputation and, 195
 skills, 192
 technology, 38, 150, 189
 transparency (*see* Transparency)
- Information sharing, 21–22, 160, 230, 276
- Informed acquiescence culture, 223–226, 229–230, 232, 234–235, 238, 241–242, 245, 248, 253, 265
- Info Screening Services, 150
- Innovation, 22–23, 49–52, 54, 59, 96–97, 99, 110, 165, 167, 131, 209, 213, 290, 302
- Insecurity, 108, 165
- Inspiration, 98, 263, 286–287, 296–297, 302
- Integration, importance of, 10
- Integrity, 44, 54, 94, 98, 106, 108, 117, 123, 127, 136, 151, 187, 209, 253, 257, 264, 302
- Intellectual journey, 58
- Intellectual property, 51
- Interaction Design Institute Ivrea, 188
- Interactive advertising, 142
- Interconnectedness, 186
- Interdependence, 185–186
- International customers, 29
- Internet/interneted world, impact of, 129–131, 135–136, 196, 270
- Interorganizational trust, 173
- Interpersonal, general v:
 alignment, 235–236
 interaction, 14–15
 synapses, 64, 72, 80, 89, 95, 120–121, 124, 127, 131, 172, 199, 209, 213, 268, 277
 transparency, 132, 148–152
- Interpersonal relationships, 111, 122
- Infer relationships, 26–27, 31. *See also* Interpersonal relationships
- Invention/inventors, 49–50, 131
- Japan:
 business culture, 184
 kamikazes analogy, 284–285
 manufacturing techniques, 210–211
- JetBlue Airlines, 22, 299
- Job hunting, 149–150
- Jobs, Steve, 145
- Job skills, information-based, 152
- Johnson, Robert Wood, 255
- Johnson & Johnson (J&J), 50, 169, 193–195, 255–256, 265, 302
- Joint ventures, 26, 35–36
- Journal, online, 36. *See also* Blogs/blogging
- Journey, nature of, 60. *See also* Hills of Knowledge paradox; Intellectual journey
- Joyce, Dr. Richard, 72–75
- JPMorgan Chase & Co., 145
- Judgment, 67–68, 78, 99, 133–136, 169
- Junk bonds, 193
- Jury system, 169
- Just Do It era, 41–45, 48, 55, 61, 88
- Justice, 98, 273. *See also* Judgment
- Just-in-time (JIT) inventory, 52
- JVE Jenapharm, 92, 94, 97, 112, 146
- Kaizen*, 52
- Kamikazes analogy, 284–285
- Kartchner, Chris, 126–127

- Kelleher, Herb, 247
 Kennedy, John F., 269
 Kerr, Steve, 51–53, 179, 236
 Kindler, Jeffrey B., 173–175, 197, 292–293
 Kirsch, Peter, 67, 78
 Kollock, Dr. Peter, 163–164, 166
 Kottke, Jason, 157–159
 Kryptonite, damaged reputation example, 129–132, 195
- Ladder of trust, 171–173
 Laissez-faire markets, 75, 163
 Language, 91–92, 94–98, 102, 108, 172, 272
 Lankler, Douglas, 252, 259
 Lao-tzu, 60
 Lawlessness culture, 222–223, 225–226
 Laws and regulations, 29–30, 83–84, 86–89, 91
 Leadership, 4–5, 7, 15, 19, 22–24, 49–50, 51, 55, 89, 94, 99–100, 131, 150, 168, 205, 231, 233–234, 259–261, 268–281, 283, 292–293
 Leadership Attributes, 273
 Leadership Framework (LRN, Inc.):
 applications, 272
 build succession and continuity, 279–281
 charismatic authority, 284–286
 circle of energy, self-perpetuating, 281–282, 297–298
 communicate and enlist, 276–277
 components of, 207, 269–272
 confronting complexity and ambiguity, 283–284
 development of, 268
 illustrations of, 274–275, 298
 inspiration, 286–287
 optimism, 295–296
 passion, 294–297
 plan and implement, 278–279
 point of no return, 293–294
 principles, importance of, 287–289
 purpose of, 268–269, 282
 reflectivity, 291–293
 resistance and, 282–283, 294
 seize authority and take responsibility, 277–278
 significance, pursuit of, 296–297
 truth of the present, 289–291
 vision, 273, 276
 Leading-edge businesses, characteristics of, 54, 141
 Lens of How, 271, 289, 300–301. *See also* Leadership Framework
 Levi Strauss, 96
 Lewicki, Roy, 147
 Lewis, James Paul, Jr., 176–177
 Lindahl, Goran, 198
 Listening skills, 174–175
 Litigation/lawsuits, 93–97, 112–113, 146
- Lockhart, James, 134
 Lonchar, Kenneth, 34–35
 Lotus, 30–31
 Low-trust environment, 173
 Loyalty, 29–30
 LRN/Wirthlin Worldwide, 45. *See also* Leadership Framework
- Macroeconomics, 22, 161
 Management, generally:
 change, 116
 culture, 203–208, 219–220
 customer relationship, 52, 280–281
 -employee relationship, 114–121, 148
 middle, 217–218
 performance, 43
 process, 210–211
 quality, 210–212
 reputation, 193–199, 201, 301, 301
 safety, 52
 supply chain, 52
 Total Quality Management (TQM), 51
 Market-based economies, 76
 Marketing, 138–144
 Mass media, 38, 130–131, 142
 Mazza, Earl, 67
 McCabe, Kevin, 70
 McCormick, Thomas R., 261
 McDonald's, 101, 196, 262
 McIntyre, Dave, 147–148
 McKee, Keith, 233
 McVicker, Noah and Joseph, 50
 Media, transparency and, 35–37. *See also* Mass media
 Medical malpractice litigation, 93–95
 Memory, persistence of, 37–38, 72
 Mentors, functions of, 124
 Merck, 300
 Methodist Hospital System, 256–259, 264
 Meyer, Danny, 299
 Microinequities, 110–111
 Microsoft, 87–88, 195
 Middle Ages, 17–18
 Military cultures, 231
 Milken, Michael, 193, 200
 Minkow, Barry, 177
 Mission, importance of, 263, 265, 296–297.
 See also Goals
 Mission statement, 236, 257
 Mistrust, sources of, 192
 Mitsubishi, 211
 Mobile marketing, 142
 Monopolies/monopolists, 20, 87–88, 223
 Montgomery, David B., 198
 Monts, Michael, 254
 Morale, influential factors, 172–173, 290
 Morality, evolution of, 72–75
 Moral responsibility, 94. *See also* Accountability; Responsibility

- Motion picture industry, 231–232
 Motivation, 246, 286–287, 293
 Mulcahy, Anne, 256
 Multinational companies/organizations, 28–29, 219, 252, 259
 Multiskilling, 217, 262
 Mutuality, 47, 75–76, 152, 173, 187

 Nash, John, 70–71
 Nash equilibrium, 70
 Negotiation skills, 170–171, 281
 Netscape Communications, 15
 Networked world, 213, 261. *See also*
 Internet/internetworld world
 Neuroeconomics, 69–70
 New York Institute for Reputation, 45
 Nonleadership Attributes, 273–275
 Nordstrom, 230
 North, Douglass, 160
 Nozick, Robert, 57

 Obstacles, overcoming, 282–283
 O’Leary, George, 35
 Online communities, 189
 Ook/Nook/Took, 74–75
 Organizational behavior, 178
 Organizational culture, 9, 25–26, 136, 203–208, 213, 215–240, 243–244, 264–265
 Organization-as-stadium metaphor, 27
 Outsourcing, 26
 Ownership, 76
 Oxytocin research, 68–69, 160, 172

 Packard, Dave, 237
 Paradox of Hedonism, 301–302
 Parmalat, 45
 Partnerships, 22, 27
 Passion, 152, 294–297
 Passive transparency, 156
 Perfection, 293
 Performance/performance management, 43, 111
 Perseverance, 283
 Personal qualities, 48–50
 Personnel development, 234. *See also*
 Employee(s)
 Pessimism, 296
 Pfizer Inc., 173–175, 292–293
 Philip Morris, 300
 Physical security, 44–45
 Placebo effect, 76–77
 Planning, importance of, 278–279
 Platt, Lewis, 100
 Play-Doh, 50
 Polaris Venture Partners, 153, 155
 Ponzi schemes, 176–177
 Porras, Jerry I., 279, 300–302
 Positive reputation, 196

 Poverty/poverty trap, 162, 183
 Powell, Colin, 296
 Power, 60, 99–100, 110, 285, 297. *See also*
 Empowerment
 Poynter Institute, 146
 Pragmatism, 263, 288–289
 Predictability, 46, 54, 163
 PricewaterhouseCoopers, 252
 Prince, Charles, 145
 Principles, importance of, 287–289
 Proactive transparency, 146–147
 Problem-solving skills, 92, 99, 290–291
 Process culture, 51–52
 Process management, 210–211
 Procter & Gamble (P&G), 300
 Production triangle, 210–212
 Productivity, influential factors, 10, 110–111, 120–121, 172
 Profitability, 10, 52, 176
 Profit taking, 193
 Program Evaluation and Review Technique (PERT) charts, 43
 Progress, in TKIP, 90, 165, 302
 Prosperity, 43, 162
 Proxies, 84, 86, 133–136, 138, 141, 143, 156, 290
 Public behavior, 122, 132
 Public opinion, 43, 195, 237
 Public relations (PR), 130, 172
 Purpose, 10

 Quality, generally:
 assurance (QA), 211–212
 closed-loop business approach to, 212–213
 control (QC), 137–138, 211–212
 management, 210–212

 RadioShack, 34
 Rainbow Crafts, 50
 Ramus, Catherine A., 198
 Reagan, Ronald, 139, 142, 178
 Reality TV, 36
 Real-time information, 135
 Recession, 44
 Reciprocal capitalism, 163
 Reciprocity, 71, 79
 Redemption, 200
 Reductionism, 284
 Reengineering, 52, 210
 Reflexivity, 117
 Regulations. *See* Laws and regulations;
 Rules
 Reinforcement, 251, 271, 297
 Relationship building, importance of, 143–144
 Relationships, significance of, 24, 27–28.
 See also specific types of relationships
 RentAThing, 188–189

- Reputation, 10, 36–39, 55, 100, 127–128, 130–132, 136–137, 158, 169, 181–208, 263, 289, 301
 Reputational capital, 190–192
 Reputation Quotient (RQ), 194–195
 Requests for proposals (RFPs), 234
 Resistance, dealing with, 108, 116, 282–283, 294
 Respect, 10, 86, 94, 127
 Responsibility, 260–261, 277–278
 Resume, as information resource, 150–151, 191
 Retail industry, 115
 Reward system, 235–236
 Risk-averse behavior, 164, 236
 Risk/risk management, 99–101, 135–136, 163–166, 235–236
 Robber barons, 223
 Robert, Paul, 197–198
 Rosman, Adam, 125–127
 Rote training, 234
 Rotella, Bob, 106
 Rule-of-law society, 87
 Rules, implications of, 46–48, 83–88, 90–91, 96–99, 101–102, 260

 Safety management, 52
 Sapir, Edward, 92
 Sapir-Whorf hypothesis, 92
 Sarbanes-Oxley (SOX) rule, 86, 252
 Schultz, Howard, 294–295
 Security, 44–46
 Self-governance, 218, 224–227, 229–230, 232–236, 238–239, 241–246, 265, 270, 273, 278–279, 296. *See also* Values-based self-governance
 Self-improvement, 293
 Self-interest, 66, 69–70, 77, 83, 122, 147, 165, 232
 Self-policing, 134
 Self-reflection, 175, 293
 Sense perception, 169
 Service to others, 98
Setting the Table (Meyer), 299
 Seven Strategic Principles, UMHS, 94–95
 Sewell Automotive Companies, 248–251, 255, 260, 262
 Shareholders, 27, 171, 193
 Sharing, benefits of, 15, 61, 74. *See also* Information sharing
 Shepherd, Joseph, 73–74
Should, 96–99
 Sidgwick, Henry, 301–302
 Sig moment, 153–154
 Significance, pursuit of, 296–297, 302
 Sirota Survey Intelligence, 117
 Six sigma, 51–52
 Skepticism, 117
 Skinner, Jim, 101, 196, 262
 Smith, Adam, 18, 75, 162
 Social, generally:
 attachment, 71, 172–173
 interaction, 70
 relationships, 31
 Societal norms, 73
 Socioeconomic conditions, 9
 Sociopaths, 71
 Soft issues/qualities, 10, 136
 Specialization, 22–23
 Spectrum of Culture, 220–222
 Speed, 43, 45
 Spin, impact of, 19
 Spiritual beliefs, 72
 Spoon, Alan, 153–155, 284
 Sportsmanship, 103–108
 Stability, 44–46, 158–159, 162, 166–167
 Stakeholders, 27, 150, 174, 195–196, 199, 262
 Stallard, Joe, 248–251
 Starbucks, 49, 50
 Status quo, 168
 Steele, Robert, 146
 Steroid use, Olympic athletes, 92–94
 Stewart, Martha, 133
 Stock market bubbles, 42–43
 Stonecipher, Harry C., 100
 Strategic partners, 192
 Strengths, 65–66, 68–80, 152
 Strong-but-silent leader, 131
 Success, generally:
 factors, types of, 23, 27, 49–54, 150–151, 297–298, 301
 measurement of, 302
 paradox of, 302–303
 Succession, 279–281
Suibeisen (The Horizon) (Hamazono), 285
 Suppliers, as partners, 235
 Supply chain, 22, 28–30, 52, 64
 Surrogates, 134–136, 138, 143
 Surveillance society, 36
 Survival of the fittest, 72, 74
 Suspicion, 117, 154, 233–234
 Suzuki, Daisetz T., 60
 Swann, Patricia, 130
 Swanson, John, 23

 Tatum, Donn, 280
 Taxation/tax code, 81–82, 95
 Taylor, Jeff, 35
 Teamwork, 22, 38. *See also* Collaboration
 Technological advances, impact of, 10, 19–20, 130–131
 Technological transparency, 137–138, 143–144
 Telecommuters, 264
 Tension, sources of, 114, 120, 122
 Terrorist attacks, impact of, 45
 TheSmokingGun, 36

- Thinking about Thinking, 57–58
 3M Corporation, 50, 300
 Timberland, 299
 Tissue rejection, 262
 Tomasello, Michael, 66
 Toms, David, 103–109, 121–124
 Top-down hierarchies, 19, 22, 100, 131, 211, 223
 Toshiba, 22
 Total Quality Management (TQM), 52
 Toyota, 211
 Trading partners, 160, 163–164
 Traffic signal metaphor, 163
 Transaction costs, 161, 178
 Transparency, 10, 34–37, 48, 55, 95, 99, 118, 120, 122, 127–132, 134–155, 168–169, 195–196, 201, 243, 260, 288–289, 297, 299, 301–302
 TRIP (trust, risk, innovation, progress), 165–168, 180, 277, 290, 302
 TriWest Healthcare Alliance, 146–147
 Trompenaars, Dr. Fons, 29–30
 Trust, 7, 10, 46, 47, 68–71, 74, 77–79, 94, 98–99, 114–115, 123, 127–128, 136, 138, 144, 148–149, 153, 157–180, 188, 209, 216–217, 234–235, 249, 254, 260, 263, 287, 289–291, 297, 302
Trust (Fukuyama), 161
 Uncertainty, 44, 46, 60, 138, 164, 201, 282
 United Technologies Corporation (UTC), 197, 254
 University of Michigan Hospitals and Health System (UMHS), 93–97, 112, 146
 University of Notre Dame, 55
 UPS, 22
 Utley, Nancy, 140
 Valley of C, 59–60, 293–294
 Values-based, generally:
 behavior, 74
 language, 97–98
 thinking, 74–75, 79, 83, 100
 Values-based self-governance, 224–227, 242–265, 270, 297–298
 Value system/values, 9, 26, 45, 72–76, 85, 98, 122, 136, 151, 159–164, 165, 168, 199, 232–233, 242, 247, 254, 257, 277, 287, 301–302
 Veritas, 35
 Vertical silo business model, 22
 Vertical specialty, 55, 61
 Viacom Inc., 160–161, 171, 227
 Vigilance, 262
 Viral marketing, 142, 167
 Vision, 4–7, 155, 159, 269–270, 285
 Voting rights, 84, 98
 Vulnerability, 42, 45, 47, 145, 149, 153–154, 156, 187, 249
 Wachovia Corporation, 144–145
 Walker, Madam C. J., 282–283
 Wanous, John, 148
 Warneken, Felix, 66
 Watson Wyatt Worldwide WorkUSA study, 151
 Wave, 1–8, 10–11, 98, 110, 152–153, 295
 Wayback Machine, 37
 Weaknesses, types of, 151–152, 156
Wealth of Nations, The (Smith), 18, 75
 Welch, Jack, 51–52
 Well-being, emotional 44
 Westen, Drew, 116
 Westermarck, Edward, 73
 WHAT, 48–50, 55, 61, 138, 151, 303
 Whuffie, 189
 Wireless connectivity, 189
 Wolf, Linda, 143–144
 Word-of-mouth:
 marketing, 140–142
 reputational systems, 190, 192
 Word of Mouth Marketing Association (WOMMA), 142
 Worker/boss/team relationships, 54
 Workforce, 27, 226, 230. *See also* Employee(s)
 Work history, 149–150
 Workplace 2000 Employee Insight Survey, 236
 Work relationships, long-term, 192
 WorkTrends study, 236
 WorldCom, 45
World Is Flat, The (Friedman), 22
 World Trade Center, 45
 Wynn, Steve, 187, 200, 289–291, 295
 Xerox Corporation, 50, 256
 Yahoo, 21
 Yelp.com, 140
 Young, Stephen, 110–111
 Zak, Paul, 69–71, 74, 77–78, 148, 161–162, 172