# INDEX

COPYRIGHTED MATERIAL
http://www.pbookshop.com

## A

Aboitz, Ana, 80–81
About this book, xvi–xx
Abrera, Emily, 161
Accountability, 33, 41, 112, 130, 131
Action: accepting responsibility for, 127–130, 131; disconnected from values, 144–145; guiding with values, 45–48, 61; leader's thought and, 71–72; matching to principle, 39; sustaining hope vs. taking, 196, 200
Action leaders, 72
Affinity groups, 90–91
Affirming shared values, 84–110; advocating cooperation, 95–99; building consensus by, 37–38, 84–86, 110; creating trusting community, 92–95, 110; excesses in, 187–188, 190–191, 200; finding common ground, 88–91; importance of shared values, 86–87; linking recognition to values, 103–106; reconciling differences in values, 106–109, 110; reinforcing shared values at work, 99–106, 110
American Management Association, 4
Anand, Arun, 128–130, 138–139
Apologies, 149–150
Appreciating constituents, 62–83; about, 36–37; aligning around common values, 62–64, 65–66; appreciating diversity, 68–70, 189–190, 200; asking for feedback, 74–75; engendering trust,

Kouzes bindex.tex V1 - 05/19/2011 5:52pm Page 238



78–82, 83; excesses in, 187–190, 200; listening and, 63–64, 70–75, 140–141; promoting controversy, 75–77, 83; shifting focus to others, 65–68
Armstrong, David, 146–147
Arrogance, 188–189, 200
Autry, Jim, 92, 169–170

## B

Balance: in constituent's life, 66–67; providing with listening, 177–178; sustaining hope with, 160–162, 173
Bandura, Albert, 54, 119
Barrett, Frank, 70
Behavior: Do What *We* Say *We* Will Do (DWWSWWD), 33, 41, 112, 130, 131; Do What You Say You Will Do (DWYSYWD), 33, 41; evaluating trustworthiness of, 79–80; impressing leadership with, 142–145, 152; manager's impact on constituent's, 28–29; positive emotions and, 162–165; values guiding, 45–48, 61
Bennis, Warren, 43, 76
Berger, Chuck, 136
Berger, Roland, 71
Bhargava, Vani, 10
Boyacigiller, Ziya, 11
Breetwor, Cheryl, 125, 126
Brenner, Beth, 1–2
Broad-minded leadership, 14, 15
Brocato, Justin, 196–197
Brown, Rita Mae, 160
Bryant, John Hope, 167, 168
Burns, James MacGregor, 49

## C

Capacity. *See* Developing capacity
Carson, Adam, 165–166
Center for Creative Leadership, 69–70
Challenge, 191, 200
Chan, Joanne, 132–133
Chang, Ken, 8–9
Character: admired in leaders, 4–13, 27–28, 180–183; components of leader's, 59–60, 61; desired in colleagues, 180–183; importance of, 201; revealed in crisis, 160
Characteristics of Admired Leaders checklist, 5–6
Chon, Jenny, 122–123
Clapp, Neale, 176

http://www.pbookshop.com

Clarity: creating from controversy, 75–77, 83; evolving for values, 45–47; importance in leadership, 34
Collaboration: competition vs., 69; trusting others in, 80–81
Colleagues, 180–183
Commitment: demonstrating, 132–136, 152; earning followers' loyalty and, 27–30
Communications: clarity in, 79; importance of, 114; sharing information in, 125–127, 131. *See also* Feedback
Community: affirming, 37–38; avoiding rigidity in consensus, 190–191, 200; creating trusting, 92–95, 110; setting cooperative goals in, 95–99; sharing information within, 125–127, 131
Compassion, 168
Competence: acquiring, 50–54, 61; building, 113, 114–116, 131; credibility and, 16; developing personal, 43; leaders and, 5, 11–12, 13, 21; mastery and confidence, 56–57, 61. *See also* Developing capacity
Complexity, 190, 200
Confidence: belief in self, 54–55; competence vs., 54; defined, 43; encouragement developing, 57–58; excessive, 189; fostering, 113, 118–121, 171–172; mastery and, 56–57, 61; modeling and, 57; reinterpreting stress to bolster, 58–59
Conley, Chip, 103–104
Consistency, 12–13
Constituents: accepting responsibility for actions, 127–130, 131; admiration for supportive leaders, 14–15; affirming community among, 37–38, 92–95, 110; apologizing to, 149–150; appreciating, 36–37; balancing lives, 66–67, 160–162; behaviors and manager's credibility, 28–29; being accessible to, 30–32; building competence of, 113, 114–116; characteristics as colleagues, 180–183; dealing with incongruent values, 178; developing capacity of, 38; earning credibility with, 18–20, 21; engendering trust in leaders for, 78–82, 83;

http://www.pbookshop.com

expectations of leaders, 1–4, 21; fostering confidence in, 113, 118–121; giving love and support to, 168–172, 173; global variations in values of, 13–15; leading vs. following for, 179–184; learning by example, 135–139, 142–145, 152; listening to, 63–64, 70–75, 140–141; orientation to work culture, 101–102; promoting constructive controversy, 75–77, 83; providing learning climate for, 113, 121–125; questioning leader credibility, 17–18; staying in touch with, 140–142, 152; sustaining hope of, 39–40, 153–156; taking ownership, 113, 117–118, 131; training and development for, 102–103; trust in leaders, 9; understanding diversity of, 68–70, 189–190, 200. *See also* Appreciating constituents; Developing capacity

Cooperation, 95–99

Courage, 14, 44

Cousins, Norman, 157

Creativity, 124–125

Credibility: about, xi; adding to capacity building, 115; disciplines earning and sustaining, 35; earning, 18–20, 21; excesses in disciplines of, 187–188, 200; follower's behavior and manager, 28–29; foundation of leadership, xviii, 15–18; guiding action with values, 45–48; keeping promises, 32–34, 41, 79–80; regaining lost, 147–151; renewing, 198–199; strengthening with listening, 72–74; sustaining, 30–32, 35–40, 41. *See also* Competence; Disciplines; Sustaining credibility

Credo: defined, 17, 43; establishing values and, 43, 44–45, 48–50, 61; evaluating values within, 48–50; guiding action with values, 45–48; leaders admired for following, 44

Csikszentmihalyi, Mihaly, 58

*Culture Book* (Zappos), 101

Cynicism: combating, 162–165; dissolving, 31, 32; optimism as antidote to, 154–155; viewing leaders with, 168, 179

http://www.pbookshop.com

## D

DaVita, 102–103
Decision making: constructive controversy in, 75–77, 83; self-confidence and, 119–120
Dellaporta, Steve, 24, 42
Dependence, 195–196, 200
Developing capacity, 111–131; accepting responsibility for actions, 112, 127–130, 131; building competence, 113, 114–116, 131; for constituents, 38, 111–114; developing learning climate, 113, 121–125; excesses of, 192–193, 200; failures in, 128–130; fostering confidence, 113, 118–121; offering choices, 113, 117–118, 131; sharing information and giving feedback, 114, 125–127, 131
Disciplines: affirming shared values, 37–38, 110; appreciating constituents, 36–37, 41, 62–64; defined, 35; developing capacity, 38, 111–114; discovering self, 36, 42–60; serving purpose, 39, 132–136, 152; sustaining credibility, 35–40, 41; sustaining hope, 39–40, 41, 153–156. *See also specific discipline*
Discovering self, 42–60; acquiring competence, 50–54, 61; behaviors building trust, 79–80; believing you can do it, 54–59; clarifying your credo, 43–50; components of character, 59–60, 61; excesses in, 187–189, 200; importance of, 36, 42–43. *See also* Self-esteem; Values
Do What We Say *We* Will Do (DWWSWWD): about, 33, 41; building capacity to, 112, 130, 131
Do What You Say You Will Do (DWYSYWD), 33, 41
Duckworth, Angela, 159
Dunne, Stephen, 73
Dweck, Carol, 123–124

## E

Education: developing climate for, 113, 121–125; importance of, 38; inspiring employees via, 102–103; investing in skills and competencies with, 114–116, 131; storytelling and, 146–147, 152; training new employee, 101–102

http://www.pbookshop.com

Employees. *See* Constituents
Empowerment. *See* Developing capacity
Encouragement, 57–58
Engh, Michael, 142
Erdem, Seda, 115–116
Ersan, Burak, 115–116
*Everyday Leadership* (Mulhern), 71–72
"Everyone-a-leader" culture, 56, 127–128, 131, 184

## F

Federman, Irwin, 27
Feedback: asking for, 74–75, 112; giving, 114, 125–127; using to regain credibility, 150
Fixed mindset, 123
Followers. *See* Constituents
Forgiving mistakes, 150–151, 152
Forward-looking leadership. *See* Leadership
Fragmentation, 187–188, 189–190, 200
Fraser, Matthew, 71
Fredrickson, Barbara, 163
Free will, 178–179
Freedom and constraint, 176–179
Fung, Banic, 114

## G

Gallop Organization, 103
Gardner, John W., 3, 88, 198
Gatens, Rich, 89
Gest, Darren, 44–45
*Getting Past No* (Ury), 107
Gilstrap, Evan, 97–98
Global leadership, 13–15
Google, 100–101
Grajek, Susan, 170
*Great Ideas, The,* 178
Great Place to Work Institute, 100
Greenleaf, Robert, 134–135
Grit, 159, 160, 173
Grossman, Mindy, 166–167
Growth mindset, 123

## H

Hall, Hilary, 62–63
Hamilton, Gayle, 18–19
Hampden-Turner, Charles, 107
Hart, David, 48
Harvard Negotiation Project, 107–108
Hay Group, 112–113
*Head First* (Cousins), 157
Henry, Rebecca, 75
Ho, Jessica, 96, 97
Honesty: as dimension of credibility, 16, 18, 21;

http://www.pbookshop.com

Kouzes bindex.tex V1 - 05/19/2011 5:52pm Page 243



evaluating own, 80; importance in leadership, 7–10, 181, 182; pairing with vision, 10–11
Hope. *See* Sustaining hope
Humility, 193, 200
Humor, 161–162

## I

*In Search of Excellence* (Peters), 138
Independence, 194–195, 200
Information sharing, 38, 114, 125–127, 131
Inspiration: credibility and, 16; deriving loyalty and commitment from, 27–30; developing optimism, 162–165; leadership and, 5, 11, 13, 15, 21, 181, 182; positive results of leader's, 23–25, 26, 41; sustaining hope, 39–40, 153–156; training and development as, 102–103
Institutions: developing recruiting and hiring programs, 100–101; effect of developing capacity in, 112–113; increasing competencies, 115; lack of faith in, xii–xiv; linking recognition to shared values, 103–106; orientation programs in, 101–102; transparency in, 125–127
Integrity in leadership, 5

## J

Joie de Vivre Hospitality, 103–104

## K

Kaplan, Dan, 42
Kohlberg, Lawrence, 49–50

## L

Lacoy, Kathy, 22–24
Lai, Olivia, 93–95
Laugher, 161–162
Leaders: advocating cooperation, 95–99; affirming shared values, 37–38, 84–86, 110; allowing constructive controversy, 75–77, 83; appreciating constituents, 36–37, 41, 62–64; asking for feedback, 74–75; assessing legitimacy of, 48–50; balance in lives of, 160–162, 173; believing in self, 54–59; characteristics of, 4–13, 27–28, 180–183; components of character, 59–60, 61;

http://www.pbookshop.com

creating trusting community, 92–95, 110; defining success, 185–187; demonstrating inner values, 138–139; developing constituent capacity, 38, 111–116, 131; disciplines for credible, 35–40, 41; discovering self, 36, 42–43; earning credibility, xi, 18–20, 21; encouraging learning climate, 113, 121–125; enduring suffering, 167–168; engendering trust, 78–82, 83; evaluating relationships with, 22; expectations about, 1–4, 21; focusing on quality vs. credibility, 29–30; following credo, 44; fostering confidence, 113, 118–121, 171–172; fostering constituent ownership, 113, 117–118, 131; freedom vs. constraint for, 176–179; gaining respect, 23–25; giving feedback, 114, 125–127; guiding action with values, 45–48, 61; impact on follower's behaviors, 28–29; influencing others positively, 22–25, 26, 41, 162–165; keeping promises, 32–34, 41, 79–80; lack of faith in, xii–xiv, 10; leading by example, 135–136, 142–145, 152; leading vs. following for, 179–184; learning from mistakes, 123–124, 131, 152; listening to constituents, 70–75, 177–178; love and support from, 168–172, 173; making meaning, 142–145, 152; managing diverse workforce, 68–70, 189–190, 200; offering choices, 113, 117–118, 131; passion in, 165–168, 173; proactive attitude of, 156–159; raising others' self-esteem, 27–30; reconciling values dilemmas, 106–109, 110; regaining lost credibility, 147–151, 152; reinterpreting stress, 58–59; resetting goals, 161; responsible for actions, 127–130, 131; sacrifices made by, 105–106; serving purpose, 39, 132–136, 152; shifting focus from self to others, 65–68; storytelling by, 146–147, 152; supporting "everyone-a-leader" culture, 56, 127–128, 131, 184; sustaining hope, 39–40, 41,

http://www.pbookshop.com

Kouzes bindex.tex V1 - 05/19/2011 5:52pm Page 245



153–156; taking credibility seriously, 16–17; thought and action, 71–72; visibility and accessibility of, 30–32; when credibility questioned, 17–18. *See also* Leadership
Leadership: bringing vision to, 132–133; character and, 201; clarity, unity, and intensity in, 34; competence in, 11–12, 50–54, 61; consistent prerequisites for, 12–13; desired characteristics in, 4–13, 27–28, 180–183; disconnected from values, 144–145; evaluating values about, 48–50, 61; finding new ways to achieve goals, 161; freedom vs. constraint in, 176–179; importance of, xx–xi; importance of forward-looking, 10–11, 13, 21, 181, 182; inspiration from, 11, 13; judging effectiveness of, 185–187; keeping hope alive, 39–40, 41, 153–156; leading vs. following in, 179–184; local variations in global, 13–15; managers' search for forward-looking, 14; moral, 49–50, 61; negative impacts of, 25–26; open, 135; as relationship, 2, 3–4; research on, 4–7; servant leadership disposition, 133–134, 152; tensions in, 179–180, 184
*Leadership Practices Inventory,* 74
Learning: by example, 135–139, 142–145, 152; from mistakes, 123–124, 131; providing climate for, 113, 121–125; role in renewing organizations, 196–199, 200
Leonard, George, 192
Leung, Gloria, 10
Levering, Robert, 100
Li, Charlene, 71, 135
Li, Emily, 11–12
Lindblom, Dawn, 78
Listening: accepting reality without defeat, 157–159; bringing balance when, 177–178; to constituents, 70–75; recognizing needs by, 63–64; staying in touch by, 23, 140–141, 152
Longstreet, Dennis, 89
*Love and Profit* (Autry), 169–170
Loyalty, 28, 29
Lucero, Claudio, 11
Lui, Jade, 96–97

http://www.pbookshop.com

## M

Maister, David, 52–53
Managers: aligning personal and organizational values, 65–67, 184; avoiding insensitivity to others, 34; fostering confidence in employees, 113, 118–121, 171–172; listening to work teams, 74; moral reasoning by, 49–50; searching for forward-looking leadership, 14. *See also* Leaders
*Managing by Storying Around* (Armstrong), 146–147
Manson, Charles, 48, 49
Mastery, 56–57
McGovern, Gail, 78
McKeown: Greg, 140
McKinsey, 115
Mentoring. *See* Developing capacity
Michael, Donald N., 197–198
Mirisch, Niki, 111–112
Mistakes: acknowledging, 193, 200; forgiving, 150–151, 152; learning from, 123–124, 131; recovering credibility after, 147–151, 152
Modeling, 57
Moral reasoning, 49–50
Motivation: deriving from relationship with leader, 26; manager's credibility and, 28, 29; role of values in, 46–47, 61. *See also* Sustaining hope
Mulally, Alan, 133–134
Mulhern, Dan, 71–72
Mutluel, Faith, 196

## N

Nayar, Vineet, 126
Negative results: combating with optimism, 162–165; countering with determination, 156–157; of poor leadership, 25–26
NetApp, 101–102
Netflix, 104–105
Novak, David, 104

## O

*On Leadership* (Gardner), 198
Open leadership, 135
*Open Leadership* (Li), 71
Openness, 189
Optimism: as antidote to cynicism, 154–155; leading with, 163–165, 173
Organizations: aligning values within, 65–67, 184; core values of, 65; creating trusting

http://www.pbookshop.com

community, 92–95, 110; finding shared values, 88–91; how trust allows change, 81–82; performance and culture within, 64; reinforcing shared values in, 99–106, 110; renewing, 196–199, 200; serving principles of, 132–136, 152; tensions within, 175–176
Ortho Biotech, 89–91
Ownership by constituents, 113, 117–118, 131

## P

Performance: bad team relationships affecting, 128–129; importance of hope and, 155, 173; organizational culture and, 64; personal confidence and, 54–55, 113, 118–121, 171–172; relationship of love and profit in, 169–170; shared values and effect on, 86–87; visionary leadership improving, 132–133; when actions disconnected from values, 144–145. *See also* Developing capacity
Pessimism, 163, 165
Peters, Tom, 138
Petley, George, 73
Petraeus, David, 16
Polak, Fred, 162
Popovic, Alex, 10
Positive results: influence of credible leaders, 22–25, 26, 41; optimism and, 162–165; turning negatives into, 156–157. *See also* Sustaining hope
Pride, 28, 29
Principle: aligning action to corporate, 39; basing recruiting and hiring on corporate, 100–101; recognition as corporate, 104; testing moral legitimacy of, 49–50
Promises, 32–34, 41, 79–80
Promotions, 104–105

## Q

Qualcomm, 102

## R

Ramachandran, Shankar, 24–25
Reciprocity, 97
Recognition: importance of employee, 40; linking to shared values, 103–106

http://www.pbookshop.com

Reconciling divergent values, 106–109, 110
Recruiting and hiring programs, 100–101
Reddy, Anand, 9
Regaining lost credibility, 147–151
Relationship, 1–21; allocating time for, 141–142, 144–145; characteristics of working, 69; competence and, 50–54; consequences of bad, 128–129; depth of client, 53; deriving motivation from, 26; establishing trusting, 94–95, 110; evaluating with leaders, 22; leadership as, 2, 3–4; staying in touch within, 140–142, 152
Renewing leaders and organizations, 196–199, 200
Research on leadership, 4–7
Respect: among successful teams, 63; showing followers', 23–25
Responsibility: accepting for action, 127–130, 131; defining personal, 178–179
Rojas, Carolina, 158–159
Rokeach, Milton, 45
Ronzi, Pierfrancesco, 118, 119
Ross, Marie, 10

## S

Sarno, Salvatore, 153–154, 156
Scott, William, 48
Self-esteem: diminished when following untrusted leaders, 18; leaders who raise others', 27–30; strengthening constituent's, 117–118, 131
Self-understanding. *See* Discovering self
Seligman, Martin, 163
Servant leadership disposition, 133–134, 152
Serving purpose, 132–152; excesses of, 187–188, 193–195, 200; making meaning, 142–145, 152; regaining lost credibility, 147–151; servant leadership disposition, 39, 132–136, 152; staying in touch, 140–142, 152; storytelling and, 146–147, 152; taking first step, 136–139; when actions are disconnected from values, 144–145
Shannon, Bill, 103
Sharma, Pranav, 111–112
Shepstone, Steve, 171
Shunk, Jim, 142

http://www.pbookshop.com

Skills: adding competencies in, 52–53; building constituent competence, 113, 114–116, 131. *See also* Developing capacity
Sniezek, Janet, 75
Snyder, Charles, 159
Social media technology, 71, 135
Srivastva, Suresh, 70
Stack, Jack, 117
Sternberg, Robert, 170
Storytelling, 146–147, 152
Stress, 58–59
Subservience, 194–195
Success: defining, 185–187; perseverance and, 156–159; respect and, 63
Suffering, 167–168
Support: developing confidence with, 57–58; giving love and, 14–15, 168–172, 173
Survey of Workplace Engagement (Gallop Organization), 103
Sustaining credibility: developing trust, 30–32; disciplines for, 35–40, 41; discovering self, 36; following through on promises, 32–34, 41, 79–80
Sustaining hope, 152–173; balancing work and hope, 160–162, 173; engaging passion to, 165–168, 173; excesses in, 187–188, 195–196, 200; giving love and support, 168–172, 173; importance of, 39–40, 41, 153–156; inspiring positivism, 162–165; taking charge, 156–159

## T

Tam, Stephen, 137–138
Teams: building while developing capacity, 116; feeling safety within, 121–123; promoting creativity in, 124–125; tensions in leading, 183–184
Thought leaders, 72
Time: allocating for relationships, 141–142, 144–145; balancing use of, 160–162; as resource, 138
Tjosvold, Dean, 76–77
Townsend, Pat, 168–169
Training. *See* Education
Trust: creating community around, 92–95, 110; developing, 30–32, 41; diminished for followers without, 18; doing what *we* say, 32–34, 41; engendering, 78–82, 83; failures to build,

http://www.pbookshop.com

128–129; in leaders, 9; recovering, 148–149. *See also* Developing capacity

## U

Uncertainty, 174–176
Ury, William, 107

## V

Values: affirming shared, 37–38, 84–86, 110; aligning and focusing, 62–64, 65–68, 184; credo and personal, 43, 44–45, 48–50, 61; dealing with incongruent, 178; demonstrating inner, 138–139; evaluating, 48–50; finding common, 88–91; guiding action with, 45–48, 61; incorporating into recruiting and hiring, 100–101; leadership actions disconnected from, 144–145; linking recognition to shared, 103–106; reconciling differences in, 106–109, 110
Vanity, 192–193, 200
Vaswani, Pradeep, 148
Vlchek, Doug, 103

## W

Walton, Sam, 156–157
Wang, Victor, 12
Winkel, Katherine, 26
Wiseman, Liz, 140
Wood, Robert, 119

## Y

Yum! Brands, 104

## Z

Zappos, 101
Zintz, Andrea, 89, 91

http://www.pbookshop.com