

INDEX

- Acceptance:
 of circumstances, 23, 25, 30–31, 212
 of reality, 14, 27, 34, 43, 45
- Accountability:
 acknowledging progress, 116, 135
 anger and, 149
 assignment of, 63, 141, 142
 coaching for, 163
 for creativity, 160, 161
 evaluation of, 148
 for goals, 104, 116, 142
 helicopter leadership versus, 146–147, 150
 in personal relationships, 147–148
 personal responsibility enhancing, 88–89
 pretending not to know, 34
 as punishment, 148
 two sides of, 145, 148
- Accountability partners, 104, 105, 150
- Achievement:
 commitment to, 12, 139–140
 expectation clarity, 141, 147, 150
 kindling enhancing, 172
- Acknowledging progress. *See also* Excellence; Performance; Progress
 achievement commitment, 139
 in ATTACK, 23, 113
 criticism versus, 136
 culture of acknowledgment, 134–137, 142
 effectiveness lost, 127
 evaluation of, 121
 fake recognition, 128–129
 focus on present success, 122
 gushing, 127–128, 130, 131
 more than rewards, 115
 noticing as fuel for, 191
 performance impact, 123–124, 125, 130–131
 personal impact, 133
 practice required, 124, 125, 129, 137
 withholding, 121–122, 124–125
 in writing, 135
 to wrong people, 129–130, 131
- Action:
 act or be lost, 71
 balanced with getting ready, 62–63
 blame crippling, 91–92
 communication, action-oriented, 61
 confidence affecting, 73–74, 79–80
 driving followers into, 61–62
 fear of acting, 72–74
 getting ready for, 59–60, 61, 62–63
 high-gain activity, 208–210
 hope versus, 66, 203
 internal and external, 80–81, 191
 mindset, action-based, 60, 71–72
 modeling action-orientation, 62, 63
 modeling certainty, 61
 paralysis avoidance, 51, 91
 results driven by, 81
 rewarding, 74, 75
 stopping as important, 82
 without responsibility, 83
- All Blacks rugby team, 172–173

- Analysis. *See also* Scientific side of leadership
 decision making via, 53
 definition, 53
 good analyzers, 53–54
 as scientific and artistic, 54–57
- Anger and accountability, 149
- Answerability, 147
- Anticipation:
 action versus, 66
 positive anticipation, 178
- Apologies, 88
- Artistic side of leadership:
 accountability, 147, 148
 acknowledging progress as, 133
 analysis as, 54–57
 balanced with scientific, 8–10, 133
 as courage, 133
 focus on now, 66
 in history of business, 18
 sacrificed to scientific, 13–14
 stories followers tell, 17
- Assessment. *See* Evaluation of
- Associates, for information, 19–20, 160, 197
- ATTACK:**
 accepting circumstances, 23, 25
 acknowledging progress, 23, 113
 acronym, 23
 committing to new habits, 23, 143
 kindling, 23, 169, 171
 taking action, 23, 51
 taking responsibility, 23, 83
- Attitudes. *See also* Mindsets
 optimism, 178, 179, 196
 as personal responsibility, 102, 103–104
- Authenticity:
 about under-recognizing, 125
 in acknowledgment, 128, 129, 131, 135–136
 communicating honestly, 40
 direct and authentic as courage, 14
 as primary value, 13
- Awareness:
 of impact, 7–8
 of influence, 4–6
 noticing everything, 190, 191–192
 self-awareness as leader, 117
- Bailing out of conflict, 152
- Balance:
 accountability art and science, 148
 action with getting ready, 62–63
 analysis as, 54–57
 scientific and artistic leadership, 8–10, 133
 voices in organization, 21
- Balance sheet. *See* Scientific side of leadership
- Behavior. *See also* Modeling
 acknowledgment authenticity, 128, 131
 for action-oriented followers, 62
 analysis for adjusting, 53
 artistic side reflected by, 18
 associated with attitudes, 103
 choices driving, 104
 commitment to change, 86, 87–88, 89, 100
 culture modeled by, 21
 current reality as focus, 45
 goals influencing, 118–119
 impact evaluation, 6, 7, 8–9, 10
 mantras reflecting, 98
 momentum, 122, 135
 mood patterns, 176–179
 pain avoidance, 34–35
 reinforcement, 135
 for relationship building, 155
 story being modeled, 97–98
 values reflected by, 12–13
- Being fully present:
 exercises for, 68–69
 focus on now, 65–66
 followers' thinking affected by, 67
 as future preparation, 67–68
 mindfulness of, 65
 moment of silence, 190

- Beliefs:
 coaching needing, 166
 courage as clarity about, 14
 denial as constructive, 28, 30
 identifying, 12
 ignoring contradictions, 44, 72
 leadership efficiency gap, 209
- Biases:
 in coaching, 166
 contradictions with beliefs, 44, 72
 emotional biases, 43–44
- Birth, as process, 193, 196
- Blame:
 action crippled by, 91–92
 avoiding, 93, 94–95
 blame-based leadership, 92, 98–99
 as fear-driven leadership, 87
 head exploding from, 86
 responsibility versus, 91, 92, 94
- Bluntness:
 clarity versus, 153–154
 providing clarity, 140
- Bogart, Humphrey, 87
- Brainstorming:
 coaching, 163, 165
 dreaded task, 156–159
 relationship kindling, 197
- Brand loyalty, 196, 197
- But*, as word, 88, 99, 100
- The Caine Mutiny* (movie), 87
- Capability, causing failure, 141–142
- Caring, noticing as, 187
- Centers of excellence, 19
- Certainty:
 action without, 81
 commitment to reality, 212
 kindling relationships, 195–196
 modeling, 61
- Chair for thinking:
 noticing clutter, 190
 thinking about team, 173
 for vision, 67–68
- Change:
 coaching for, 164
 fear of, 35
 as leadership, 157, 158
 making it happen, 204–205
 mood pattern change, 176–178
 noticing indicators for, 196
 small with big impact, 6, 202, 209, 210
- Check-ins, 150
- Choices:
 behavior driven by, 104
 as freedom, 107
 as personal responsibility, 102–103, 105
- Cinderellas, needing recognition, 129, 130, 131
- Circumstances:
 acceptance of, 23, 25, 30–31, 212
 blame as dealing, 91
 creation of, 85
- Clarity. *See also* Communication
 about commitment to achievement, 140
 about expectations, 140–141, 147, 150
 about goals, 142
 about impact, 7–8
 about personal beliefs, 9, 14
 about personal values, 12
 bluntness as, 140, 153–154
 definition, 153
 moments of, 190–191
 for powerful communication, 153–154
- Clutter, 188–189, 191–192
- Coaching:
 carrying a load, 166–167
 coachable coachees, 164
 for coping when bailing, 152
 as gift, 163–164
 goal of, 163
 process of, 165–166

- Comfortable routine:
 biased perceptions, 45
 coaching counsel, 164
 cocoon, 15
 courage of discomfort, 88, 125
 doing different things, 158
 as the enemy, 202
 pretending, 35
 “Commander Queeg,” 87
- Commitment:
 to achievement, 12, 139–140
 to creativity, 160
 to new habits, 23, 143, 155 (*see also* Habits)
 to reality, 212
 to what, 151
- Communication. *See also* Clarity
 about accountability, 146–147, 148–149
 acknowledging progress, 124–125, 128–129, 135
 action-oriented, 61
 of areas of focus, 21
 of attitudes/mindsets, 103
 of circumstances, 31
 commitment to achievement, 140
 constructive, 5, 6, 38, 40, 124, 128
 of current reality, 46
 with customers, 29
 delivery as constructive, 40, 124
 delivery as tactful, 154
 delivery tone, 98, 105, 124, 149
 direct and authentic, 14
 of expectations, 140–141, 147, 150
 factual accuracy, 39, 45
 with followers as people, 101–102
 for high-performance, 151, 153–154
 mantras, 98
 of personal responsibility, 87–88, 89, 100, 102–103, 104
 practicing, 154
 praise, delivery of, 124–125, 128–129, 135
 useful for listener, 39–40
 of values, 8, 12
- Confidence:
 action affected by, 73–74, 79–80
 problem solving affecting, 153
- Conflict:
 addressing head-on, 14
 analysis styles, 55
 bailing out of, 152
 choosing battles, 152, 153
 culture suffering from, 154
 handling as pinch point, 108, 110
- Consistency:
 acknowledgments needing, 130–131, 135
 kindling relationships, 196
 stories told and lived, 98
- Constructive communication:
 about impact on others, 5, 6
 acknowledging progress, 128
 honesty requiring, 38, 40
- Consumer-driven economy, 20
- Context:
 for coaching, 165
 context-appropriate mood, 179
- Control:
 blame and victimhood, 92, 93
 of emotions, 176–178
 focus on controllable, 93, 94, 152
 over obstacle removal, 50
 over people, 164
 Theory X, 182–183
- Conversational clutter, 189
- Coping mechanisms:
 coaching for when bailing, 152
 for fear of acting, 74
- Core values. *See* Values
- Courage:
 artistic side of leadership as, 133
 authenticity bringing, 13
 clarity of beliefs, 14
 definition, 11, 211
 diving under waves, 213
 fear and risk requiring, 73

- mindfulness about beliefs, 14
- personal responsibility as, 13, 14, 88
- values as focus, 11–12, 14–15
- Crazy leadership, 77–79
- Creativity:
 - as culture, 158, 160
 - as leadership, 157
 - problem solving, 159
 - reigniting, 160
 - thinking differently, 67, 157, 158–159
- Credibility affected by:
 - accountability, 149
 - acknowledgment, 127, 128, 136
 - authenticity, 13
 - behavior, 98
 - blame, 92
 - delivery tone, 124
 - expectations, 117
 - pretending, 33
 - sugary accountability, 149
- Critical thinking about self, 67
- Criticism, acknowledgment with, 136
- Culture:
 - of accountability, 148
 - of acknowledgment, 134–137, 142
 - areas of focus, 19–21
 - centers of excellence, 19
 - changing, 130
 - of creativity, 158, 160–161
 - definition, 17, 21
 - failure example, 17–18
 - goal-driven, 121
 - high-performance, 104
 - of pinch-point identification, 111
 - of problem-solving, 20
 - of responsibility, 102
 - rugby haka ritual, 173
 - shaped by focus, 18–19
 - stories about, 17
 - suffering from conflict, 154
 - survey of, 21
 - values aligned with, 17–18, 21
 - of valuing employees, 129–130
- Cunningham, Glenn, 28–29
- Current reality, 43–45
- Customers:
 - consumer-driven economy, 20
 - for information, 20, 160, 197
 - kindling relationships, 194–195, 197
 - positive customer experience, 9, 19
 - questionable practices of, 14
 - treatment of as culture, 17
- Danger, perception of, 73–74, 79
- Data. *See* Facts
- Decisions:
 - about changes to be made, 204
 - analysis for, 53, 54–55, 56–57
 - choice as responsibility, 102–103
 - types of decision makers, 59
 - values driving, 12
- Delivery of communication:
 - constructive, 40, 124
 - praise, 124–125, 128–129, 135
 - tactful, 154
 - tone, 98, 105, 124, 149
- Denial. *See also* Pretending
 - as acceptance, 30
 - as constructive, 27–29
 - definition, 27
 - as destructive, 27, 33
 - pretending versus, 33–34
- Difference. *See* Creativity
- Distractions:
 - from areas of focus, 19, 21
 - inspiration requires elimination, 173
 - mental clutter, 188–189
 - reality versus, 43
 - shiny ball syndrome, 48
- Doubt:
 - causing fear, 74
 - denial to reduce, 28
- Drag and weight, 48–50, 82

- Economy, as consumer-driven, 20
- Efficiency gap, of leadership, 208
- Effort:
- goal shifting affecting, 121
 - not enough, 142
 - to release pinch point, 110, 111
 - results require, 203–205, 207
 - willingness to do, 207, 209
- Emotional intelligence, 9, 166
- Emotions:
- anger and accountability, 149
 - control of, 176–178
 - emotional biases, 43–44
 - emotional clutter, 66, 189
 - emotional investment of
 - inspiration, 173
 - enthusiasm as obstacle, 202–203
 - outburst avoidance, 100
 - physiology affects, 178
 - reality versus, 43
 - truth triggering, 34
- Employees. *See* Followers of a leader
- Energy:
- acknowledgment creating, 134
 - best use of followers', 50
 - blame drain, 91, 92
 - denial affecting, 28
 - driving results, 178
 - of environment, 175
 - focus affecting, 47
 - focused on now, 66–67, 69
 - getting ready drain, 60
 - hesitation wasting, 71
 - investing in leadership, 201
 - investing in problems, 152, 153
 - from kindling, 171, 172
 - leadership efficiency gap, 208
 - managing, 178–179
 - power of leader's, 175
 - released, 172–173, 174, 196
- Engaged fully, 65
- Enthusiasm, as obstacle, 202–203
- Environment, energy of, 175
- Evaluation of:
- accountability, 148
 - acknowledging progress, 121
 - failure, 141–142
 - follower, 40, 80, 103, 136
 - harsh leadership, 121
 - impact on others, 6, 7, 8–9, 10
 - preparation for leadership, 66
 - questioning, 105
- Events for employees, 195
- Excellence:
- centers of, 19
 - demanding, 9
 - making it happen, 141–142
 - as mantra, 142
 - as only option, 140
 - settling not allowed, 102, 139, 142, 157
- Excuses:
- denial minimizing, 30
 - for fear of acting, 73
 - head exploding from, 86
 - ownership lacking, 88
 - personal responsibility and, 13, 104
 - reasons versus, 71
- Exercises:
- being fully present, 68–69
 - high-gain activity, 208–209
 - preparation for leadership, 68–69
- Expectations:
- accountability for, 104, 116, 142, 146–147
 - of action, 72, 80–81
 - as action-oriented, 61
 - of attitudes/mindsets, 103, 105
 - clarity about, 140–141, 147, 150
 - customer's driving business, 20
 - exceeding yet failing, 4–5
 - modeling to show, 100
 - of performance, 102, 104
 - of personal responsibility, 88, 94
- Expenditures, reflecting values, 20–21

- Explanations, about personal responsibility, 99, 100
- External action, 80–81, 191
- Face-to-face acknowledgment, 124–125, 135
- Facts:
 - in acknowledging progress, 128, 131, 135
 - as analysis requirement, 54–57
 - honesty and factual accuracy, 39
- Failure:
 - ambiguity about, 145
 - blame and control, 93
 - cultural failure example, 17–18
 - fear of, 59
 - learning to walk, 122–123
 - ownership of (*see* Ownership of mistakes)
 - reasons for, 141–142
 - reasons versus excuses, 71
 - risk of as worthwhile, 160
 - willingness to fail, 29
- Fake recognition, 128–129
- Fear:
 - definition, 73
 - of failure, 59
 - fear-driven leadership, 87
 - hesitation's main cause, 72
 - perception producing, 73–74, 79
 - willingness limited by, 207
- Feedback:
 - employee feedback survey, 34, 140
 - personal responsibility and, 99
 - on playing well with others, 155
 - on reality, 36
- Financials. *See* Scientific side of leadership
- Flow of productivity, 108
- Focus:
 - acknowledging progress as, 133
 - areas of focus, 19–21
 - artistic side of leadership, 9
 - blame diverting, 92
 - on building relationships, 155
 - on controllable aspects, 93, 94, 152
 - culture shaped by, 18–19
 - distractions (*see* Distractions)
 - energy affected by, 47
 - on high-gain activity, 208–209
 - on now, 66
 - on results, 147, 155
 - sensory awareness, 191–192
 - on too many things, 188
 - on values, 14–15
 - weight and drag elimination, 48–50
- Followers of a leader:
 - accountability from all, 148, 149, 150
 - action-based leadership, 60, 61–62
 - analytical styles, 55–57
 - attitudes/mindsets as
 - responsibility, 102, 103–104
 - capability of, 141–142
 - choices as responsibility, 102–103
 - communication with as people, 101–102
 - evaluation of, 40, 80, 103, 136
 - failure of, 141–142
 - flexibility of relationship, 184
 - focus on now, 67
 - focus on priorities, 19
 - habits for high-performance, 151
 - honesty toward, 39–40
 - for information, 19–20, 160, 197
 - initiative in, 61, 80
 - internal and external actions, 80
 - kindling relationships, 194–196, 197
 - kindling releasing energy, 172, 174
 - leader accountability, 149
 - leader is person, 4
 - leader's success in performance, 212
 - leader's values leading, 12

- Followers of a leader (*continued*)
 leader understanding, 173, 174
 in love fog, 127
 noticing as caring, 187
 obstacles hindering, 20, 50, 107, 152
 performance as responsibility, 102
 problem solving, 20, 102, 109, 111, 153
 progress matters to leader, 115
 settling not allowed, 102, 139, 142, 157
 stories told by, 17, 21, 175
 thinking differently, 67, 157, 159
 as virus, 154–155
- Freedom, choices as, 107
- Fully present. *See* Being fully present
- Future:
 fully present vision of, 67–68
 future reality, 45, 46
- Getting ready to act:
 balanced with getting busy, 62–63
 insecurity from, 61
 time spent, 59–60
- Giving birth, as process, 193, 196
- Goals:
 accountability for, 104, 116, 142
 acknowledging success, 122
 action as key to achieving, 71
 behavior influenced by, 118
 of coaching, 163
 commitment to achievement, 139
 denial for achieving, 27, 31
 excellence as, 141
 goal-driven culture, 121
 high-gain activity versus, 208
 as a leader, 116–117
 measurable, 45, 116, 155
 as mindset, 115
 results not driven by, 81
 setting, 118–119
 transformational, 117–118
 writing down, 115, 116
- Group acknowledgment, 124, 125
- Gushing:
 avoiding, 130, 131
 as over-recognizing, 127–128
 sugary accountability, 149
- Gut, in analysis, 54–57
- Habits:
 accountability, 148
 coaching, 163–167
 committing to new, 23, 143, 155
 communicating powerfully, 153–154
 created immediately, 134
 creativity, 160, 161
 culture of acknowledgment, 134–137
 key three, 151, 154
 mood patterns, 176
 playing well with others, 154–155
 problem solving, 151–153
- Haka (Maori war dance) ritual, 173
- Harley motorcycle, 190, 191, 196
- Harsh leadership:
 commitment to achievement, 140
 evaluation of, 121
 focus on present success, 122
 performance impact, 123–124, 125
 withholding recognition, 121–122, 124–125
- Head. *See* Facts
- Helicopter leadership, 146, 150
- Henry, Graham, 172–173
- Hesitation:
 as energy waste, 71
 mistakes less damaging than, 72
 paralysis avoidance, 51, 91
 problem solving by followers, 153
 reducing, 74
- High-gain activity, 208–210
- High-performance culture:
 accountability, 148
 habits for, 151

- internal and external action, 81
 performance questions, 104, 105
HOG magazine, 196
 Honesty:
 as best policy, 38–41
 in delivering acknowledgments,
 124, 128, 130–131
 as opinions, 37–38
 Hope:
 action versus, 66, 203
 as obstacle, 202–203
 Human side of business. *See* Artistic
 side of leadership
 Humility:
 from acknowledging others, 133
 leading with, 212
 personal responsibility and,
 86, 89
 Ignorance, causing failure, 141
 Impact on others:
 of acknowledgments, 133–134
 awareness of, 7–8
 caring about as courage, 133
 evaluation of, 6, 7, 8–9, 16
 follower as virus, 154–155
 power of leader's energy, 175
 taking control of, 8–10
 Impact zone, 213
 Individual acknowledgment of
 progress, 124–125
 Influence:
 amplifying actions, 130, 134, 166
 awareness of, 4–6, 65
 of behavior, 97–98
 behavior with goals, 118
 blame affecting, 92
 constructive, 5
 denial increasing, 30
 hope robbing, 66
 as leadership starting point, 3–4,
 19, 102
 power of leader's energy, 175
 story being told, 7, 17
 Information. *See also* Facts
 from competitors, 160
 from customers, 20, 160, 197
 from followers, 19–20, 160, 197
 ignoring contradictions, 44, 72
 immediately applicable, 39–40
 listening for, 19–21
 overload, 18–19
 performance improved by, 39–40
 for pretending elimination, 36
 Initiative, in followers:
 internal action motivation, 80
 as key to performance, 61
 Inspiration:
 acknowledgment as, 134
 creativity as, 159
 denial as constructive, 28, 30
 energy management as, 175
 influence on followers, 102
 kindling as, 171, 172
 mantras, 98
 Intentions:
 distractions from, 48
 execution versus, 101
 pain avoidance, 72
 pretending as, 34
 Internal action, 80–81, 191
 Introspection, impact on others, 9
 Intuition:
 analysis using, 54–57
 exercising, 56–57
 Jackson, Janet, 121
 Jobs, Steve, 29
 Kennedy, John F., 29, 172
 Kindling:
 in ATTACK, 23, 169, 171
 definition, 171
 energy management, 175, 178–179
 energy release, 172–173, 196
 mood management, 176–179, 196
 noticing yourself and others, 187,
 189

- Kindling (*continued*)
 observing what works, 173, 181, 184, 185, 196
 as a process, 193, 196
 relationships, 194–197
- King, Martin Luther, Jr., 29, 172
- Leadership efficiency gap, 208
- Learning to walk, and goals, 122–123, 136
- Life without boundaries, 18
- Listener:
 acknowledgment useful, 128
 information as honesty, 39–40
- Listening:
 for areas of focus, 19–20
 for creativity, 160
 for pretending elimination, 36
 as problem avoidance, 152
 to stories, 17
- Loyalty:
 brand loyalty, 196, 197
 owning mistakes, 87
- Mandela, Nelson, 172
- Mantras, 98, 116, 142
- Maori war dance (haka) ritual, 173
- Measurable progress:
 desired future reality, 45
 for excellence, 141, 142
 goal knowledge needed, 115
 goals measurable, 45, 116, 119, 155
 habit commitment, 155
 for relationship kindling, 197
- Mediocrity, 139, 204
- Memory and focus, 188
- Mental clutter, 188–189, 191–192
- Messages. *See* Communication
- Messing with lives, 3–6, 13, 59, 97, 212
- Messy/quick versus perfect/slow, 60, 62
- Micromanagement:
 as controlling, 182–183
 as needed, 184
- Mindfulness. *See also* Awareness
 about beliefs, 14
 being fully present, 65 (*see also* Being fully present)
- Mindsets:
 about goals, 115
 action-based, 60, 71–72
 can-do, 103
 of execution/performance, 104
 more-is-better, 108–109
 as personal responsibility, 102, 103–104
 take-initiative, 80
 wait-for-direction, 60, 80
- Mistakes:
 beating yourself up over, 94, 95, 99, 100
 ownership of (*see* Ownership of mistakes)
 tolerance of, 62, 74
- Modeling. *See also* Behavior
 action-orientation, 62, 63
 certainty, 61
 considerate behavior, 155
 culture, 21
 energy and drive, 176
 as guide for action, 81
 personal responsibility, 97, 98, 100
 thinking differently, 67
- Momentum:
 acknowledging progress, 123, 125, 130, 131, 134
 of behavior, 122, 135
- Mood patterns, 176–179
- Motivation:
 acknowledgment affecting, 121–122, 127, 128
 fear of acting, 74–75
 internal and external actions as, 80, 81
 pain avoidance as, 34–35

- Motorcycle riding, 190, 191, 196
- Movies:
The Caine Mutiny, 87
Pretty Woman, 72
- NASCAR weight and drag, 48–49
- Necessary evils, pinch points as, 110
- Noticing:
 change indicators, 196
 definition, 187
 mental clutter, 188–189, 191–192
 moments of clarity, 190–191
- Now, mindfulness of. *See* Being fully present
- Objectives. *See* Goals
- Observations:
 accountability, 146
 behavior-related goals, 118
 internal and external action, 81
 kindling, what works, 173, 181, 184, 185
 physiological patterns, 178, 179
 pinch points, 108
- Obstacles. *See also* Pinch points
 accepting while denying, 28–30
 comfort as, 202
 failure caused by, 141
 as freedom blockers, 107
 hindering employees, 20, 50
 hope as, 202–203
 leader as remover of, 50, 107, 151–153
- One-on-one acknowledgment of progress, 124–125
- Opinions:
 emotional biases and, 44
 as facts, 39
 honesty as, 37–38
 leader's as influential, 166
- Optimism:
 as context appropriate, 179
 in kindling relationships, 196
 mood patterns experiment, 178
- Over-recognizers:
 effectiveness lost, 127
 fake recognition, 128–129
 gushing, 127–128, 130, 131
 wrong people, 129–130, 131
- Oversight, 183–184
- Ownership of mistakes:
 acknowledgment replacing, 136–137
 as courageous leadership, 14, 86
 fear-driven leadership versus, 87
 modeling, 98–99
 for progress, 93
 self-blame versus, 94
- Pain avoidance:
 analysis as painful, 54
 courage to act, 73
 fear of acting, 72
 kindling relationships, 195–196
 as motivation, 34–35
- Parachuting adventure, 77–79
- Paralysis avoidance, 51, 91
- Partners, accountability, 104, 105, 150
- Passion:
 about mantra, 98
 finding personal, 191
 kindling builds, 171
- Patio chair:
 noticing clutter, 190
 thinking about team, 173
 for vision, 67–68
- Paying attention. *See* Observations
- Perception:
 of danger, 73–74, 79
 as reality, 44–45
- Perfect/slow versus messy/quick, 60, 62
- Performance. *See also* Accountability; Excellence
 achievement essential, 139
 acknowledging progress
 impacting, 123–124, 125, 130–131

- Performance. *See also* Accountability; Excellence (*continued*)
- action-based mindset, 61–62
 - authenticity driving, 13
 - balanced analysis improving, 55–56
 - coaching to improve, 163
 - constructive delivery improving, 40
 - energy driving, 178
 - energy focused on now, 67
 - external versus internal actions, 80, 81
 - flow of productivity, 108
 - focus on results, 147, 155
 - high-gain activity, 208–210
 - information improving, 39–40
 - personal responsibility driving, 13, 102, 104
 - thinking differently, 67
 - truth's impact on, 25
 - weight and drag, 48–50, 82
- Performance reviews:
- acknowledgment with criticism, 136
 - applicable and useful, 40
 - attitudes included, 103
- Persistence, 211–212
- Personal responsibility:
- as accountability, 147
 - for attitudes/mindsets, 102, 103–104
 - for behavior matching mantra, 98
 - blame versus, 91, 92, 94
 - but*, as word, 88, 99, 100
 - for choices, 102–103
 - circularity of, 86–87
 - commitment to achievement as, 140
 - communication about, 87–88, 89, 100, 102–103, 104
 - as courage, 13, 14, 88
 - explanations about, 99, 100
 - failed attempts at, 98–99
 - freedom created by, 93
 - infusing into organization, 86, 88–89
 - modeling, 97, 98, 100
 - obstacles toward, 107
 - opportunity created by, 91
 - organizations healthier, 83
 - for performance, 102, 104
 - in personal relationships, 87
 - plan for recovery, 99–100
 - as primary value, 13
 - warning labels, 85–86
- Physiology affecting psychology, 178
- Pinch points. *See also* Obstacles
- definition, 107
 - examining, 109, 111
 - failure caused by, 141
 - as necessary evils, 110
 - personal, 110–111
 - pressure increase on, 108
- Pixar, 29
- Plans:
- creative, 159
 - for fear of acting, 74
 - results not driven by, 81
 - for solution, 99–100
- Playing well with others, 151, 154–155
- Positive anticipation, 178
- Practice required:
- acknowledging progress, 124, 125, 129, 137
 - admitting responsibility, 89
 - asking questions, 105, 150
 - for focused energy, 19
 - intuition, 56
 - mental de-cluttering, 191–192
 - message delivery, 154
- Praise. *See also* Acknowledging progress
- delivery of, 124–125, 128–129, 135

- gushing, 127–128, 130, 131
 learning to walk, 122, 136
 specific versus general, 135
- Preparation, for leadership:
 evaluation of, 66
 exercises for, 68–69
 future preparation via present, 67–68
 mindfulness of, 65
- Present, being fully. *See* Being fully present
- Pretending. *See also* Denial
 analysis allowing, 53
 definition, 33
 denial versus, 33–34
 eliminating, 35–36
 negative impact of, 33
 pain avoidance, 34–35
- Pretty Woman* (movie), 72
- Problem solving:
 action as key to, 71
 analysis for, 53
 bailing out of, 152
 blame as, 92
 creatively, 159, 161
 by followers, 20, 102, 109, 111, 153
 how to, 153
 by leader, 50, 151–153, 154
 mood affecting, 178
 pinch points, 109, 111
 plan accompanies ownership, 99–100
- Productivity. *See* Performance
- Progress:
 accountability partner discussions, 104
 acknowledging (*see* Acknowledging progress)
 assessed regularly, 142
 coaching discussions, 167
 learning to walk, 122–123, 136
 obstacles to (*see* Obstacles)
- Psychology affected by physiology, 178
- Pushing the envelope. *See* Creativity
- “Queeg, Commander,” 87
- Questions:
 about core values, 12
 about fear’s influence, 11
 about goals, 118
 about impact on others, 6
 about performance, 104, 105
 about personal responsibility, 86, 103, 105
 about pinch points, 108, 110
 about pretending, 33
 about story being modeled, 98
 about transformational goals, 118
 accountability partners, 104
 accountability questions, 147, 148–149, 150
 to ask yourself, 67
 for coaching, 166, 167
 constantly ask, 81
 creativity igniting, 160
 evaluation of questioning, 105
 for facts versus opinions, 39
 for fear of acting, 74
 for others to ask you, 36
 personal for artistic side, 8–9
 practice required, 105, 150
- Quick/messy versus perfect/slow, 60, 62
- Reality:
 acceptance of, 14, 27, 34, 43, 45
 current reality, 43–45
 definition, 43
 denial of, 27–29, 34–35
 future reality, 45, 46
 leading from, 45–46
- Recognition of progress. *See* Acknowledging progress
- Refusal, causing failure, 141
- Regret versus action, 66

- Relationships:
- building as focus, 155
 - as business, 194
 - easier without people, 193–194
 - flexibility of leader–follower, 184
 - focus on now affecting, 66
 - inspiration requiring, 173
 - kindling, 194–197
 - results/impact balance, 5, 6, 154–155
- Resistance:
- to action as destructive, 72
 - to balanced decision-making, 56
 - to external action, 81
 - persistence despite, 211
 - against pinch points, 108
- Resources:
- blame drain, 92
 - energy as, 47
 - getting ready drain, 59
 - kindling followers, 173
 - success requiring, 141, 142
- Respect:
- authenticity affecting, 13
 - humility cultivating, 212
 - impact on others affecting, 5
 - personal responsibility, garnering, 88
 - pretending affecting, 33
- Responsibility. *See* Personal responsibility
- Results. *See also* Performance
- accountability assuring, 146
 - acknowledgment encouraging, 124
 - action driving, 81
 - from artistic side, 9
 - balanced analysis driving, 55
 - beyond the possible, 102
 - as business, 104
 - clarity about, 140–141, 147, 150
 - coaching creating, 164
 - commitment to as courage, 12
 - communication driving, 39–40, 140–141
 - denial helping, 28–29
 - energy driving, 178
 - fear from, 73
 - as focus, 147, 155
 - focus on now, 67
 - impact on others, 4–5, 6
 - pinch points impeding, 107, 109, 110
 - results-driven and self-aware, 117
 - work required, 203–205
- Rewards:
- acknowledging progress more than, 115
 - for action, 74, 75
 - for risk, 160
- Risk:
- action-oriented tolerance, 62
 - courage needed for, 73
 - difference aversion, 157
 - reward for creativity, 160
- Roberts, Julia, 72
- Routine, breaking out of, 158–160
- Rugby ritual, 172–173
- Scientific side of leadership. *See also* Analysis
- accountability, 147, 148
 - analysis as, 54–57
 - artistic sacrificed for, 13–14
 - balanced with artistic, 8–10, 133
 - desired future reality, 45
 - focus on now, 66–67
 - stories followers tell, 17
 - values reflected by, 20–21
- Self-awareness as leader, 117
- Self-recognition, 137
- Shiny ball syndrome, 48
- Silence, moments of, 190
- Sincerity:
- about acknowledging progress, 124, 128, 130, 135
 - about personal responsibility, 99

- about under-recognizing, 125
- gushers', 127
- Skydiving adventure, 77–79
- Slow/perfect versus messy/quick, 60, 62
- Solutions, to problems. *See* Problem solving
- South Carolina, 190
- South Dakota, 190
- Spark, as attention, 184
- Stories followers tell, 17, 21, 175
- Stress:
 - emotional clutter, 189
 - focus on now eliminating, 66
 - followers', 9
 - Harley relieving, 196
 - moment of peace, 190
- Sturgis, South Dakota, 190
- Success:
 - acknowledging, 122
 - action as key to, 71
 - ambiguity about, 145
 - blame and control, 93
 - Harley motorcycles, 196
 - internal and external action, 80
 - resources required, 141, 142
 - in rugby, 172–173
 - sharing credit for, 86
 - sustainability of, 4–5, 21
 - willingness to fail, 29
- Surfing as leadership, 213
- Surveys:
 - of culture, 21
 - of customers, 20
 - employee feedback, 34, 140
- Tact, for powerful communication, 153–154
- Take-initiative mindset, 80
- Taking action, 23, 51. *See also* Action
- Taking responsibility, 23, 83. *See also* Personal responsibility
- Talent, vision of use, 173
- Team, accountability, 104, 105, 150. *See also* Followers of a leader
- Theories X and Y, 182–183, 185
- Thinking:
 - about choices, 102
 - about followers, 174
 - broadening, 160
 - chair for, 67–68, 173, 190
 - differently, 67, 157, 158–159
 - sharpened by difference, 158
 - time for, 67–68, 173, 190
- Thoughtful leadership, 68
- Time:
 - versus energy management, 47
 - getting ready, 59–60
 - hesitation wasting, 71
 - for high-gain activity, 208–209
 - with leader versus family, 4
 - moments of silence, 190
 - responsibility displacement wasting, 13
 - for self-questioning, 67
 - for thinking, 67–68, 173, 190
- Tone, of voice:
 - for acknowledgments, 124
 - art of accountability, 149
 - I-want-you-to-win, 105
 - passion about mantra, 98
- Transformational goals, 117–118
- Trust:
 - acknowledgments needing, 129, 130–131
 - behavior affecting, 98
 - in crazy mentor, 80
 - earned, 8, 184
- Truth:
 - about impact of behavior, 6
 - accepting your circumstances, 25
 - from employees/associates, 19–20
 - honesty versus opinion, 37–38, 40
 - pretending ignorance, 34
 - Trying not enough, 203–204

Uncertainty:

- clarity reducing, 8
- fear caused by, 74

Validation of conflicting view, 55–56

Value adding in kindling, 195–196

Values:

- artistic side and, 8–9
- behavior reflecting, 12–13
- courage and focus on, 11–12, 14
- culture aligned with, 17–18, 21
- expenditures reflecting, 20–21
- identifying, 12
- impact on others', 7, 14

Virus, follower as, 154–155

Vision of future, 67–68

Voice, tone of. *See* Tone, of voice

Waiting mindset, 60, 80

Warning labels, 85–86

Weight and drag, 48–50, 82

“What Have You Done for Me Lately?” (song), 121

What now:

- do it, 203
- energy invested in leadership, 201
- high-gain activity, 208–210
- persistence, 211–212
- results require work, 203–205, 207
- small changes, big impact, 6, 202, 209, 210

Willingness

- to try, 80
- to work, 207, 209

Woo-hoo!, 176–178, 189

Work:

- results require, 203–205, 207
- willingness to do, 207, 209

Work space, energy of, 175

Worry, as emotional clutter, 66, 189, 191

Writing:

- acknowledgment note, 135
- goals, 115, 116
- message for practice, 154
- values, 12