

INDEX

A

Accountability, 9, 11, 54, 66

Adjustive leadership, xxiv,
102

Agility, xxiv, 10–11, 38, 102,
163

América Móvil, 84

Anticipating, skill of, 35–36

Asea Brown Boveri, 37

Authority, delegating, 2–3, 88

AXA Financial Inc., xxiii

B

Benchmarks, 90–91

Bennis, Warren, xxv

Berkshire Hathaway, 25

Blair, Tony, 43, 53

Bloomberg, Michael, xx, 1–12;

Bullpen office of, 1–2; career
path of, 4–5, 8; criticism

faced by, 6–7; decisiveness of,
11–12; delegation of

authority by, 2–3;

philanthropy of, 5; praised by
Eli Broad, 18; public vs.

personal life of, 7; screening

of job candidates by, 9–10;
work ethic of, 3–4

Bloomberg LP, 5

Boston Consulting Group
(BCG), 36

Bowden, Bobby, 63, 71

Bradham, Caleb, 35

bread, Eli, xvi, 15–27; career
path of, 21–23; competitive
spirit of, 19; economic
challenges expressed by,
17–18; education concerns
of, 16–17; humble roots of,
21; leadership approach of,
19–21, 23–24; motivation
viewed by, 25–26;

philanthropy of, 15, 26–27;
sense of purpose in, 15–16;
stock ownership offered by,
24–25; talent evaluations by,
20–21

Broad Foundations, 15

Bryant, Paul “Bear,” 71

Buffett, Warren, 25, 84, 86,
106, 153

Bullpen, The, 1–2

- Burns, Ursula, 159, 160
- Bush, George W., 43, 53
- Business: people side of, xix–xxii; state ownership of, 99–100
- Business intelligence, 144–145
- C**
- Calderon, Felipe, 54
- Caring leadership, xx, 62, 69
- Carlos Slim Institute for Health, 92
- Carnegie, Andrew, 26–27
- Carter, Joan, 73
- Celebrations and rewards, xxvii
- CEOs: challenges faced by, 17–18; communications between employees and, 31–33; compensation paid to, 24; followership inspired by, 154–156; length of tenure for, 120; progress updates provided by, 142–143; responsibilities of, 37–38; succession process for, 119–120, 159–160; termination/replacement of, 137–138
- Charlotte R. Bloomberg Children’s Center, 5
- Chief executive officers. *See* CEOs
- Chinese Academy of Sciences, 98, 99, 105
- Ciba-Geigy, 111
- Cigatam, 84
- Civil War period, 124–125
- Clouthier, Manuel, 46
- Coca-Cola, 47–48
- Collaboration, 132–133
- Commander’s intent, 67
- Communication: CEO and employee, 31–33; leadership tied to, 131–132
- Compassion, 58
- Competent leadership, xx, 61–62, 69
- Competitive leadership, 164; Broad’s approach to, 16, 18, 19, 26, 27; Hagenbeck’s approach to, 63–64; Nooyi’s sense of, 39
- Confidence: displayed by leaders, 89; instilling in employees, 141
- Consumer studies, 144–145
- Containment, 113
- Corporate culture: Lenovo example of, 104–105; mutual respect in, 114; Nokia evolution of, 145–146
- Corporate stewardship, 118–121
- Courage, xv–xvi, 137, 146–147
- Culture. *See* Corporate culture

- D**
- Data analysis, 90
 - Decision making: courage
 - required for, 146–147;
 - empowering others by delegating, 3
 - Decisiveness, 11–12
 - Delegating authority, 2–3, 88
 - Deng Xiaoping, 99
- E**
- Edmundson, Eric, 34
 - Education: Bloomberg's
 - campaign to improve, 6–7;
 - Broad's concern about, 16–17;
 - Faust's view of leadership and, 133–134. *See also* Learning
 - Eisenhower, Dwight, 57, 125, 126
 - Eisenhower Library, 126
 - Elop, Stephen, 138, 140
 - Emotional intelligence (EQ), xx–xxi, 31, 115
 - Emotions: addressing
 - undercurrents of, 114;
 - importance of understanding, 111; personal control of, 93, 113
 - Empathy: balancing
 - expectations with, 112;
 - listening with, xx–xxi, 110
 - Employees: Bloomberg's view
 - on hiring/firing, 9–10, 11;
 - communications between CEOs and, 31–33;
 - followership inspired in, 154–156; importance of selection process for, 117;
 - instilling confidence in, 141;
 - organizational vision communicated to, xxii;
 - progress updates provided to, 142–143; showing respect for, 114; Vasella's perspective on firing, 114
 - Empowerment, xxv–xxvii, 1–3, 47, 64, 81, 166
 - Encouragement, 166
 - Enrico, Roger, 37
 - Entrepreneurial leadership, 87–90
 - Espoo, 138
- F**
- Failure: courage in the face of, xv–xix, 137; graciously responding to, 157;
 - importance of learning from, 116, 158; perspective on moments of, 140–141;
 - wisdom imparted by, xviii
 - Faust, Drew Gilpin, xxvi, 123–135; career advice offered by, 127–128;
 - collaboration encouraged by, 132–133; communications

Faust (*Continued*)

during crises, 130–132;
 future changes envisioned by,
 134; historical perspective
 utilized by, 124–125; impact
 of childhood experiences on,
 125–127; leadership
 approach of, 129–130, 132;
 making of future leaders
 considered by, 133–134;
 organizational changes
 implemented by, 123–124;
 response to economic crisis
 by, 124–125, 130–132;
 women's opportunities
 viewed by, 127

Fearlessness, xv–xix

Financial Times, 109

Firing employees, 11, 114

Flexibility, xxiv, 10–11

Followership, 154–156

Forbes magazine, 5, 83

Ford, Henry, xviii

Ford Motor Company, 47

Fox, Vicente, xvi, xxiii, 43–55;
 career path of, 47–48;
 grandfather's influence on,
 48–49; heroic aspirations of,
 44, 46–47; humility of, 46,
 48, 49–50; leadership views
 of, 44–45, 46–47, 51–52, 55;
 political risks embraced by,
 45–46; poll numbers

considered by, 52–53; post-
 presidential citizenship of,
 54–55; presidential
 accomplishments of, 43–44;
 unpopular decisions faced by,
 53–54

Freedom of speech, xxv

Fuentes, Carlos, 48

G

Gandhi, Mahatma, 44

Gates, Bill, 84, 106

General Electric, 37

Girardi, Joe, 39

Giuliani, Rudy, 2, 5

Global economy: competitive

view of, 16–18; Faust's

response to crisis in,

124–125, 130–132;

Performance with Purpose

strategy in, 33–35, 40

Grupo Carso, 87

H

Hagenbeck, Franklin L.

“Buster,” xvi, xx, 57–69;

battlefield experience of,

58–61; compassion expressed

by, 58; competency and

caring valued by, 61–63;

development of leaders by,

64, 65–66; importance of

honesty and integrity for, 64,

- 65–66; lasting legacy of, 68–69; leadership perspective of, 62, 66–68; military career of, 63–65; warrior ethos of, 64
Harvard Magazine, 125
 Harvard Management Company, 131
 Harvard Stem Cell Institute, 132
 Harvard University, xxvi, 123–124, 128–135
 Heroic aspirations, 44
 Hewlett-Packard, 102
 Homegrown talent, 88
 Honesty, xxv, 64, 65–66
 “How” of leadership, xix
 Human resources (HR), 156
 Humility, 49–52
 Hussein, Saddam, 43, 53
- I**
 IBM, 95, 103
 Ignatius of Loyola, 44
 Inductive thinking, 35–36
 Inner strength, 45
 Inspirational leadership, xxv–xxvii, 166
 Integrity, 64, 65–66
 Intel, 102, 103
 Intellectual intelligence (IQ), 31
 Intelligence: business, 144–145; emotional, xx–xxi, 31, 115; intellectual, 31
 Interdependence, 133
- J**
 Jimenez, Joseph, 119
 Johnson, Raphael, 126
- K**
 Kallasvuo, Olli-Pekka (OPK), xvii, 137–147; business strategy of, 144–145; career path of, 144; corporate culture and, 145–146; importance of courage to, 137, 146–147; leadership approach of, 141–143; openness and transparency embraced by, 143–144; passion and excitement expressed by, 140; perspective on failure, 140–141; progress updates provided by, 142–143; response to replacement as CEO, 137–139
 Kaufman, Donald, 22
 Kaufman & Broad, 15, 22
 KB Home, 15, 22, 24, 25
 King, Martin Luther, Jr., 44
 Korn/Ferry International, xvii, xviii, 10, 38
- L**
 LaCamera, Paul, 60
 Lagos, Ricardo, 53–54

- Leadership: adjustive, xxiv, 102; agile/flexible, xxiv, 10–11, 38, 102; communication tied to, 131–132; competent and caring, 61–63, 69; competitive, 16, 18, 19, 26, 27; courage required for, xv–xvi, 137, 146–147; developing qualities of, 64, 65–66; empowering others through, xxv–xxvi, 1–3; entrepreneurial, 87–90; honesty and transparency of, xxv; inspirational, xxv–xxvi, 166; listening skills for, xxvi–xxvii, 129–130; management vs., xxv–xxvi; monitoring/measuring used by, xxiv; people business of, xix–xxii; responsibility related to, 133–134; rewards and celebrations by, xxvii; self-aware, 111, 112–115; strategy combined with purpose, xxii–xxiii; “what” and “how” of, xix
- Learning: leadership based on listening and, 129–130; lifelong process of, xxiv, 37–38, 74, 93, 135, 163; turning setbacks into opportunities for, 158
- Lee, Robert E., 68
- Lenovo Group Ltd., 95–96, 103–106; Lian Xiang as predecessor of, 99–103; organizational culture of, 104–105; purchase of IBM PC business by, 103
- LePhone and LePad, 103
- Lincoln, Abraham, 124
- Listening: empathic, xx–xxi, 110; leadership based on, xxvi–xxvii, 32, 129–130
- Liu Chuanzhi, xvi, 95–107; competitive spirit of, 105–106; entrepreneurial journey of, 95–97, 99–104; government challenges for, 99–101; leadership approach of, 104–105, 106; Lenovo culture established by, 104–105; life and career hardships of, 97–99; perseverance demonstrated by, 96; product innovation by, 103–104; sense of purpose expressed by, 106–107; study of PC industry by, 102–103
- Lombardi, Vince, 71, 74
- López Portillo, José, 84
- M**
- MacArthur, Douglas, 57, 68
- Machiavelli, 44

- Management: firing
of employees by, 11,
114; leadership vs.,
xxv–xxvi
- Mandela, Nelson, 44
- McKissick, John, xx, 71–81;
coaching career of, 71, 78,
80; code of conduct expected
by, 75–76; early hardships
faced by, 72–73; leadership
style of, 74–75, 77–78, 81;
life lessons imparted by, 77,
80–81; perspective on
winning and losing, 78–79;
team building by, 72,
75–78, 81
- Measurement process, xxiv,
90–91
- Mexico: Fox's political
leadership of, 43–55; Slim's
business success in,
83–93
- Microsoft, 102
- Military tradition, 57
- Miller, Edward, xxiii
- Mission of organizations,
xxii–xxiii
- Monitoring process, xxiv,
90–91
- Motivation: Broad's view of,
25–26; Nooyi's perspective
on, 40; Vasella's
understanding of, 112
- Motorola, 37
- Mulcahy, Anne, xxvi, 149–161;
CEO-related work experience
of, 156; early career path of,
149–150; followership
inspired by, 154–156;
leadership approach of,
157–159; priority setting by,
153–154; regrets expressed
by, 158–159; retirement
from Xerox by, 149,
159–161; risk taking
embraced by, 158; succession
process for, 159–161;
turnaround of Xerox by,
150–152, 158
- Mutual respect, 114, 121
- N**
- New York Times, The*, 7, 84,
103
- Nokia, xvii, 137–147
- Nokia Siemens Networks, 137,
140
- Nooyi, Indra, xxii, 29–41;
career path of, 36–37; CEO
responsibilities of, 37–38;
immigrant background of,
29; inductive thinking by,
35–36; internal
communications with,
32–33; leadership perspective
of, 30–31, 39–41;

- Nooyi (*Continued*)
 Performance with Purpose
 strategy of, 33–35, 40;
 personal approach of, 31–32;
 team building by, 38–39
- Novartis, xxi, 109, 111,
 112–113, 115–121
- Novartis Institutes for
 BioMedical Research
 (NIBR), 116
- O**
- Obama, Barack, 52–53
- OPK. *See* Kallasvuo, Olli-Pekka
- Organizations: culture of,
 104–105, 114, 145–146;
 monitoring and measuring
 in, xxiv; vision and mission
 of, xxii–xxiii
- P**
- Partido Acción Nacional
 (PAN), 46, 54
- Paterno, Joe, 71
- Patient optimism, 89
- Patton, George, 57
- PC industry, 102–103
- People business, xix–xxii
- PepsiCo, xxii, 29, 33–35, 37, 40
- Perez, Emily, 68
- Performance with Purpose
 strategy, 33–35, 40
- Personal vs. public life, 7
- Personality: perspective on
 leadership and, xxiii;
 reconciling contradictory
 aspects of, 115
- Peters, Tom, 162
- Philanthropy: Bloomberg's
 involvement in, 5; Broad's
 involvement in, 15, 26–27;
 Slim's involvement in, 92
- Poll numbers, 52–53
- Preparedness, 62
- PRI. *See* Revolutionary
 Institutional Party
- Prince, The* (Machiavelli), 44
- Priority setting, 153–154
- Privacy, personal, 7
- Problem solving, 100
- Progress updates, 142–143
- Public vs. personal life, 7
- Purpose: organizational,
 xxii–xxiii; performance with,
 33–35, 40
- R**
- Radcliffe Institute for Advanced
 Study, 123, 129
- Respect, mutual, 114, 121
- Responsibility: accountability
 and, 66; delegating authority
 and, 2–3, 88; intersection of
 leadership and, 133–134;
 privilege and, 39–40; wealth
 and, 91–92

- Retirement process. *See*
 Succession process
- Revolutionary Institutional
 Party (PRI), xvi, 43, 45
- Rewards and celebrations, xxvii
- Rigidity, 11
- Risk taking: Fox's view of
 political, 45–46; Mulcahy's
 approach to appropriate, 158;
 Vasella's embrace of,
 115–118
- Roberts, Neil, 60–61
- Rockefeller, John D., 86
- Rosenberg, Charles, 127
- S**
- Salomon Brothers, 4
- Sandoz Pharma, 111
- Save the Children, 161
- Segregation, 125–126
- Self-aware leadership, 111,
 112–115, 164
- Self-discipline, 74
- Self-knowledge, xxi
- Shelton, Hugh, 61, 63
- Slim, Carlos, xxiv, 83–93;
 business career of, 84–85;
 entrepreneurial leadership of,
 87–90; father's influence on,
 83–84; importance of
 purpose for, 89–90;
 investment philosophy of,
 86–87; lasting legacy of,
 92–93; mathematical gift of,
 85–86; measuring and
 monitoring by, 90–91;
 philanthropy of, 92;
 responsibility of wealth for,
 91–92; simple lifestyle of, 85;
 talent development by,
 88–89
- Slim, Julian, 83
- Smartphones, 139
- Social responsibility, 34
- Soumaya Museum, 85
- Stakeholder pressures,
 117–118
- Stewardship, corporate,
 118–121
- Stock ownership: Broad's
 approach to, 24–25; Liu's
 plan for, 105
- Storytelling, 113
- Strategy: Performance with
 Purpose, 33–35, 40;
 purpose combined with,
 xxii–xxiii
- Strategy consulting, 36
- Succession process: Mulcahy's
 approach to, 159–161;
 Vasella's approach to,
 119–120
- Summers, Lawrence, 123
- Summerville Green Wave,
 71–81
- SunAmerica, 15, 22, 24, 25

T

Talent development, 88–89

Team building: McKissick's
 approach to, 72, 75–78, 81;
 Nooyi's approach to, 38–39

Technology accumulation, 103

Telecommunications industry,
 86, 138–139

Teléfonos de México, 86

Torre, Joe, 39

Transparency, xxv, 143, 164

Truman, Harry, 71

Turnarounds, 150–152, 158

U

United States Military
 Academy, 57

V

Values: corporate culture based
 on, 121, 145–146;
 importance of adherence to,
 89; strategies combined with,
 xxiii

Vasella, Daniel, xx–xxi,
 109–121; corporate
 stewardship by, 118–119;
 early life hardships of,
 110–111; emotional

intelligence of, 111,
 113–114, 115; medical
 background of, 109–110;
 perspective on personal
 identity, 120–121; risk taking
 embraced by, 115–118;
 self-aware leadership of, 111,
 112–115; succession process
 for, 119–120

Vicente Fox Center, 54

Vision of organizations,
 xxii–xxiii

W

Walesa, Lech, 44

Warrior ethos, 64

Washington, George, 57

Wayne, John, 49

Wealth, responsibility of, 91–92

Welch, Jack, 37

West Point, 63, 64–66, 68–69

“What” of leadership, xix

Wilkinson, Bud, 74

Wisdom, xviii

Wooden, John, xvi

Work ethic, 3–4

X

Xerox, xxvi, 149–161