# Index

#### Appreciation: in generative space, 77; as A a playspace dimension, 27, 31, 34, 36, Abramson, J., 146 198; and provocative space, 178, 191; Academy of Management Journal, 101 in relational space, 39, 42, 44; and Acceptance: in generative space, 76, 77; sustaining playspace, 200 as a playspace dimension, 27, 29–30, Appreciative feedback, 91-92, 94 31, 34, 36, 198; and provocative Appreciative practices, 85-86, 93 space, 178, 191, 193, 195; in Argyris, C., 109 relational space, 39, 42, 44; and safe Armstrong, K., 89 space, 95, 97-99 Armstrong, L., 114 Access, increasing awareness and, 59-61, Artifacts and language, aligning, 206-207 Accounting, imaginative title for, 173 Arvonen, J., 113 Achenbach, J., 13 Asian cultures, 151 Ackerman, L., 25 Attitude: of inquiry, adopting an, Acknowledgement: of fears and 191–192, 195; for sustaining expectations, 116–117; of risk taking, playspace, 201, 203 116, 126 Attunement, 65-66, 68 Action: as a playspace dimension, 27, Austin, I., 78 32-34, 36-37, 198, and provocative Authentic community, 205–206 space, 178, 191; in relational space, Authenticity, 114–115, 126 Auto industry, U.S., 78 39, 42; and timeful space, 149 Avoided tests, 65 Action-reflection cycles, integrating, 206 Awareness: and generative space, 76, 77; Activities, relational and experiential, providing, 61-62, 67 as a playspace dimension, 27, 28–29, 31, 33-34, 36, 198; and provocative Adam, B., 133, 135 space, 178, 186, 191; in relational Addict analogy, 78-79 space, 39, 42, 44, 45, 46, 59-61, 65, Adler, N., 25 67; and safe space, 100; and sustaining AdSense for Content, 84 playspace, 208; and timeful space, 149 Adult learning theory, 54 Agreement: meaning of, in accepting gifts, 191, 193, 195; seeking, 152–153 Alignment, 206-207, 208 Baer, M., 83, 106, 108 Amabile, T. M., 9, 19, 30, 44, 83, 147, Baker, B., 167, 170, 178, 180, 182, 184, 182, 185, 207 192, 200, 201 Amplifying loop, 31 Balance, 181-182, 193 Ancona, D. G., 55 Balanced Scorecard, 26 Anderson, S., 73-74, 86, 90-91, 206 Banana time, 160-161, 164 Barnes, B. A., 106 Apple, 183

#### 224 INDEX

Barrett, F., 10-11, 28-29, 57 Cherniss, C., 46 Barsade, S. G., 9, 44 Chicago Public Schools (CPS), xx, Bassoff, P., 139 16–17, 19–20, 21–22, 25, 32, 35, 98, Bate, P., 123 114, 158 Be. Here. Now. strategy, 159, 163-164 Chicago's IO, 142 Beer, M., 16 Christakis, N. A., 50 Berman, S. L., 101 Ciborra, C., 12, 13, 132 Bettelheim, B., 1 Clancy, A. L., 87 Bias, 3, 110, 111 Claxton, G., 107, 140 Binkert, J., 87 Clock-oriented relationship to time, Blogs, 183 131-132, 161 Bluedorn, A. C., 132, 133, 136 Close, D., 142 Boomers, 75 Closed system, 72 Boredom, 12 Coaching, 63-64, 68, 86-88, 93, 199 Boss, R. B., xix, 29 Coffman, C., 44 Boundaries, leaders and, 147–150 Cognition, 33, 54, 55 Brackfield, S. C., 30 Command-and-control environment, 80 Breathing, deep, 159, 163-164 Commitment, xix, 14, 17, 23, 58, 95, Brennan, T. A., 106 184, 201, 208 Brookfield, S. D., 188-189 Communication, importance of, Brown, J., 154 121-123, 128 Brown, L. L., 19 Communing, 64–65, 68 Brown, R., 59 Community, authentic, 205–206 Brown, S., 20 Community engagement, 180-181 Buckingham, M., 44 Compassionate Listening Project, 89 Burt, R. S., 101, 102 Competence, 12, 14, 35, 190 Business case, xix-xx Confidence, 12, 13, 14, 35, 54, 190 Business school curricula, 10 Confirmation, importance of, 175, 176, 177 C Connect Volunteer Network, 180 Connection, need for, 50-52, 180 Caird, J., 158 Consciousness, 12-13, 14, 35, 190, 208 Caldwell, D., 55 Consistency, 115-116, 126 Callaway Arts and Entertainment, 145, Constrained workplaces, 29-30, 205, 207 Conti, R., 185 Camerer, C., 101, 102 Continuity, value of, 177 Capacity for improvisation: developing, Continuous change, 25 27, 35, 53, 54; dimensions of, 12–15, Contradictions, 118, 127, 176, 177 35; players who have developed, 190 Conventional wisdom, premise of, Catalyst Ranch, 21, 22, 207 provoking the, 187–190 Center for Companies That Care, 181 "Conversation with Marissa Mayer," 69 Challenger space shuttle disaster, 106 Cook, B., 115 Change efforts, supporting and Cooperrider, D. L., 80 participating in, 102 Change, sustainable, 145 Cozoline, L., 55 Cranton, P., xxi, 189 Changing: generative space in, 80–81; opportunities for, 179; playspace in, "Creating the Responsive Organization," 24–26; provocative space in, 179-181; relational space in, 43, Creativity, 106, 177, 185 56-58; safe space in, 108-110; Creede, C., 71–72 timeful space in, 144. See also Cross, R., 21, 49, 55, 60, 74, 155 Innovating, learning, and changing Crossan, M., xxi, 23, 24, 33, 141–142, Check-ins, 62–63, 67–68 155

Educational systems: constraints faced Cross-cultural safe space, 110–112 by, example of, 16; focus of, 29, 54. Crowd-sourcing, 40 Csikszentmihalyi, M., 8, 134 See also Chicago Public Schools (CPS) Culture: of innovation, moving beyond Efficiency, 46-48, 131, 205 a, 17–18, 35; organizational, strong, Embodied awareness, 186 fostering a, importance of, 198-199 Emotional intelligence, 45–46 Cummings, A., 182 Emotional state, importance of, 50 Cunliffe, A., xxi Employee Happiness Committee, 84 Curiosity, as a ground rule, 117 Encouragement, 116, 126 Energy, 81–82, 92–93 D Energy hubs, 74, 82-83, 93 Daft, R. L., xxi Enervative space, 75, 82 Davis, R., 165, 166, 167, 173, 176, 177, Engagement: community, 180-181; of 181, 183, 186, 187 participants before and after Deadlines, leaders and, 147-150 gathering, 156; positive, expectation Deci, E. L., 5, 83, 106 of, 203; surveying, 83; value of, Deep change, 56 creating the, 42; whole-person, Defensive routines, 109, 174, 175 benefits of, xix-xx. See also Dynamic Degenerates, 74-75 engagement Englehardt, C. S., xiv Degeneration, 78, 82 Enterprise social networking systems, 61 DeHart, J., 39, 41 Epstein. L. D., 16 Demetriou, E., 19 Evans, J. E., 157 Deming, W. E., 26 Experiential and relational activities, Denison, D., 83 providing, 61-62, 67 Designing, 87 Experiential interviewing, 199 Destiny, 88 Experiential learning, 62 Devaluation of play, 2 Extemporaneousness, 132 "Dilbert moments," 160 Disagreement, safe space for, 112-113, 126 Discovering, 87 Facebook, 40, 51, 183 Disney Institute, 121. Facilitation, rotating, 118, 127 Disrespect, healthy, for the impossible, Facilitator role: in generative space, provoking, 186-187, 194 84-89, 93-94; in playspace, 6, 7, 8; in provocative space, 185-190, Disruption, or portunities in the form of, 194-195; in relational space, 61-64, 179, 193 67-68; in safe space, 116-118, 127; Diversity, generational, 76 in timeful space, 150-157, 162-163 Downsizing, effect of, 9–10 Failure rates, 16 Dreaming, 87 Fann Hocevar, S. P., 57 Duncan, A., 114 Fast Company magazine, 121 Durkheim, E., 50 Fearfulness, 105 Dynamic engagement, xiii, xiv, 1, 4, 5, Fearlessness, 91, 94, 184 14, 15, 17, 19, 20, 23, 27, 34, 208. See Fears and expectations: acknowledging, also Generative space; Provocative 116–117; surfacing, 118, 127 space; Relational space; Safe space; Feedback: 360-degree, 26; appreciative, Timeful space 91-92, 94; positive, 53, 54 Field trips, 121 E Fifth Discipline, 26 Eckvall, G., 113 Fisher-Yoshida, B., 175 Edmondson, A. G., 44, 100 Fit, the right, finding, 184–185, 194

# 226 INDEX

Flow, 132, 134 Griffin, R. W., xxi Follett, M. P., 11 Ground rules, 117 Forbes magazine, xviii, xx Group learning, 23, 24 Fortune magazine, 167 Groupthink, antidote to, 171–172 4-I model, 23, 24, 33, 36, 141, 142, 155 Growth, aspects necessary for, 174-175 Fowler, J. H., 50 Guidelines, 117 Fox, N. A., 9 Frederickson, B. L., 8-9 Η Frese, M., 106, 108 Hadley, C. N., 147 Freud, S., 2 Halpern, C., 142 Full presence, 158–159, 161 Hammond, S. A., 86 Happiness, 50 G "Harold, The," 142 Gallagher, S. J., 30 Harter, J. K., 83, 85 Gallup survey, 83 Harvard Business Review, 121 Gangwork, 41–45 Hatch, M. J., xxi Gardner, H., 45, 152 Hayward, L., 168–169, 170, 171, 172, Gathering spaces, protecting, 59, 67 173, 176 Geller, K. D., 175 Health, 50, 56, 59 Gen X and Gen Y, 75 Hendrix, J., 98 Generations, 75–77 Henig, R. M., 20 Generative space: in changing, 80–81; Hickson, D. J., 184 generations in, 75–77; in innovating, Hoffman, R., 174 77-78; in learning, 78-80; as open Hofstede, G., 111 systems, 72–74; opposite of, 74–75; Holistic approach, xxi-xxii overview of, 69-72; and playspace Holographic dynamics, 34 dimensions and dynamics, 198; Numan resources department, productivity and, 74; and relational imaginative title for, 173 space, 70; roles in, that bring life to Huston, L., 52, 53 the space, 81–92; summary of, 92–94; Huy, Q. N., 3, 145, 147 and timeful space, 131 Generosity, 89–91, 92–93, 94, 203 I Gergen, K. J., xxi, 39 IBM, 55 Getting everyone "in the room," Ice-block metaphor, 145 153-154 Idea-killing comments, 137 Gifts: accepting, 191, 193; consideration Imagination as provocation, 173–174 of, 172; exchange of, 182–183; giving Imperatives, social, 122 of, practicing the, 190, 194 Improv Olympic, 142 Gimbels executive training program, 47 Improvised play: capacity for, 12–15, 27, Ginnett, R., 122 35, 53, 54, 190; described, 9–15 Gleick, J., 149 Incremental change, 25 Goffman, E., 5 Individual experience, dimensions of, Goldfarb, P., 30 27-34, 36-37, 39 Goleman, D., 45 Individual health and well-being, 50 Good magazine, 121 Individual learning, 23, 24 Google, 64, 69–71, 73, 74, 77–78, 81, 84, 88, 90, 92, 98, 148–149, 183–184, Individualism, 110 186, 192, 205, 206 Industrial revolution, 14, 15 Google I/O Developer Conference, 186 Informal networks, 48–50, 51, 59,

60-61, 124

Informal space, 205

Information age, 13

"Google's Mayer: Staying Innovative in

a Downturn," 71, 148

Graham, P., 11

Kendra, J. M., 104 Information sharing, 121–123 Information technology, imaginative Kennedy, J. F., 172 title for, 173 KEYS Creative Climate survey, 83 Initiative, taking, 65 Kleiner, A., xix, 29 Inner time, 134–135, 136, 138, 140–141, Knowing, provocative ways of, 178-179 142, 162 Knowledge age, 13 Innovating: generative space in, 77–78; Knowledge and Organizational Performance Forum, 55 playspace in, 18–20; provocative Knowledge focus, 20, 55 space in, 172-173; relational space in, Knowledge revolution, 14-15 43, 52-53; safe space in, 106; timeful space in, 138-139; valuing, 179 Kohl, H., 103 Innovating, learning, and changing, xix, Kohler Design Center and Company Factory, 121 xx, 15–17, 44, 138, 155, 182, 197, Kolb, A., xiv 199, 208. See also Changing; Learning Kolb, D., xiv, 152 Innovation Lab, 168 Kramer, S. J., 147, 182 In-person interactions, connecting with, Kulesa, P., xix Inquiry, attitude of, adopting an, 191–192, 195 INSEAD, 145 Lafley, A. G., 5 Institutionalizing, 23, 24, 33, 141, 142 Laird, N. 106 Integrating, 23, 24, 33, 141, 142, 155, Lane, H. W., xxi, 23, 24, 33, 141–142 206 Language and artifacts, aligning, Interaction, warming up with, 186 206-207 Interpreting, 23, 24, 33, 141, 142, 155 Lathin, D., 5 Interview process, 199 Launching, early and often, 183–184, "Interview with Reid Hoffman," 174 194 Intrinsic motivation, xix, xx, 106, 15% Lavoie, J. R., 77 185, 203 Lawthers, A. G., 106 Intronetworks.com, 156 Leader role: in generative space, 81-84, Intuiting, 23, 24, 33, 42, 141, 142, 155 92–93; in playspace, 6–7, 8; in Inventories, 83 provocative space, 182–185, 194; in Investor Relations, 69 relational space, 58-61, 67; in safe Isaacs, D., 154 space, 113-116, 126; and sustaining Isaacson, D., 96-97, 99-100, 112, 118, playspace, 201; in timeful space, 124–125, 171, 191–192, 202 147-150, 162 ISO 9000 standards, 26 Leape, L. L., 105–106 Learning: generative space in, 78–80; new and provocative ways of, 178; opportunities for, 179; playspace in, Jazz metaphor, 28 20-23, 24; provocative space in, Job satisfaction, xix-xx, 19 174-177; and reflection, 206; Johnson, K. H., 142 relational space in, 43, 53-56, 62; safe Jones, T. M., 101, 101–102 space in, 107–108; self-organizing, Joseph, A., 16, 17, 21, 22, 25, 32, 114, making space for, 156-157; space for, 137-138, 158-159 xiii-xiv; timeful space in, 140-144; Journaling, 159, 164 willingness for, 102. See also Innovating, learning, and changing K Learning Curve, 46, 63, 129, 130–131, 133, 134, 137, 138, 140, 145, 148, Kahn, R., 123 Kahn, W. A., 100 150, 161, 162, 200, 203 Kegan, R., 175 Learning styles, 152, 153

Leavitt, L. A., 9
Lee, J., 46–48, 129, 133, 135, 140, 145, 145–146, 148, 150, 200, 203
Lego Serious Play, 121
Lennon, J., 139
Let's do lunch programs, 60
Lewin, K., 145
LinkedIn, 173–174
Listening, 88–89, 93–94
Living the questions, 209–210
Localio, A. R., 106

# M

Madonna, 145, 183 "Managing Google's Idea Factory," 88, 184 Marguies, N., xxi "Marissa Mayer: The Talent Scout," 149 Marketing, imaginative title for, 173 Marks, M. L., 16 Massarik, F., xxi Mayer, M., 69, 70-71, 88, 148-149, 183-184, 186-187 McFadden, M., 19 Memory dispersal, 139 Memory, importance of, 142, 143-144 Mentoring programs, 60 Metaphors, 28, 59, 67, 72, 145, 150–151 Meyer, D. E., 157 Meyer, P., xiii, 135 Mezirow, J., xxi, 179 Milani, K., 135 Military operations, thinking inspired by, Millenium Consulting 154 Millennials, 75, 76 Mind-set shift, xiv, xviii, 1, 2, 26, 34, 197, 206, 207. See also Playspace Miner, A. S., 139, 143 Minimal structure, implementing, 204-205 Mintzberg, H., 10, 11 Mirvis, P. H., 16 Modeling, 201 Moneta, G. B., 182 Moorman, C., 139, 143 Motivation, xix, xx, 106, 156, 185, 203 "Motivational moments," 166 Mueller, J. S., 9, 44 Multiple intelligences, 45, 152, 153 Multitasking, 157-158 Mutual Fun, 77, 92

#### N

National Aeronautics and Space Administration (NASA), 106 National Institute for Play, 20 Native cultures, 151 Networking, 48-52, 59, 60-61 New learning, 107–108 New product development projects study, 139 New roles, playing, 5–8, 43 New self-concept, 54 New York Times, 109, 146 New-employee orientations, 60 Nickell, J., 39, 41, 42, 59, 64-65, 79, 91, 204-205 NING.com, 156 Nohria, N., 16 Noss, C., 136

O Obama, B., 146, 1 Obstacles, 138 Office of Academic Enhancement, 16-17, 35 Off sites, 61 Oldham, G. R., 182 Onboarding programs, 60 "100 Best Companies to Work For" lists, xviii, xx, 167 "125 Best Training Departments" list, Online social networking, 50, 51, 156 Open innovation, trend toward, 53 Open systems, 72–74 Opportunities, in the form of disruption, Oregon Business magazine, xviii Orem, S. L., 87 Organization charts, 48-49, 208 Organizational culture, strong, fostering a, importance of, 198-199 Organizational Culture Survey, 83 Organizational health, 50, 56, 59 Organizational learning, 23, 24, 33, 142 Organizational memory, 142, 143 Organizational timefulness, 136–147 Orkut, 84 Outcomes-oriented, 32, 45, 62, 79 Outer time, 132–134, 136, 138, 140-141, 142, 145, 151, 157, 162 Owen, H., 154

#### P

Panic, 12 Paradox, 7, 115, 135, 193 Park, P., 33, 55 Parker, A., 21, 49, 55, 60, 74 Participant role: in generative space, 89–92, 94; in playspace, 6, 7–8; in provocative space, 190-192, 195; in relational space, 64-66, 68; in safe space, 119-125, 127-128; in timeful space, 157-161, 163-164 Passion, making room for, 83–84, 93 Perlow, L., 159 Permission getters, 120–121, 128 Permission givers, 113–114, 119–120, 126, 127 Permission takers, 120, 128 Peter, F., 80 Petranker, J., 132, 140 Physical space, 207–208 Piaget, J., 2 Pink, D. H., 11 Planning, tyranny of, 139–140 Playfulness: meaning of, 8–9; warming up with, 186 Playspace: in changing, 24–26; culture of, moving beyond a culture of innovation to a, 17–18; dimension and dynamics of, 27-34, 198 everyday, 168–169; in innovating, 18–20; and innovating learning, and changing, 15-17; in learning, 20-24; and living the questions and continued discovery, 209-210; and moving beyond the work-play dualism, 4-15; overview of the shift to, 1; and reclaiming play, 2–4; summary of, 34-37; sustaining, 197-208. See also Generative space; Provocative space; Relational space; Safe space; Timeful space Playspace LLC, 61 Pollack, S., 185 Pool table metaphor, 59, 67 Positive core, engaging the, 84–85, 93 Positive feedback, 53, 54 Premise, provoking the, 187–190, 195 Prescriptions, issue with, xxi–xxii, 209 Present moment, giving our full presence to the, 158-159, 161 Pringles, 52-53 Procedural memory, 139

Process agreements, confirming, 117, 127 Processes, aligning, 208 Procter & Gamble, 52–53 Productivity, 74, 205 Profitability, xix-xx Protestant work ethic, 3, 29, 45, 138 Provocative space: as the antidote to groupthink, 171–172; in changing, 179–181; for everyday playspace, 168–169; and imagination, 173–174; in innovating, 172-173; and knowing, 178–179; in learning, 174–177; overview of, 165–167; and playspace dimensions and dynamics, 198; and relational space, 166; roles in, that bring life to the space, 181–192; and safe space, 174; summary of, 193-195; trust and, 169–171, 193 Psychological risks, 100, 105 Pugh, D. S., 184 Pulse Point system, 177 Purdum, T. S., 115 Purser, R., 132, 140, 144 Pye, A., 123

#### $\mathbf{O}$

Q12 survey of customer and employee engagement, 83
Quality learning, 141
Quality time, 131, 134, 138
Quantity time, 131, 138
Questions, living the, 209–210
Quiet time, claiming, 159–160, 164
Quinn, R. E., 9, 56, 101

# R

Radical change, 25
Reactive vs. responsive behavior, 144–145, 149
Real time, 209
Reclaiming play, 1, 2–4
Recognizing, 198, 199, 200–201
Recruiting, 198, 199
Redelmeier, D. A., 158
Reed, H., 51–52
Reflecting-in-action, capacity for, developing, 206
Reinforcing, 199–200
Relational and experiential activities, providing, 61–62, 67

Relational learning, 20-23, 36 Relational space: in changing, 56–58; creating, early and often, 156; efficiency and, 46-48; emotional intelligence and, 45-46; as gangwork, 41–45; and generative space, 70; individual, 43; informal networks and, 48–50; in innovating, 52–53; in learning, 53-56; and the need to connect, 50-52; overview of, 39-41; and playspace dimensions and dynamics, 198; and provocative space, 166; roles in, that bring life to the space, 58–66; and safe space, 96; summary of, 66-68; and timeful space, 130, 131 Relationships: active involvement in, 102; charting, 48, 49; vs. relational space, 43 Relevancy, 154-155, 163 Reporting relationships, charting, 48 Reputation, 199 Research, xi-xii Research and development (R&D): and generative space, 71; and relational space, 52-53, 55 Resistance, 15, 26, 107, 109 Respect: as a ground rule, 117; and sustaining playspace, 202, 205 Response-able, being, 65, 66, 68 Responsibility: as a ground rule, 117, sharing, 124–125, 128, 189, 192, 202 Responsive vs. reactive behavior, 144–145, 149 Retaining, 198, 199, 201 Revolution, industrial and knowledge, 14 - 15Revolutions, finding, 183, 194 Rigidity, 78 Rilke, R. M., 209 Risk taking, 53, 54, 58, 61, 116, 126, 192, 193, 205 Rite-Solutions, 77, 78, 92 Roberts, C., xix, 29 Robinson, S. E., 19 Rocco, T. S., 30 Rogers, C. R., 98, 107 Roles: in generative space, 81–92; playing new, 5–8, 43; in provocative space, 181-192; in relational space, 58-66; in safe space, 113-125; in timeful space, 147–161

Rorac, J., 5 Roth, S. L., 19 Rothkopf, D., 129, 140, 150 Rousseau, D. M., 101, 102 Roy, D. F., 160 Rubinstein, J. S., 157 Ryan, R. M., 83, 106

#### S

Safe space: in changing, 108–110; cross-cultural, 110–112; foundation of, 97–99 in innovating, 106; lacking, consequences of, 105-106; in learning, 107–108; meaning of, 99–100; overview of, 95–97; and playspace dimensions and dynamics, 198; and provocative space, 174, 181, 182, 193; and relational space, 96; roles in, that bring life to the space, 113-125; and the speed of safety, 104–105; summary of, 125–128; that is safe enough, 112–113; and timeful space, 131; trust and, 101-104 Sakkab, N., 52, 53 Sanchez-Burks, J., 3 Sawyer, J. E., xxi Schapiro, S. A., 175, 177 Schatzel, E. A., 182 Schön, D. A., 206 Seashore, C., 112 Self-concept, new, 54 Self-organizing learning, 156–157 Semrad, C., 63-64, 134-135 Senge, P. M., xix, 22, 26, 29, 57, 187 Shakespeare, W., 5 Shrader, A., 167, 173, 176, 181, 183, 187 Simmons, P. R., xiv Sitkin, S. B., 101, 102 Skills focus, 20, 55 SkinnyCorp, 41, 52, 64, 66. See also Threadless Smith, B. J., xix, 29 Smith, R., 5 Social imperatives, 122 Social media, using, 183 Social networking, 50, 51, 61, 74, 84, 156 Social outings, 60–61 Sony, 172 Sorensen, J., 80 Spock, B., 2 Spolin, V., 28 Sprokay, S., 55

Stagnation, 78 Status quo, defending the, 174, 175 Staw, B. M., 9, 16, 44 Sternberg, R., 149 Strategic thinking, early, 80 Stress, effect of, 9 Stringer, E. T., 30 Structure, minimal, implementing, 204-205 "Study: Multitasking Hinders Learning," 141 Sullivan, B., 103 SurveyMonkey.com, 156 Surveys, 83, 156 Sustainability, 145, 151 Sustaining playspace, 197–208 Sutcliffe, K. M., 104, 121 Swedish Council for Management and Organizational Behaviour, 113 Systems: aligning, 208; open, 72–74; play in, 4–5; social networking, 61. See also Educational systems T

Take care, extending, to others, 123, 128 Talent, top, acquiring and retaining, 199-201 Tannenbaum, R., xxi Task focus, 3, 29 Taylor, W. C., 77 Theater Oobleck, 95-97, 98, 99, 112, 115, 116, 118, 122, 124, 126, 171, 191, 202 Thermodynamics meraphor, 72 Thomas, G., 57 Threadless, 39-41, 41-42, 51, 52, 59, 64, 65, 66, 79, 91, 98, 192, 205 360-degree feedback assessments, 26 Tibshirani, R. J., 158 Time: clock-oriented relationship to, 131-132, 161; lack of, 138; quality, 131, 134, 138; quantity, 131, 138; quiet, claiming, 159-160, 164; real, 209; transition, need for, 185. See also Inner time; Outer time Time givers, 133 Time horizon: enriching the, 150–155, 163; extending the, 155–157, 162-163; metaphor of the, 150-151 Time limits, focus on, issue of, 131–132 Time management, 136 Time pressures, leaders and, 147–150

Timeful space: in changing, 144; inner time in, 134–135; in innovating, 138–139; in learning, 140–144; organizational, 136-147; outer time in, 132–134; overview of, 129–132; and playspace dimensions and dynamics, 198; and relational space, 130; roles in, that bring life to the space, 147–161; summary of, 161–164; and time management, 136 Tolerance, 123 "Top 10 Reasons to Work at Google," 70 Top talent, acquiring and retaining, 199-201 Total Quality Management, 26 Toxic players: cost of, example of the, 47–48; swift response to, importance of a, 204 Training environment, developing a, 199, 200 Training magazine, 175 Transformational change, 25, 56 Transformative learning, 23, 24, 33, 36, 54, 62 Transition time, need for, 185 Transparency, 205 Troxel, J., 154 Trust: and provocative space, 169–171, 193; and safe space, 101-104; and sustaining playspace, 205 Turnover costs, 19 Turnover rate, xix, 19 20 percent time, 84

#### U

Twitter, 40, 183

Umpqua Bank, 165–167, 168–169, 170–171, 172–173, 174, 175–177, 178, 180–181, 182, 185, 186, 187, 192, 200, 201 Umpqua Holdings Corporation headquarters, 166 Unfreezing-changing-freezing model, 145 UPS, 64 Urgency, beware of, 149–150, 162

#### V

Virtual field trips, 121 Vision, bringing, to life, 174 Volunteer projects, 60–61, 180

#### W

Wachtendorf, T., 104 Wagner, R., 83, 85 Waldenstrom-Linstrom, I., 113 Warming up the space, 185-186, We, making space for, 58-59, 67 Web 2.0, 183 Weber, M., 3 Weick, K. E., xxi, 1, 65, 104, 121, 122, 139, 184 Weisel, E., 123 Western mind-set, 110, 151 Wheatley, M., 6 White, R. E., xxi, 23, 24, 33, 142, 155 Whitney, D., 80 Whole-systems perspective, 72 Wicks, A. C., 101 Wisdom: conventional, premise of, provoking the, 187–190; in the room, tapping into the, 163 Wolfe, P., 141 Woodman, R. W., xxi

Work ethic, Protestant, 3, 29, 45, 138
Work space, experiences unlike, study of, xii–xiii
Working relationships, actual, charting, 49
Workplace mind-set, traditional, problem of, 10–11. See also
Constrained workplaces; Mind-set shift
Work-play dualism: described, 3; moving beyond the, 4–15, 34

### Y

Yaeger, T., 80 "Yes, and . . ." phrase, 190–191, 195 Yorks, L., xiv, xxi Younger, D., 131, 160, 160–161

# Z

Zeitgebers, 133 Zuckerman, M. 5 Zull, J. E., 141