

Index

A

Abercrombie & Fitch, 181
Achievement. *See* Drive to achieve
Adversity, 154–160. *See also* Conflict
Afghanistan War, 78–79, 164
Air Line Pilots Association, 77
Albrecht, Karl, 54
Aldrin, Buzz, 103
All Things Digital conference (2010), 83
Allen, Paul, 103, 104
Allianz SE, 219–220
Amazon.com: Bloom box model used
 by, 185; leadership passion driving,
 12, 173–176; visionary leadership of,
 100–101
Ambition: balancing with integrity, 190;
 examples of passion combined with,
 179–183; negative aspect of, 177–178;
 positive aspect of, 178–179
Angrick, William, 160–161
Anthony, Carmelo, 41
Anti-tobacco movement, 11,
 148–151
Apple Computer, 161, 203–204
Appropriate/inappropriate offerings,
 20–21
Aristotle, 178
Arizona Diamondbacks, 43
Armed Forces Journal, 162
Armstrong, Lance, 186–187, 193
Armstrong, Neil, 103
Arthur Andersen, 32
Asian Consultancy on Tobacco
 Control, 149

Assessment. *See* Candidate assessment
AT&T, 182, 183
AT&T Wireless, 182
AT&T's Manager Development
 Program, 183
Aung San Suu Kyi, 96

B

Bacardi, Facundo, 72–75
Bacardi Limited, 72–75
Bain, 143
Balcony and stage analogy, 71
Bankers Trust, 179
Bar Method, 85
Barcardí i Massó, Facundo, 72
Barkley, Charles, 41
Barnes & Noble, 175
Barrett, John, 138, 139
Barry, Marion, Jr., 65
BB King, 93
Bear Stearns, 138
Bellagio (Las Vegas), 101
Bennett, Phillip, 33
Bennis, Warren, 70, 99
Berger, Samuel “Sandy,” 61
Bergh, Chip, 137
Berra, Yogi, 79
Bezos, Jeff, 9, 12, 100–101, 173–176,
 179, 190
Biden, Joe, 78, 79, 164
Bill & Melinda Gates Foundation, 96
Bird, Larry, 41
Blagojevich, Rod, 33
Blair, Jayson, 55

Bloom Energy, 184–185
 Bloomberg Initiative, 155
 Bloomberg, Michael, 148
 Blue Water Grill, 197
 Bombay, 73
 Bono, 9, 11, 93–98
 Boston Consulting Group, 143
 Boyatzis, Richard, 47, 57
 BP Gulf oil crisis (2010), 56
 Bradlee, Ben, 164
 Branson, Richard, 103, 104–105
 Brin, Sergey, 103, 105
 British Airways, 68
British Medical Journal Group, 148
 Brown, Gordon, 98
 Buffett, Jimmy, 22
 Burns, James MacGregor, 147–148
 Bush, George H.W., 48, 49, 50
 Bush, George W., 98, 157

C

Candidate assessment: conducting a first-rate, 202–209; of courage, 166–172; customized versus traditional, 5; determining if leader can succeed in new position, 202; of emotional intelligence, 84–91; of empathic leadership, 59–64; examining how it works in organizations, 199–200; example of poor, 200–202; of innovative thinking, 111–115; of integrity, 33–39; of judgment, 142–145; leadership potential profile used for, 208–209; overview of seven attributes used for, 7–13, 222–224; of passion, 190–198; to supercharge leadership development, 210–215; of vision, 109–111; when and how to begin with, 215–222. *See also* Leadership attributes

Candidate assessment assignment: getting to know the candidates, 207–208; providing feedback on candidate reports, 208–209; putting together

list of potential candidates, 203–207; questions to focus on during, 204

Candidate personality: charismatic, 109, 176, 205; as inaccurate predictor of leadership potential, 205; organizational culture fit to, 204–205, 206–207

Candidate style, 204, 205–206

Candidates: fitting organizational culture with, 204–207; getting to know the, 207–208; initial questions to ask, 204; leadership potential profile on, 208–209; observation of patience shown by, 170–172; putting together list of, 203–204

Capellas, Michael, 155–157, 166

Cassidy, John, 179

CBS Evening News (TV show), 180

CDC (career development center) [Allianz SE], 219–221

CEOs: consequences of poor selection of, 1–3; focusing on personal leadership development, 215; lack of integrity by Enron's, 10, 15–16, 31, 32; planning succession of, 210–211, 214–215; promoting reliable assessment of leadership potential, 222; variety of leadership styles used by, 85

Chabreja, Nicholas, 129–131

Charismatic personality: negatively correlated with leadership success, 205; passion confused with, 176; vision confused with, 109

Cheney, Dick, 157

Chief Executive Leadership Institute (Yale School of Management), 82

Churchill, Winston, 99, 102

Clarke, Richard, 157–158, 159, 166

Clemenceau, Georges, 124

The Cleveland Clinic, 10, 66–68, 71–72, 81–82

Click (empathic mirror response), 48

Clinton, Bill, 48, 49, 50, 97, 131, 157

Coach K (Mike Krzyzewski), 9, 10, 44–45, 50, 57–59, 213

- Colangelo, Jerry, 10, 42–45, 50, 57–59
- Collins, Jim, 205
- Colony, George, 174
- Columbus, Christopher, 99
- Communication: listening skills for, 60–61; “melody line” for vision, 11, 96, 97, 115
- Compaq, 155
- Conde, Cris, 135–137
- Conflict: human relations and, 147; leadership role in facing, 147–148; Sing Sing Prison environment of, 159. *See also* Adversity
- Connor, Chris, 106
- Core values commitment, 167
- Cornell University, 23
- Corridore, Jim, 77
- Cosgrove, Delos “Toby,” 10, 66–68, 71–72, 75, 81–82
- Coulter, Jim, 181–182
- Courage: assessment of, 166–172; to handle adversity, 154–160; having grace under pressure as, 151–152; importance and examples of leadership, 152–166; Judith Mackay’s example of leadership, 11, 148–151, 155; as vital leadership attribute, 7, 11, 12
- Courage assessment: challenges of, 166–167; commitment to core values indicator for, 167; hypothetical situation used for, 170–171; navigating uncertainty indicator for, 167–169; patience indicator for, 169–172; 360-degree referencing for, 167, 172
- Covey, Stephen, 60–61
- Credit Suisse, 68
- Crisis simulation exercise, 61–62
- Cronkite, Walter, 180
- Crow, Sheryl, 55
- D**
- D. E. Shaw, 179
- Daley, Chuck, 43
- Damon, Matt, 55
- Darbee, Peter, 128–129
- Darfur civil war (2003–2009), 95
- DATA (Debt, AIDS, Trade, Africa), 95
- Davis, Scott, 141–142
- Deceit, 18
- Decision making: assessing judgment using vacation scenario, 143–144; contextual thinking used for, 131; seeing the whole chessboard, 132–137; taking decisive action, 137–141; wisdom for, 125; zeroing in on what’s important, 127–132. *See also* Leadership judgment
- Deepwater Horizon explosion (2010), 56
- Dell Computers, 55
- DeLucie, John, 195–198
- Dewar’s, 73
- Diehl, Carl, 85
- Dillon, Dave, 25
- DiMaggio, Joe, 187
- Dot-com era (1995–2000), 173, 179
- Downs, Bill, 180
- Dream Team (Olympic Games, 1992), 41
- Drexler, Millard “Mickey,” 181–182
- Drive* (Pink), 177
- Drive to achieve: evolutionary logic on, 177; examples of, 180–183; Jeff Bezos and, 179; negative aspects of ambition and, 177–178; positive aspects of ambition and, 178–179
- Drive to learn and master: evolutionary logic of, 183–184; examples of, 184–189
- “Drop the Debt” (Jubilee 2000), 97
- Duke University, 44, 45
- Duncan, Tim, 41
- Duquesne University, 162
- E**
- eBay, 185
- Ebbers, Bernie, 156
- Ebert, Roger, 135
- Economic recession (2008), 138–139
- Economist*, 123

- “The Effect of Zero Gravity on the Common Housefly” (Bezos), 179
- Eikenberry, Karl, 79
- Einstein, Albert, 127, 189
- Eisenberg, Jesse, 134
- Eisner, Michael, 8
- El Sawy, Omar A., 102
- Electric shock experiment (1960s), 29–30
- Elizabeth II, Queen, 148, 189
- Emotional intelligence: Delos “Toby” Cosgrove’s, 10, 66–68, 71–72, 75, 81–82; Do I control myself? component of, 77–80; Do I know myself? component of, 69–76; Do I look for ways to improve? component of, 81–83; McCChrystal’s lack of, 164; passion and role of, 191; self-control characteristic of, 65–66; as self-mastery skills, 68–83; as vital leadership attribute, 7, 10, 12. *See also* Social intelligence
- Emotional intelligence assessment: importance of, 84; mistakes made in, 84–85; techniques used for, 85–91
- Empathic leadership: Bill Clinton’s skill for, 48–50; how to identify candidates with, 59–64; Jerry Colangelo ac., 10, 42–45, 50; listening as characteristic of, 60–61
- Empathic leadership assessment: crisis simulation exercise for, 61–62; hypothetical situation used for, 62–64
- Empathy: definition of, 46; Jerry Colangelo’s application of, 10, 42–45, 50; “mood contagion” phenomenon of empowering, 47; social savvy through, 53–56; Southwest Airlines’ focus on relationships and, 51–52; team building and chemistry through, 57–59; tick-and-click understanding of, 48; trust, relationships, and, 48–52; University of Richmond presidential town-hall (1992) example of, 48–50; as vital leadership attribute, 7, 10, 12, 45–47
- Enneagram system, 85
- Enron scandal (2001): events leading to the, 31–32; herd mentality exemplified during, 30–31; lack of integrity at center of, 10; “rank and yank” system used during, 31; unethical behavior leading to, 22. *See also* Lay, Kenneth; Skilling, Jeff
- Equinox Fitness, 215
- Ericsson, Anders, 182
- Ethical leadership: description of, 19; the Golden Rule followed by, 19–20; Jerry Storch on, 20–21; negative examples of, 21–22
- Ethical leadership assessment: challenges to, 33–34; hypothetical situations used for, 35–39; techniques used for, 34–39
- F**
- Facebook, 82–83
- Fast Company*, 128
- Fastow, Andy, 22
- Federal Express, 99
- FIBA World Championship (2010), 59
- Financial performance driver, 24–28
- Fiorina, Carly, 55–56, 156
- Fischer, Brian, 158–160
- Fitel, 179
- Fleischer, Ruben, 134–135
- Forbes List of 100 Best Small Companies in America, 160
- Forrester Research, 174
- Fortune* magazine, 174
- Framework Convention on Tobacco Control (WHO), 151, 155
- Francis, Philip, 107–109
- Frankfurter, Felix, 164
- Freshfields Bruckhaus Deringer LLP, 132
- G**
- G-8 summits, 98
- Gagarin, Yuri, 103
- Gandhi, Mohandas, 152, 153
- Gap, 181

- Gardner, Howard, 106–107
 Gates, Bill, 85, 105, 175
 Gates Foundation, 96
 Geldof, Bob, 95
 Gembler, Andreas, 74
 General Dynamics Corporation (GD), 129–131
 General Electric (GE), 81, 85, 117, 123, 222
 General Motors, 131
 George, Bill, 71, 188, 206
 George C. Marshall European Center for Security Studies (Germany), 163
 Gergen, David, 107
 Gift policy, 20–21
 Gladwell, Malcolm, 182
 Glendale Community College, 108
 Gleneagles G8 Summit (2005), 98
 Global Male Grooming, Beauty and Grooming (P&G), 137
 Goldberg, Elkhonon, 126
 The Golden Rule, 19–20
 Goleman, Daniel, 47, 57, 68
Good to Great (Collins), 205
 Goodwin, Doris Kearns, 45
 Google, 103, 105, 185
 Google Lunar X Prize, 105
 Gore, Al, Jr., 8
 Graham, Katharine, 164–166, 167
 Graham, Phil, 164
 Great Depression, 187, 199
 Great Recession (2008), 138–139
 Greene, Greg, 28, 153
 Gulf oil crisis (2010), 56
 Gulfstream Aerospace, 131
- H**
- Hahn, Otto, 189
 Hamilton, Alexander, 178
 Hanson, Steve, 197
 Hardage, Ginger, 52
 Harrelson, Woody, 134
 Harvard Business School, 15, 82
 Harvard Kennedy School, 61, 154, 176
Harvard Law Review, 164
 Hastings, Michael, 79
 Hayward, Tony, 56
 Heifetz, Ron, 71, 154
 Henry VIII, 65
 Herd mentality: description of, 29; electric shock experiment (1960s) on, 29–30; Enron as example of, 30–31
 Hesse, Dan, 126, 182–183
 Hewitt, Don, 180–181
 Hewlett-Packard, 55–56, 155–156
 Hobbes, Thomas, 20, 178
 Holbrooke, Richard, 79
 Holiday Inn, 24
 Honda Motor Company, 161
 Honesty: omissions problem of, 18; potential for deceit instead of, 18; ranked as most desired leadership trait, 25–26. *See also* Integrity
- I**
- Icarus (Greek myth), 190
 IFS Financial Services, 139–140
 Indiana University, 78
 Innovative thinking: characteristics of, 112–113; need to assess, 111–112; self-assessment questions on, 113–115
 Integrative thinking, 143–144
 Integrity: balancing passion with, 189–190; contagious nature of, 28–32; ethical behavior component of, 19–22; as foundation of leadership, 16–18; Jim versus Steve scenario on importance of, 13–14; leadership results and profitability through, 22–28; trust fostered by, 25; as vital leadership attribute, 7, 10, 12. *See also* Honesty
 Integrity assessment: challenges to, 33–34; hypothetical situations used for, 35–39; techniques used for, 34–39
 International Space Station, 104, 105
 Interviews. *See* 360-degree referencing
 Iraq War, 162–163
 Iverson, Allen, 41

J

J. Crewe, 181–182
 Jackson, Reggie, 80
 James, LeBron, 41, 59
 Jay-Z, 93
 Jesus Christ, 19
 Jeter, Derek, 80
 Jobs, Steve, 115, 175
 John Paul II, Pope, 97
 Johnson & Johnson, 222
 Johnson, Earvin “Magic,” 41
 Johnson, Lyndon, 78
 Jordan, Michael, 41, 43
 Jubilee 2000, 96–97
 Judgment. *See* Leadership judgment

K

Kelleher, Herb, 51, 85
 Kelly, Gary, 51–52
 Kennedy, John F., 99, 106
 KFC, 191
 Khrushchev, Nikita, 181
 Kickbacks, 21
 Kidd, Jason, 59
 King, Martin Luther, Jr., 106, 166
 Kirby, Scott, 77
 Knight, Bobby, 78
 Kobe, Bryant, 57–58, 59
 Kouzes, Jim, 25, 26
 Kozłowski, Dennis, 21–22
 Kozmo.com, 173
 Krzyzewski, Mike “Coach K,” 9, 10, 44–45, 50, 57–59, 213

L

Laakkonen, Rick, 197
 Lance Armstrong Foundation (LAF), 186
 Lane, David, 95–96, 97
Laptop magazine, 182–183
 Lawrence, Paul, 176
 Lay, Kenneth, 10, 31, 32. *See also* Enron scandal (2001)
 Leader DNA, 7

Leader selection: challenges of, 199;
 conducting first-rate assessment for, 202–209; Jim versus Steve scenario of, 1–3, 13–14; overview of seven vital attributes assessed for, 7–13, 222–224; scholarship on, 5–7
 Leaders: charismatic, 109, 176, 205; DNA of, 7; failure to select good, 3–4; Level 5, 205; overview of seven vital attributes of, 7–13, 222–224; style and personality traits of, 204–207; variety of hats worn by successful, 206
 Leadership: assessment approach to leadership development of, 210–222; happiness as key to successful, 189; improved with determined practice, 182; overview of seven attributes of, 7–13, 222–224
 Leadership attributes: courage, 7, 11, 12, 147–172; decoding and connecting these, 7–8; emotional intelligence, 7, 10, 12, 65–83, 191; empathy, 10, 41–64; integrity, 7, 10, 12, 16–39, 189–190; judgment, 7, 11, 12, 117–145; learning how to identify, 8; overview of the seven most vital, 7–13, 222–224; passion, 7, 12, 173–198; as starting point for assessing leadership potential, 222–224; vision, 7, 11, 12, 93–115. *See also* Candidate assessment
 Leadership crisis prevalence, 3–4
 Leadership development: Allianz SE’s CDC approach to, 219–221; assessment approach to, 210–212; benefits of the assessment approach to, 212–215; example of strategies for building robust, 218–219; examples of profile summaries used for, 216–217; for succession planning purposes, 210–211, 214–215
 Leadership judgment: assessing, 142–145; characteristics of, 124–127; comparing vision and, 123; as essential for effective leadership, 123–124; integrative

- thinking required for, 143–144; seeing the whole chessboard component of, 132–137; Siemens' application of, 117–123, 129; taking decisive action component of, 137–141; United Parcel Service (UPS) and, 141–142; as vital leadership attribute, 7, 11, 12; zeroing in on what's important component of, 127–132. *See also* Decision making
- Leadership judgment assessment: case-based approach to, 143; custom-tailored cases reflecting real issues for, 144–145; key indicators for, 142–143; vacation ideas scenarios used for, 143–144
- Leadership potential profile, 208–209
- Leadership scholarship: current state of, 5–6; developing a new leadership model, 6–7
- Learn. *See* Drive to learn and master
- Lehman Brothers, 138
- Lennon, John, 160
- Level 5 leaders, 205
- Leviticus, 20
- Lincoln, Abraham, 45–46, 106, 205
- Lion (restaurant), 195, 197
- Liquidity Services, 160–161
- Listening skills, 60–61
- LIVESTRONG, 186–187
- Living.com, 173
- Locke, John, 20
- Löscher, Peter: global experience of, 118; leadership assessment at Siemens launched by, 212–213; Siemens' repositioning by, 118–120, 120–123, 129
- Lucent Technologies, 68
- Luxe (restaurant), 197
- M**
- McCain, John, 65
- McChrystal, Stanley, 78–79, 164
- McDonald's, 175
- McGruder, Jill, 139–140
- Mackay, Judith, 11, 148–151, 155
- McKee, Annie, 47, 57
- McKinsey & Company, 15, 94–95, 143, 144
- Madoff, Bernard, 178
- Maeda, John, 100, 112
- The Mahabharata, 20
- Malone, Karl “the Mailman,” 41
- Mandela, Nelson, 152, 153
- Manning, Danny, 43
- Martin, Billy, 79
- Martin, Roger, 143, 144
- Martini & Rossi, 73
- The Master Chef (New School), 196–197
- MCI, 156
- Medtronic, 71, 188, 206
- Medvedev, Dmitry, 98
- Mei-Wei Cheng, 122
- “Melody line,” 11, 96, 97, 115
- Melick, 118
- Mesa Air Group, 77
- Michael, Gene, 80
- Microsoft, 103, 105, 155, 185
- Milgram, Stanley, 29
- Millennium Development Goals, 96
- Miller, Bob, 102
- Mitsubishi Silicon America, 23, 24
- “Mood contagion” phenomenon, 47
- Moonen, Rick, 197
- Morita Akio, 100–101
- Mossberg, Walt, 83
- Motorola, 131
- Mullen, Chris, 43
- Murray, Bill, 135
- Murrow, William, 180
- My Lai massacre (1968), 30
- Myers, Dick, 157
- Myers, Stan, 23–24
- N**
- Nacchio, Joe, 33
- Nagl, John, 163
- Napoleon, 65
- NASA, 103–104, 179, 184

National Basketball Association (NBA), 41
 Navigating uncertainty, 167–169
 Nazi Germany atrocities, 30
 “New CEO Workshop” (Harvard Business School), 82
The New Executive Brain: Frontal Lobes in a Complex World (Goldberg), 126
 New York State Department of Correctional Services, 158
New York Times, 55, 163, 179, 197
 New York Yankees, 79–80
 New Yorkers for Children, 187
 New York’s foster care system, 187–188
 Nick and Tony’s (restaurant), 197
 Nietzsche, Friedrich, 178
 Night and Day (restaurant), 197
 Nike, 175
 9/11 White House situation room, 157
 Nixon, Richard, 8, 65, 102–103, 180
 Nohria, Nitin, 176
 Notre Dame, 161

O

Obama, Barack, 56, 78, 138, 164
October (U2 album), 93
 Olympic Games (Athens, 2004), 41–42
 Olympic Games (Barcelona, 1992), 41
 Olympic Games (Beijing, 2008), 58–59
On Becoming a Leader (Bennis), 70
 ONE, 95–96
 ONE Campaign, 95, 98
 120-degree interviews: description of, 88;
 emotional intelligence assessed using, 88–90
 Operation Joint Endeavor, 162
The Opposable Mind: Winning Through Integrative Thinking (Martin), 143
 Orbital Mission Explorers Circle, 105
 Organizational culture: identifying candidate with best fit to, 204–205;
 Southwest Airlines’ collegial, 51–52
 Ornstein, Jonathan, 77
Outliers (Gladwell), 182

P

Paley, Bill, 180
 Panek (Sudanese PetSmart employee), 108–109
 Passion: assessment of, 190–198; balancing with integrity, 189–190; description of, 176–177; as drive to achieve, 177–183; as drive to learn and master, 183–189; Jeff Bezos’ Amazon driven by, 9, 12, 100–101, 173–176, 179, 190; as vital leadership attribute, 7, 12
 Passionate leadership: emotional intelligence role in, 191; examples of, 195–198; interviews to assess, 192–193; Jeff Bezos as, 9, 12, 100–101, 173–176, 179, 190; positive energy created by, 186; understanding the sources of, 190–191
 Patience: courage: component of, 169; observation of candidate, 170–172
 Pavarotti, Luciano, 93
 Perot, Ross, 48
 Personality: charismatic, 109, 176, 205; as inaccurate predictor of leadership potential, 205; organizational culture fit to, 204–205, 206–207
 Petraeus, David, 163
 Pets.com, 173
 PetSmart, 107–109
 Pettitte, Andy, 80
 PG&E (Pacific Gas & Electric), 128–129
 Philip Morris International, 74
 Phoenix Suns, 42, 43, 44
 Pink, Daniel, 177
 Plato, 178
 Posner, Barry, 25, 26
 Prison reform, 158–160
 Procter & Gamble (P&G), 94, 137, 161, 222
 Public office age requirements, 125

Q

Qatar, 132
 Qwest Communications, 33

R

Raines, Howell, 54–55
RCR magazine, 183
 Reagan, Ronald, 99, 107
 RED, 95
 Refco, 33
 Reinsdorf, Jerry, 80
 Relationships: conflicts as part of, 147;
 empathy, trust, and, 48–52; Southwest
 Airlines' focus on building, 51–52;
 Team USA restoration by building,
 43–45, 50
 Rice, Condoleezza, 157
 RISD (Rhode Island School of Design),
 100, 112
 Rivera, Mariano, 80
Rolling Stone (magazine), 78, 79, 134
 Roosevelt, Teddy, 152–153
 Rotman School of Management
 (University of Toronto), 143
 Rousseau, Jean-Jacques, 20
 Rowling, J. K., 191
 Rumsfeld, Donald, 157
 Ryder System, 26–27, 32, 153

S

Sandberg, Sheryl, 83
 Sanders, Colonel, 191
 Schlesinger, Arthur, Jr., 165
 Schweitzer, Albert, 189
 Scopetta, Nicholas, 187–188
 Sculley, John, 203–204
 Self-awareness: consequences of lack of,
 75–76; description of, 69–70; examples
 of leaders with, 71–75; importance to
 leadership, 71; techniques for assessing,
 85–87
 Self-control, 77–80
 Self-mastery: Do I control myself?
 question of, 77–80; Do I look for
 ways to improve? question on, 81–83;
 self-awareness component of, 69–76
 SEMI, 23

Sexual orientation prejudice, 63–64
 Sherwin, Henry, 106
 Sherwin-Williams, 106
 Siemens: background information on, 117;
 changing “four eyes principle” approach
 at, 119; leadership assessment of senior
 management at, 212–213; leadership
 judgment applied at, 11, 117–123, 129
 Simmons & Simmons, 132
 Simons, Tony, 23–24
 Simpson, Alan, 16–17
 Simulations: crisis exercise, 61–62;
 emotional intelligence assessment using,
 90–91; identifying empathic leadership
 qualities using, 62
 Sinatra, Frank, 92
 Sing Sing Prison, 158–159
60 Minutes (TV show), 180
 Skilling, Jeff: lack of integrity by, 10, 32;
 leadership skills displayed by, 15–16;
 “rank and yank” system perpetuated by,
 31. *See also* Enron scandal (2001)
 Smith, Dean, 43, 45
 Smith, Frederick, 99
 Social contract theory, 20
 Social intelligence: characteristics of,
 54; costs of not having, 54–56; Delos
 “Toby” Cosgrove's example of, 10, 66–
 68, 71–72; social savvy form of, 53–56.
 See also Emotional intelligence
Social Network (film), 83
 Social savvy, 53–56
 Socrates, 205
 Sonnenfeld, Jeffrey, 82
 Sony, 100–101
South China Morning Post, 149
 Southern Methodist University, 15
 Southwest Airlines: collegial corporate
 culture of, 51–52; Internal Customer
 Care program of, 52; leadership style of
 CEO at, 85
 Space Adventures, 105
SpaceShipOne, 104
SpaceShipTwo, 104

- Spencer, Nigel, 132
- Spevak, Harvey, 215
- Sporting News*, 43
- Sprint, 126
- Sprint-Nextel, 182
- Sridhar, K. R., 184–185
- Stage and balcony analogy, 71
- Standard & Poor's (S&P), 77, 140, 141
- Steinbrenner, George, 9, 79–80
- Stern, David, 42
- Stoci philosophers, 19
- Storch, Jerry, 20–21
- Storytelling: communicating vision
through, 105–109; examples of
corporate leaders' use of, 107–109
- Style: assessing candidate, 204, 205–206;
varieties of CEO, 85
- Succession planning: consequences of
ignoring to establish, 1–3; leadership
assessment used for, 210–211, 214–215
- Sudanese civil war, 108
- SunGard, 135–137
- Swinton, Greg, 10, 26–28, 32, 153
- Swisher, Kara, 83
- T**
- Team of Rivals* (Goodwin), 45
- Team USA: Jerry Colangelo and Coach
K's restoration of, 33–45, 50, 57–59,
213; Olympic Games (Athens, 2004),
41–42; Olympic Games (Barcelona,
1992), 41; Olympic Games (Beijing,
2008), 58–59; team building and
chemistry of, 57–59
- “10,000-Hour Rule,” 182
- Tenet, George, 157
- Thompson, John, 43
- Thorndike, E. L., 54
- 360-degree referencing: courage assessment
using, 167, 172; emotional intelligence
assessment using, 88–90; getting to
know the candidates using, 207–208;
identifying empathic leaders using,
59–60; limitations of, 34; 120-degree
interview form of, 88–90; testing ethical
awareness beyond, 38
- Tiananmen Square, 166
- Tick (empathy understanding), 48
- Time* magazine, 101, 148, 173
- Time* magazine's Person of the Year
(1999), 173
- Tour de France, 186, 187
- Transparency, trust fostered by, 28
- Travers, Peter, 134
- Trust: insularity as barrier to, 26–27;
integrity as fostering, 25; relationships,
trust, and, 48–52; transparency as
fostering, 28
- Tutu, Archbishop Desmond, 98
- Tyco International, 21–22
- U**
- U2 (rock band), 11, 93, 97, 98
- Ulman, Doug, 186, 817
- Unilever, 94
- United Nations, 95, 97
- United Parcel Service (UPS), 141–142
- University of Chicago, 162
- University of Edinburgh, 148
- University of North Carolina
(UNC), 45
- University of Richmond presidential
town-hall (1992), 48–50
- University of Southern California, 102
- University of Toronto, 143
- US Airways, 77
- U.S. Army Reserve Officers Training
Corps, 162
- U.S. Constitution, 125
- U.S. Surgeon General's Medallion, 148
- U.S.-Chinese relationship (1972), 103
- V**
- Vacation decision scenario, 143–144
- Vanderbilt University, 185, 186
- VF Corporation, 125–126

- Vietnam War: My Lai massacre (1968)
 during, 30; similarities between Iraq
 and, 162
- Virgin Galactic, 104
- Virgin Group, 103
- Vision: Bono's example of, 9, 11, 93–98;
 comparing judgment and, 123;
 identifying leaders with, 109–111;
 importance of, 98–99; “melody line”
 for communicating, 11, 96, 97, 115;
 relationship between innovation and,
 111–115; storytelling used to inspire
 common, 105–109; as vital leadership
 attribute, 7, 11, 12
- Visionary leaders: Bono's example as,
 9, 11, 93–98; characteristics of, 100;
 confusing charisma with, 109; examples
 of, 100–105; identifying, 109–111;
 imagining a better future, 99–105;
 storytelling used by, 105–109
- Von Rosty, Nicolas, 120, 121–122
- W**
- Wade, Dwayne, 41
- Wall of Innovation (Sherwin
 Williams), 106
- Wall Street Journal*, 20, 83
- Walmart, 94, 179, 181, 191
- Walters, Barbara, 180
- Walton, Sam, 191
- Washington Post*, 164, 165
- Watergate scandal (1972–1973), 165
- Waverly Restaurant, 197
- Welch, Jack, 81–82, 85
- Wessling, Sarah, 184
- West, Jerry, 43
- West Point, 162
- Western & Southern Financial Group,
 138–141
- White Knight One*, 104
- White Knight Two*, 104
- Wilkens, Lenny, 43
- Wireless Business and Technology*
 magazine, 183
- Wisdom, 125
- Wiseman, Eric, 125–126
- World Economic Forum, 98
- World Health Organization (WHO), 148,
 150, 151, 155
- World Lung Foundation's tobacco control
 program, 148
- WorldCom, 156
- Wynn Resorts, 101
- Wynn, Steve, 101–102
- Y**
- Yale School of Management, 82
- Yale University, 29
- Yingling, Paul, 162–164, 170
- Z**
- Zedelius, Werner, 220–221
- Zeppos, Nicholas, 185–186, 193
- Zimbabwe election fraud, 95
- Zombieland* (film), 134
- Zuckerberg, Mark, 82–83

<http://www.pbookshop.com>