

INDEX

- ABN-AMRO 222, 229
Ackerman, Raymond 147
Adams, Scott 155
The Admirable Crichton
 (Barrie) 153-4
advisers 114, 170-2
Africa 42-3, 44-7, 53-4, 74, 78-9,
 183-5, 189-91, 208-9
Agassi, Andre 142, 235
agile companies 59, 67
Akers, John 58, 79, 145, 209
alcoholism 7, 15-16, 21, 69-70,
 122, 145-6
Alexander the Great of
 Macedonia 76, 127
Amin, Idi 20, 47
anxieties 199-224
AOL 129
Apple 9, 11, 19-20, 39, 51, 60, 63-4,
 82, 91, 120, 128-9, 168, 194-5,
 227-8
appraisal systems, human
 resources 255
aptitude and ability qualities 70,
 73-4, 82-5, 91, 94, 110-14, 119,
 158-60, 189-95, 244-58, 266-9
Arab Spring 2011-12 37, 118
Arendt, Hannah 261
Aristotle 38, 48
Assad, Bashar 101
AT&T 52, 72
Atari 194-5
Aung San Suu Kyi 66, 94, 128,
 204-5
authenticity 83-5, 118, 148-9,
 157-60, 163, 229, 246, 251-8,
 267-8
automated decisions 29-30, 103-4,
 261-9
Ballmer, Steve 74, 165, 170, 232
banks 28-9, 32, 89, 93-4, 104-6,
 136, 222-3, 229, 238-40, 244
Baumeister, Roy 210
Bear Stearns 210-11
behavior genetics 134
Berkshire Hathaway 14
Bhopal 30
Bhutto, Benazir 213, 221
"Big Man" leadership 47, 51, 265-6
Blair, Tony 4-5, 6, 7-8, 9, 10, 13,
 15-16, 64-5, 69-70, 89, 114,
 142, 143-4, 166, 174, 202,
 205-6, 231, 250, 254, 267-9
boards of directors 51-2, 76-7, 81,
 95, 106, 141-2, 145-6, 173,
 215-16, 232, 261-2, 264-5
Boehm, Christopher 43-7, 50
Bokassa, Jean-Bédél 47
Bolivar, Simón 227
Bonaparte, Napoleon 51, 80, 147,
 205
bonus cultures 13, 32, 93, 136
Bossidy, Larry 72

INDEX

- boundaryless organization 251–8
 Boyd, William 187
 BP 95, 113
 Brahe, Tycho 79
 Brando, Marlon 204
 Branson, Richard 76
 Brin, Sergey 48, 74, 119, 168
 British Telecom 190
 Brown, Gordon 174, 230–1, 254
 Browne, John 95
 Buddhism 10, 185–6, 197, 208
 buddies 9, 74, 91, 119, 165–82,
 192–3
 Buffett, Warren 13–14, 31, 73, 135,
 142, 143, 170
Built to Last (Collins and Porras) 28
 Burma 66, 94, 128, 204–5
 Bush, George W. 1–3, 4–5, 6, 7–8,
 9, 15–16, 64–5, 69–70, 110–11,
 185, 202, 205–6, 213, 267–9

Call of the Wild (London) 22–4
 Cameron, David 205
 car industry 252
 Carlson leisure and hotel
 group 74–5
 Carney, Harry 192
 Carter, Jimmy 33
 Carthage 35–6, 42–3, 64, 89
 Cayne, Jimmy 143, 210–11
 Ceausescu, Nicolae 231
 Celtel 190, 227
 charismatic leaders 110–14, 115,
 131, 166, 171, 214–17
 Charles I 145
 Cheney, Dick 111
 Chernobyl 30
 Chichester, Sir Francis 199–200
 chimpanzees 25–6, 30, 32–3, 41–2
 see also primates
 Choi Min-sik 204
 Christianity 9, 42, 53, 57–8, 130,
 133, 211, 252
 Chrysler 126–7, 229
 Churchill, Winston 64, 82, 98
 Cicero 38
 Civil Rights revolution, USA 82,
 110
 Civil Service, UK 52
 Clinton, Bill 69–70, 112–13, 250
 CLRs *see* critical leader relationships
 coaching 177–82
 co-evolution 9, 37, 40, 42, 273
 cognitive therapies 236, 250–1
 collectivist cultures 45–6, 78, 201
 Collins, Jim 160
 colonialism 42, 43–4, 88–9, 110,
 151–2, 227
 Communism 20–2, 37, 41, 189–90,
 263
 communities 263–9
 Compass Question 14–15, 70–85,
 136, 161–3, 186, 227–8, 244–58
 confidence 7–8, 14, 16, 28, 38,
 54–5, 80–1, 82–5, 90–1, 152,
 156–63, 172–3, 192–3, 217
 Confucianism 78
 consciousness 9–10, 64–5, 202–24,
 236–40, 267–9
 consilience 203–4
 consumerism 41–2, 59, 157, 201–2
 Cook, James 43–4
 cooperation 30–3, 34, 263–9
 coordination responsibilities 12, 15,
 27–8, 29, 30–3, 39–40, 268–9
 corruption 41, 47, 50–1, 74
 couples therapy 250–1
 courage 10–11, 35–6, 75, 160–1,
 209–10, 218–19, 266–9
 Cowan, Edith 52–4

INDEX

- crises 2-3, 4-5, 32, 64, 94-5, 104-6,
111-14, 136, 142, 206, 222-3,
230-1, 254, 261, 267
- Critical Leader Relationships
(CLRs) 9, 74, 91, 119, 162,
165-82, 192-3, 209-10, 229-30,
250-1, 262, 266-9
- Cromwell, Oliver 140
- Crowhurst, Donald 199-200
- cultural evolution 5, 7, 24, 27-8,
30-3, 34, 40-6, 52-4, 145-6,
251-2, 263-9
- culture
national 9, 41-2, 44-5, 78, 145-6,
263
organizational 9, 13, 32, 58, 75,
77-9, 101-2, 126-7, 129-31, 167,
190, 223, 251, 267
- culture shock 131-2
- The Curse of the Self* (Leary) 201-2,
218
- Daimler-Benz 229
- Damascene moment of truth 115,
235-40
- Danone 243
- Darwin, Charles 48, 51, 204
- DDD model
see also deliberation; destiny;
drama
definitions 15, 185-9, 196-8,
235-6, 244-6
- De Waal, Frans 25, 32
- Debonneuil, Xavier 28
- DEC computers 130
- decentering concepts 246-58,
267-9
- Decision Points* (Bush) 7-8, 15-16
- decision-making 2-4, 5-7, 10, 12,
14-15, 29-33, 34, 44-5, 70,
76-7, 82-5, 120-3, 168, 183-98,
207, 216-24, 244-6, 260-9
- Deepwater Horizon disaster 30, 95,
113-14, 208, 212
- deliberation 15, 183-98, 205-6,
208-10, 233-4, 235-6, 244-6
- Delphic Oracle 69-70, 156-7
- delusion 139-40, 145, 147-8,
202-4, 208-24, 233-4, 236-40,
242-58
- depression 201, 218-19, 231-2, 248
- design principles 96-8, 136, 251-8
- destiny 11, 13, 15, 36, 183-98, 199,
214-16, 218-24, 233-4, 235-6,
244-6, 267-9
- Diamond, Jared 43-4, 46-7
- discovery SPQ principle 66, 126,
131-7, 156-63, 251-8
- discrimination 53, 82, 88, 110,
192-3
- DNA 25, 29-30, 71-2, 77, 152,
162-3, 186, 227-8, 246
- dominance 22-4, 31, 32-3, 34,
37-8, 45-8, 54, 80, 175, 188,
252-8
- dreams 228-30, 234-40, 245-6
- Dreyfuss, Richard 214
- Drucker, Peter 91
- Dunbar, Robin 97, 101, 264
- Dunlap, Al "Chainsaw" 20, 126-7,
132, 220-1
- DuPree, Max 74
- Dutch tulip bubble 104
- East India Company 151-2
- ecological changes 59-60, 64-5,
259-69
- Edison, Thomas 193
- effectiveness 136, 141-50, 166-82,
267-9

INDEX

- the Ego 188, 193, 203–4, 207–24,
230, 231–2, 236–40, 245–58,
260
- Eisenhower, Dwight B. 219
- Eisner, Michael 20, 165–6, 170
- Elizabeth I 35–6, 42–3, 64, 83, 89,
205
- Ellington, Duke 11, 66, 73, 76, 78,
100, 102, 117, 120–2, 155, 165,
191–3, 202, 208–9, 211, 258
- Ellison, Larry 19–20, 191
- Emerson, Ralph Waldo 12
- emotional intelligence 33, 45–6,
101–3, 177–82
- emotions 2–4, 10, 11, 13, 19–22,
146, 165–82, 192–3, 199–224,
230, 247–58
- empathy 113–14, 177–82, 246–58,
267–9
- empowerment 27, 97, 177–82,
217
- Enron 31, 32–3, 73, 94
- Epictetus 160
- equal opportunities 75
- equity 31–3, 189
- ethnicity 77–9, 82–83, 110, 183–7,
190–1
- Eurozone debt crisis 211
- evil 48, 82, 139, 231–2, 261
- evolution 4–5, 6, 7, 10, 19–34, 36–7,
40–4, 59–60, 97, 131, 144–50,
162–3, 173, 203–4, 222, 233,
251–2, 262–4
- executive ego 188, 207–24, 230,
231–2, 236–40, 245–58, 260
- expats 131–2
- Facebook 97, 119
- failed leaders 7, 10, 15, 17, 20–2, 30,
31, 33, 47–8, 54, 66, 81, 84,
87–90, 93–4, 130, 143, 171, 174,
197, 201, 205, 231–2, 242, 261–9
- Falklands War 1982 133
- family firms 11, 51, 81, 118, 145–6,
167–71, 173–4, 196, 212, 230,
264–6
- feedback 148–9, 166, 170–82, 258,
262–9
- feelings *see* emotions
- Fiat 168
- financial crisis of 2007 32, 104–6,
111–14, 136, 222–3, 230–1, 254,
261
- financial markets 28–9, 32, 89,
93–4, 103–5, 135, 142, 210–11,
222–3, 229, 261
- Fiorina, Carly 11, 20, 72, 255
- fitness to lead 154–7, 162–3, 232–3
- Fleischer, Ari 3
- The Flight Center 264
- Follett, Mary Parker 91, 128
- followers 4, 6–7, 15, 17, 19–22, 24,
27–8, 33, 34, 39, 45–6, 55, 67,
82–5, 88–9, 100–3, 107, 130–1,
147–8, 154–63, 166, 205–6,
218–24, 246–58, 268–9
- food-sharing 31–2, 34, 47
- Ford, Henry 11, 51, 81, 118, 145–6,
193, 212, 220, 254
- Franklin, Benjamin 79
- fraud 20, 41, 74–5, 94, 196
- Friedman, Stephen 167
- Fukushima 30
- Fuld, Dick 33, 72, 143
- Gabarro, John 95–6
- Gaddafi, Muammar 20, 47, 231
- Gandhi, Mohandas 50, 54, 74, 81,
88–9, 116, 205, 208–9
- gang cultures 183–5, 186–7

INDEX

- Gardner, Howard 133
- Gates, Bill 11, 73–4, 147, 165, 168,
170, 191, 227, 232
- Gautama, Siddhartha 185
- GE 103, 116, 177
- gender 23–4, 25–6, 31, 32–3, 44–5,
47, 52–3, 70, 71, 72, 79–80,
133–4, 177–82, 254–8
see also sex
- General Foods 130
- Gentry, Allen 53
- Gerstner, Lou 58–9, 94–5, 96, 127,
128
- Goldman Sachs 167
- Goldwyn, Sam 148
- Goleman, Daniel 32–3
- Gonsalves, Paul 122
- Goodall, Jane 25, 43–4
- Goodwin, Fred 33, 143, 222–3, 229
- Google 9, 48, 74, 119, 129–30, 168,
174–5, 191, 256
- Gore, William 27, 50, 256, 264
- Gore-Tex 155–6
- gorillas, animal nature 25–6
- gossip 131
- governance 31–3
- the Great Depression 13–14
- Greek civilization 38, 48, 76–7, 127,
183
- groups 26–7, 30–3, 97, 101–3, 264
- Grove, Andy 20, 48, 186
- GROW coaching method 179–82
- Gucci empire 210–11
- Guns, Germs and Steel*
(Diamond) 46–7
- habitat-tracking 59–60, 67, 100,
132, 161–3
- habits 121, 206–7, 221–4, 257–8
- Haidt, Jonathan 207–8
- Hannibal the Great of Carthage
35–6, 42–3, 64, 89, 142, 144–5
- happiness 157, 159–60, 207–8, 212,
236–40, 244–6
- Hayekian economics 133
- Hayward, Tony 95, 113, 212
- hereditary path to leadership 49–51,
52, 57–8, 264–9
- Herman Miller 74
- heroes 10–11, 21–2, 27–8, 29–30,
61, 94–5, 98–9, 153, 209, 213,
218–19
- heuristics 121, 207, 221–4
- Hewlett, Steve 129, 162
- Hitler 20, 43, 54, 75, 80–1, 139, 143,
145, 171, 231–2
- Hoa Lo (Hell's hole) 160
- Homo sapiens* 43–4
- Honda, Soichiro 73, 76, 78, 94
- HP 72, 129–30, 168, 255
- human nature 23–34, 40–4, 60, 97
- human resources 29, 38–9, 55,
63–5, 89–91, 100–3, 105–7,
130–1, 135–6, 148–50, 162,
165–82, 247–58, 268–9
- humility 28–9, 75
- hunter-gatherers 43–7, 98, 101–2,
251–2
- Hurricane Sandy 111, 114, 208
- Hussein, Saddam 20
- Iacocca, Lee 72, 126–7
- IBM (“Big Blue”) 52, 57–9, 79, 96,
127–9, 130, 209
- Ibrahim, Mo 74, 189–91, 208, 227
- Ibuka, Masaru 165–6
- the Id 207–8
- identity 70–1, 82–5, 110, 119,
191–2, 201–2, 206–24, 225–8,
235–40, 242–58, 259–69

INDEX

- “the imposter syndrome” 254–5
 India 48, 50, 88, 96, 128, 168,
 195
 innovations 63–7, 73, 97–100, 137,
 145–6, 170–1, 176–82, 193–4,
 252–8
 instincts 14–15, 141–50, 156–63,
 188–9, 207–24, 266–9
 integrity 37–8, 54–5, 75, 83–5
 Intel 48
 intelligence 3, 22–4, 28–9, 37–8, 41,
 45–7, 48, 73–4, 84–5, 97, 101–3,
 110–13, 131, 147, 149, 156–63,
 167, 184–5, 189–95, 216
 interests 70, 75–6, 83–5, 142, 194,
 230
 iPod 129
It’s a Wonderful Life (movie) 244

 Jackson, Phil 50
 James, William 218
 Japan 78, 132, 152, 252
 jazz 11, 66, 73, 76, 78, 100, 162,
 117, 120–2, 191–3, 208–9
 Jesus Christ 130
 job changes 63–5, 89–91, 102–3,
 195–7
 Jobs, Steve 9, 11, 19–20, 39, 51, 60,
 63–4, 73, 78, 81, 82, 91, 94, 120,
 128–9, 143, 157, 165–6, 168,
 171, 176, 191–2, 193–7, 208,
 210, 213–15, 218, 227, 231, 268
 Jordan, Michael 50
A Journey (Blair) 7–8, 15–16,
 143–4
 Jung, Carl 234–5

 Kalis, David 127
 Kennedy, John F. 33, 50, 151, 174,
 234, 250

 Kenya 44–6, 110
 Kersch, Russell 126–7
 Kerviel, Jerome 196
 Khan, Genghis 35, 51
 King, Martin Luther 234
 Kissinger, Henry 246–7
 Korea 168, 204
 KPIs 255

 Law of Requisite Variety 252
 Law of the Situation 84, 91–107,
 145, 230–1, 237–40
 Lay, Kenneth 74, 81, 94–5
 leaders
 narcissistic 33, 168, 208, 214,
 221–4
 natural 65, 67, 72–3, 76, 151–63,
 232
 needs for 27–8, 29–30, 34, 43–4,
 260–9
 new 87–96, 109–14, 126–33,
 146–7, 215–17
 non- 65, 67, 76, 154–60, 161–3
 paranoid 21–2
 reluctant 153–6, 162–3
 selection issues 28–9, 38–9, 45,
 49–52, 55, 58–9, 66, 70–81,
 89–91, 126–31, 152–63, 196–7,
 232–3, 251–8, 263–9
 superfluous 27–30, 34, 43–4,
 260–9
 leadership
 definitions 4–5, 6–7, 9, 12, 17,
 29, 30–3, 38–40, 54, 60–3, 66–7,
 113–14, 182, 257–8, 260–9
 democratic 43–4, 49, 51–2, 55,
 264–9
 emergent 49–50, 52, 151–63,
 196–7, 264–9
 eras of 46–9

INDEX

- five principles of good leadership 267-9
 goals of 4-5, 6-7, 9, 23, 29, 30-3, 38-40, 58-67, 92-104, 105-7, 113-14, 126, 128-31, 140-3, 179-82, 186-7, 205-24, 230-4, 237-40, 245-58, 267-9
 intimidation 19-22, 34, 37, 38, 47-8, 49-52, 80-1, 118, 126-7, 171
 nature/nurture debates 72-3, 151-63, 194
 paths to 49, 51-2, 264-9
 processes 7, 30-4, 61-7, 81, 106, 109-23, 125-6, 139-50, 237-40
 qualities 4-6, 7, 8-9, 10-11, 21-2, 24-5, 30-3, 35-6, 37-40, 44-6, 49-52, 53-4, 57-67, 69-85, 110-15, 117-20, 122, 125-6, 149-50, 153-63, 190-1, 196-8, 205-6, 219-24, 247-58, 261-9
 selection 152
 situations 1-3, 4-5, 6-7, 10, 17, 57-67, 87-107, 110-14, 115-17, 119, 123, 125-6, 127-31, 131-2, 136, 139-50, 153-5, 167-82, 186-98, 233-4, 251-8, 261-9
 substitutes for 29-30, 32-3, 34
 transformational 58-67, 81, 128-30, 143-4, 217, 220-1, 238-40
 tribal functions 30-3, 34, 41-2, 43-6, 102-3, 263-5
 value-based leadership 223
 writings on 38-40, 61, 65, 91
 Leadership Formula, the 54, 60-3, 66-7, 74, 78, 111-14, 115, 118-19, 151-3, 186, 215, 222-3, 229, 237-40, 254, 261-9
 leadership moments 1-5, 9-17
 Leary, Mark 201, 218
 Lee Kuan Yew 11, 65, 151-2, 154, 210, 234
 Lehman Brothers 31, 32, 33
 leisure activities 212, 230, 245-6
 Lenin, Vladimir 21, 41
 lessons of history 52-5
 lifelines, DDD analysis 244-6
 Lincoln, Abraham 53-4, 227
 locus of control 230-1, 244-6
 London, Jack 22-4, 26
 love 146, 165-6, 176-7
 luck 123, 242
 Maasai tribe 44-6
 McAdams, Dan 218
Macbeth (Shakespeare) 167
 MacCoby, Michael 221
 Machiavelli, Niccolò 38, 121, 250
 Madoff, Bernie 81, 143
 Magna Carta 48-9
 Malinovsky, Roman 21
 Malthusian theory 263
 management by walking around (MBWA) 147-50
 management levels 101-3
Managing the Human Animal (Nicholson) 131
 Mandela, Nelson 42-3, 53-4, 66, 80, 94, 111, 118, 143, 196, 205, 210
 Marconi electronics 130
 Marxism 189-90
M.A.S.H. (TV series) 93
 matrix organizational structures 251-8
 Maxwell, Robert 20, 81, 93, 143

INDEX

- Mayans 48
Mayer, Marissa 119
Mbeki, Thabo 143
media 95, 149–50, 176
meditation 212, 245
Memento (movie) 225, 228
memory 3, 5, 13, 80–1, 202–24,
225–8, 235–40
mental models 5, 149–50
mentoring 177–82
mergers and acquisitions 129, 222,
229
meritocracy 253–8
Merkel, Angela 74, 211, 250
Microsoft 73–4, 147, 168, 170, 227
mindfulness 172, 179
Mintzberg, Henry 121
mirror work 242–3, 246, 249, 258
mission 16, 69–70, 81–2, 89, 104,
126–7, 188–9, 238–40
Mittal 168
Mobutu of the Congo 47
monarchy 24, 36, 48, 49, 50–1, 140,
265–6
monasteries 48
moral values 10, 13, 30, 51–2, 74–5,
76–7, 82–5, 181–2, 190–1,
213–24, 235, 256–8
Morita, Akio 60, 73, 78, 165,
208
Mother Teresa 143
motivation 29, 39–40, 53, 67, 76,
99–100, 102–3, 105–7, 122, 153,
163, 196–7, 205–6, 213–24,
252–8
Mozart, Wolfgang Amadeus 142
Mubarak, Hosni 145
Mugabe, Robert 47
multidivisional organizational
structures 251–8
Munger, Charlie 170
Murdoch, Rupert 20, 72, 174
music 99–100, 120–2, 191–3,
208–9, 212, 245
Mustier, Jean-Pierre 28–9, 77, 174,
196
narratives 7, 8–9, 10–11, 15–16, 17,
49–52, 55, 77, 80–1, 85, 103–4,
111–14, 115–16, 205–24, 225–40,
241–58
NASA 97
Nazi Germany 48, 82, 139, 231–2,
261
Nelson, Marilyn Carlson 50, 74–5
neuroscience 202–4, 207–8
NewsCorp 174
niche construction 59–60, 62–3, 67,
128–9, 132, 162–3
Nightingale, Florence 143
Nin, Anaïs 139
Nixon, Richard 93, 145, 223
Nolan, Christopher 225
Norman, Andre 183–5, 187–9, 191,
208
Novell 119
Obama, Barack 11, 13, 69–70, 78,
89, 109–14, 166, 205, 208, 212,
265
Oracle 19–20
organizational structures 251–8
Packard, Dave 129, 168
Page, Larry 119, 168
Parks, Rosa 82
Pasteur, Louis 123
paths to power 49–52
Patton, George S. 10–11, 13, 76,
210, 218–20

INDEX

- Pepys, Samuel 140
 perceptions 2–5, 61–7, 80–1, 88–9,
 92, 95–6, 103–4, 105–7, 125–6,
 127–31, 139–50, 180–2, 207–24,
 226–34, 242–58
 performance 4–5, 206–7, 221–4,
 253, 257–8, 268–9
 Peron, Eva 234
 perseverance 205–6
 personality 70, 72–3, 82–5, 112–13,
 114–15, 117–18, 136, 158–60,
 202–24, 227–8, 231–2, 246,
 266–9
 “the Peter Principle” 253–4
 Pettiford, Oscar 122
 philanthropy 227–8, 232
 phone-hacking scandal 174
 Picasso, Pablo 79
 Pick n Pay 147
 pickle jar analogy 101–3, 107,
 130–1, 146–7
 Pixar 64, 227–8
 Plato 48, 72
 Pol Pot 20, 43, 171
 politics 7–8, 9–10, 15–16, 25–6,
 31–3, 34, 48–9, 51–2, 94, 96–8,
 110–14, 130–1, 133–4, 139–40,
 143–4, 149–50, 152, 175–82,
 189–91, 203, 205, 220–1, 247–8,
 264–9
 Pope John XXIII 133–4
 power 19–34, 37, 40, 41, 43–4,
 47–8, 49–52, 93–4, 105–7, 262–4
 “Praise Party” 244
 presidents of the USA 1–3
 primates 25–6, 32–3, 34, 43–4,
 45–7, 97, 202, 251, 252–8
 psychometric assessments 77
 punctuated equilibrium 116
 PwC (PriceWaterhouseCooper) 177
 radical changes 59–67, 89, 133–4,
 209, 219–20, 239–40, 246–58,
 269
 Raffles, Sir Stamford 151–2, 154
 randomness strategies 20–1, 142–3
 rational analytical decisions 215–24,
 265–9
 reading the world 8, 13, 15, 16, 34,
 55, 139–50, 167–9
 Reagan, Ronald 71
 realities 87–92, 103–7, 115–16, 131,
 139–50, 160–3, 179–82, 206–7,
 212–24, 225–8, 234–40, 241–58,
 267–9
The Redemptive Self (McAdams)
 218
 relationships 9, 29, 33, 38–9, 55, 61,
 63–5, 73–4, 89–91, 92, 100–3,
 105–7, 118, 119, 122, 127,
 130–1, 135–6, 162, 165–82,
 192–3, 204, 209–10, 229–30,
 243–58, 262–9
 religions 9, 42, 48–9, 50–1, 53,
 57–8, 130, 133, 144, 201–2, 211,
 252
 reproductive strategies 23–4, 32–3
 reputation 13–14, 28–9, 37–8, 54–5,
 122, 230–1, 257–8
 respect 31, 45–6, 75
 responsibility 5–6, 10, 12, 23–4,
 27–8, 30–3, 38–40, 49–52, 55,
 84–5, 93–4, 135–6, 153–4, 163,
 201–2, 259–69
 restructuring 96–7, 128–30, 131–2,
 217, 251–8
 reverse mentoring 177–82
 reversed dominance hierarchy 46–7
 Riboud, Franck 243
 risk 76–7, 85, 105–7, 142–3,
 149–50, 156–63, 223

INDEX

- role models 134–5, 162–3
 Roman Empire 35–6, 38, 42, 48,
 145, 167
 Roosevelt, Teddy 114
 Rourke, Mickey 204
 Rousseau, Jean-Jacques 8–9
 routines 121, 206–7, 221–4,
 257–8
 Royal Bank of Scotland (RBS) 33,
 222–3, 229
 Rubin, Robert 167
 Rumsfeld, Donald 111
 Russell, Bertrand 241
- St Paul (Saul) 9
 Salomon Brothers 13, 135
 Samsung 129, 168
 Sarkozy, Nicolas 115
 Sartre, Jean-Paul 8–9
 Satyam 31
 Schmidt, Eric 9, 119, 174–5
 Scott, George C. 9–10
 Scripts
 narrative contrasts 234–5, 240
 parents 234–5
 Scully, John 91, 165–6
 selection, sexual 24
 the Self 4–5, 7, 11, 16–17, 69–70,
 80–1, 82–5, 95–6, 104, 114–16,
 125–6, 131, 132–7, 156–63,
 166–9, 182, 188, 194, 199–224,
 225–40, 242–58, 260–9
 existence of 202–4
 the invented 225–8, 237–40
 reflections 5–6, 14–15, 17, 27,
 69–85, 132–7, 156–63, 185–98,
 209–24, 225–40, 243–58, 260–9
 self-awareness 202–24, 227–8,
 242–58, 260–9
 self-deceptions 209–10, 218–24
 self-determination 186–98, 244–6
 self-help 242–58
 self interest 202–24, 231–2, 245–6,
 249–58
 self-knowledge 66, 69–85, 132–7,
 156–63, 202–4, 227–8, 233–4,
 242–58, 260–9
 self-managed teams 27, 97, 264
 self-management 7, 8–9, 10, 27, 97,
 114–15, 180–2, 241–58, 264,
 267–9
 self-regulation 4–5, 7, 8–9, 10, 97,
 118–19, 160–3, 203–24, 226–8,
 230, 236–40, 241–58, 262–9
 self-reliance 21–2, 262
 self-talk 15, 206–24, 243–4, 249–58,
 267–9
 selflessness 31–3
 Senco 256, 264
 Semler, Ricardo 27
 serendipity 187–8, 235–6
Seven Up! (TV series) 188–9
 sex 70, 79–80, 83–5, 255–8
 see also gender
 Shackleton, Ernest 11, 66, 71,
 98–100, 102, 120–1, 128, 208
 Shakespeare, William 167, 188
 shaping 9, 16, 57, 59, 62–3, 66, 67,
 113–14, 116, 125–37, 161–3,
 182, 213–15, 218–20, 233–4,
 242–58, 264–9
 shareholder value 126–7, 129,
 230–1
 Shaw, George Bernard 63
 Shintoism 78
 shot selection 126, 140–50, 178–82,
 221–2, 251–8
 Sinatra, Frank 8
 Singapore 65, 151–2
 situation sensing 143–50

INDEX

- skills 8–9, 10–11, 21–2, 31–3, 37–8,
39–40, 44–7, 49–52, 54–5, 62–3,
64–5, 73–4, 82–5, 97–8, 117–19,
162–3, 188, 261–9
- slavery 53, 151–2, 186, 191–2, 204,
227
- social rank/status 47–8, 110–14,
136, 183–9
- Société Générale 28–9, 77, 174
- Socrates 183
- Sony 60, 208
- South Africa 42–3, 53–4, 81, 88,
111, 116, 143, 147, 208–9
- Spain 35–6, 42–3, 64, 83, 89,
227
- sports 71, 142–3, 235, 245, 252–3,
268–9
- SPQ (Situations, Processes and
Qualities) 7, 54, 61–7, 70–85,
92–107, 110–23, 125–6, 136,
140–50, 181–2, 197, 219,
237–40, 249, 262, 264–9
see also Leadership Formula;
processes; qualities; situations
- stakeholders 95–6, 101–3, 236
- Stalin, Joseph 20–2, 37, 41, 54,
80–1, 118, 143, 171
- stewardship 39, 45, 49–52
- Stewart, James 244
- Stockdale, James 160, 205, 208
- Stoics 160
- strategic intent 223, 240
- strategy 4–5, 6–9, 16, 31, 40–1, 54,
57–67, 99–100, 117–19, 120–1,
125–37, 162–3, 205–24, 240,
251–8, 264–9
- Strauss, Levi 79
- Strayhorn, Billy 165, 192–3
- structure 8–9, 92, 96–8, 105–7,
128–32, 251–8
- sub-prime mortgages 104–6,
111–14, 136
- suicides 200–1, 244
- Sun Microsystems 31
- Sunbeam 126–7, 132
- Swatch 168
- Swiss watch industry 59
- tacit knowledge 142
- tactics 120–3, 127–31, 142, 162–3,
268–9
- Tata, Ratan 11, 50, 72, 96, 128
- teams 9, 27, 74, 91, 119, 162,
165–82, 192–3, 252–8, 266–9
- terrorist attacks
July 7th 2005 4–5, 64, 142, 206,
267
September 11th 2001 2–3, 4–5,
267
- Texas Instruments 60
- Hatcher, Margaret 11, 74, 130–1,
133–4, 143, 171, 220
- theater work 188–9, 257–8, 268
- Time-Warner 129
- Tolstoy, Leo 109
- Toyoda, Sakichi 78
- transitions, DDD model 195–8
- trust 22, 26, 31–3, 37–8, 50–2,
83–5, 91, 101–3, 130–1, 145–6,
148–50, 163, 165, 170–82,
183–5, 268–9
- Turner, Graham “Screw” 264
- Turner, Tina 29
- Twain, Mark 204
- Twenty Statements Test 70
- tyrants 20–2, 37, 41, 43, 47–8, 54,
75, 80–1, 118, 171
- Uganda 48
- Universal Studios 129

INDEX

- “upstartism” 46, 49–50
Useem, Mike 10
- values 10, 13, 30, 51–2, 70, 74–5,
76–7, 82–5, 181–2, 190–1,
213–24, 236, 256–8
- versatility 118, 119–23, 139–40,
142–3, 161–3, 205–6, 231, 264–9
- Vietnam War 160
- Villa, Pancho 218–19
- Vincent, Norah 79–80, 255
- Virgin 76
- virtual organization 251–8
- vision 9, 10–11, 16, 31, 37–8, 50–2,
54–5, 58–9, 61–3, 69–70, 76–9,
81–2, 94–5, 106–7, 115, 129–30,
133–4, 143, 213–24, 227–8,
231–2, 239–40, 251–8, 259–69
- Vivendi 31
- Wal-Mart 168
- warfare 2–3, 4–5, 10–11, 32, 35–6,
48, 51, 64, 101–2, 127, 133, 140,
142, 144–5, 152, 160
- Washington, George 114
- Watson, Thomas, Jr. 57–9, 254
- Watson, Thomas, Sr. 57–8, 254
- Webster, Ben 122
- Weinberg, John 167
- Welch, Jack 39, 72, 94, 103, 116,
177, 228–9, 253
- Wells, Frank 165–6, 170
- West, Michael 63
- White Fang* (London) 23–4
- Whitehead, John 167
- willpower 206–7, 210–24, 230
- wisdom 6, 31, 38, 50–2, 127,
139–40, 156–63
- wolves 22–4, 26
- Woods, Tiger 142
- Woolworths 59
- work–life balance 212, 230, 245–6,
256
- workshops 215–17
- Wozniak, Steve 129, 168
- WWI 98, 219
- WWII 11, 22, 98, 152, 219
- Yahoo 48, 119
- Yang, Jerry 48
- zemblanity* (willed
foolishness) 187–8, 235–6
- Zen Buddhism 197, 208
- Zuckerberg, Mark 39, 73, 119,
129–30
- Index compiled by Terry Halliday*