

INDEX

Page reference followed by *fig* indicates an illustrated figure.

A

- Abundance mind-set, 125–126
- “Abundant community,” 195–196
- ACC (anterior cingulate cortex), 116, 117
- Act Now, Apologize Later* (Werbach), 129
- Action: bold and prudent, 72–73; context sensitivity role in, 12–13, 16, 53, 66, 71; detached engagement in, 83; Dr. V’s story on noble purpose application through, 47–50; noble purpose pursued through, 44–45; smart leadership as applying smartness to, 9–10
- Action orientation capability: authenticity and appropriate action elements of, 65–69; bridging the integrity gap, 77–81; description of, 14; evolving wisdom toward, 16; how wise leaders apply their, 71–77; limits of smart, 69–71; red versus blue zone leadership approach to, 15; V. R. Ferose’s story on improving, 61–65
- Air India, 170
- Airco, 44
- Allen, Paul, 3
- Allianz Global Investors, 43
- Amygdala, 117, 118
- “Amygdala attacks,” 117
- Anbender, Ken, 81
- Angel Network, 146–147, 195
- Apotheker, Léo, 144
- Apple: camera-equipped cell phones developed by, 134; Cook’s broadened leadership of, 8–9, 93; Fair Labor Association membership of, 93; give and take of Bill Gates’s investment in, 169; iPad, iPhone, and iPod products of, 114, 178–179; pragmatic partnership (1997) between Microsoft and, 121; Steve Jobs’s decision to open retail stores for, 113–115, 120, 178; Tim Cook’s

- functional smart leadership of, 7–9. *See also* Jobs, Steve
- Apple Stores: Genius Bar help desk of, 114; phenomenal success of, 113–114; Steve Jobs's decision to open, 113–115, 120, 178
- Appropriate action: complexity of modern world while maintaining, 68–69; how wise leaders practice, 71–77; limits of smart leadership for, 69–71; practical wisdom as maintaining authenticity and, 66; Steve Jobs's authenticity but not always, 65–66
- Appropriate action practices: act with bold prudence, 72–73; act with context sensitivity, 73–74; act with integrity, 76–77; align actions with noble purpose, 72; heed intuition, 75–76; maintaining equanimity while still having fun, 75
- Appropriate Response, 164
- Aravind Eye Care System (India), 47–50, 161
- Aris, Michael, 202
- Aristotle, 13
- Arthashastra* (Chanakya), 86
- Aung San, 202
- Aurolab (Aravind Eye Care System), 49
- Authentic, 65
- Authentic Leadership* (George), 66
- Authentic parenting, 99–100
- Authenticity: aligning your North Star with leadership, 99–101; bridging the integrity gap, 77–81; complexity of modern life while maintaining, 68–69; context sensitivity to maintain, 69; courage to follow your own, 81; definition of, 65; finding the source of your, 66–67; leadership practice of, 67–68; limits of smart leadership for, 69–71; role clarity capability performed with, 97–98; Steve Jobs's, 65–66, 180
- Authentic ethics, 120
- B**
- Bagchi, Subroto, 35–36
- Balakrishnan, 49
- Bank of England, 89
- Barclays' LIBOR scandal, 87–89, 93, 94
- Barrett, Craig, 143–144, 151
- Battle Hymn of the Tiger Mother*, 99
- Baumeister, Roy F., 150
- Being-doing gap, 80–81
- Bentley University, 198
- Better World Books, 158
- Bhagavad Gita, 13
- Bhatt, Om Prakash, 161–164
- Bhutan, 200–201, 207
- Biased decision making, 127
- Big picture: blue zone focus on short-term perspective instead of, 35; decision-making discernment by factoring in the, 133–135; red zone focus on the, 32, 35–36; reframing the situation by using the, 121. *See also* Holistic thinking
- Bigger pie concept, 169–171
- BIGSOFT story, 170–171
- Bill & Melinda Gates Foundation, 4–5, 41, 97

- Biocon, 95
- Bleeke, Joel, 160
- Block, Peter, 86, 96, 195–196
- Bloomberg, 124
- Blue zone: cautious decision making of the, 118–119; comparing perspective of red and, 6, 34–36, 56–57; fixed mind-set of, 164–165; functional smart leadership trend toward the, 6–7; identifying your own tendency toward red or, 19; leader tendency to take too little risk in, 72; leadership capabilities as approached by leaders in the, 15; mentoring those who operate in the, 182–183; motivation and self-interest of leaders in the, 160; resistance to new ideas, 35; role clarity capability limitations of, 93; self-assessment of your thinking as, 58–59; short-term goals focus of, 32; Tim Cook beginning to broaden his, 8–9. *See also* Functional smart leaders
- Boeing, 54, 106, 170
- Boeing 777, 54, 133–134, 169–170
- Bold prudent action, 72–73
- Books for Africa, 191
- Brain: ACC (anterior cingulate cortex) of the, 116, 117; decision-making quality affected by amygdala of the, 117, 118; DLPFC (dorsolateral prefrontal cortex) of the, 116, 117; frontal cortex regions of the, 16; research on decision-making processes and the, 116–118
- Brain research: on chemicals released when faced with adversity, 127; on decision-making processes, 116–118; on how anticipatory anxiety negatively impacts decision-making, 127
- Bridging the integrity gap: building credibility for, 77–78; commitment for, 78–80; courage to “be who we are,” 80–81
- Browett, John, 120
- Buddhism: gross national happiness (GNH) developed out of values of, 200; mindfulness idea of, 51; surrendering as requiring will and grace according to, 145. *See also* Eastern traditions
- Buffett, Warren, 41, 97
- Built to Last* (Collins and Porras), 36, 158
- Bumblebee’s flight, 107
- Burns, Ursula, 1, 147, 152
- Burson-Marsteller’s social responsibility survey, 69, 158
- Business smart leaders: authenticity and appropriate action limits for, 70–71; being overly attached to their creations, 52; big picture view of life by, 32; Bill Gates as an exemplar of, 3–5; comparing functional and, 5–9; focus and characteristics of, 2–3; fortitude capability approach by, 141–143; noble purpose beliefs

- of, 41; red set of filters used by, 6–7; tendency to roll back predecessor's decisions by, 144–145; visionary and strategic perspective of, 11; winner-take-all mentality of, 11. *See also* Red zone; Smart leaders
- Business smartness: appreciating the limitations of, 11–12; complementary nature of functional and, 10–11
- BusinessWeek*, 159–160, 201
- C**
- Cameron, David, 87
- Campbell, Joseph, 179
- Campbell Soup Company, 77
- Canon, 134
- Capability maturity model (CMM level 5) certification, 91
- Carnegie Mellon University, 91
- Centre for Bhutan Studies (Bhutan), 200
- Chanakya, 86
- Change: Bill Gates's transformational, 4–5, 7, 41; draw on collective willpower for transformational, 148–149; as the only constant in business, 205; XCo's cultivation of wise leadership through culture, 192–194. *See also* Shifting perspective
- CharityFocus (now ServiceSpace), 167
- China Airlines, 170
- Choksi, Mehul, 166
- Christensen, Clayton, 94
- Chrysler, 54
- Churchill, Winston, 153
- Claremont College, 103
- Clinton, Hillary, 97, 203
- Coaching: connecting with noble purpose through, 44; how wise leaders engage in, 182–183; Mithya Wheel tool used in decision making, 130–131
- Cocreating sustainable value, 164–166
- Collaboration: Abraham Lincoln's abilities for, 97; cultivating role clarity through, 105–107; flexible fortitude as team effort through, 151–152; leadership ability to both command and do, 124; partner networks survey (2012) on role of self-interest in, 157–158; Procter & Gamble's strategy for shared innovation, 108–109; wisdom logic discovery facilitated through, 181; wise leaders' capacity for, 96–97
- Collective willpower concept, 148–149
- Collins, Jim, 36, 158
- Comco wise cross-functional teams, 187–190
- Command-and-collaborate leadership style, 124
- Command-and-control leadership style, 205
- Commitment gap: bridging the, 79–80; description of, 78
- Communities of the Future, 195
- Compassion, 132–133
- “Compassionate capitalism,” 91
- Competition: business smart winner-take-all mentality of, 11;

- cocreating sustainable value instead of, 164–166; how holistic thinking helps anticipate, 134; moving toward enlightened self-interest from zero-sum, 168–172; partner relationships versus zero-sum, 158; zero-sum game approach to, 158, 168, 173
- Competitive advantage:**
 cocreating sustainable value for, 164–166; turning diversity of employees into, 204–205
- ComputerWorld* magazine, 105
- Conant, Doug, 77–78
- Conscious capitalism concept, 198–199
- Conscious Capitalism, Inc., 199
- The Container Store, 131–132, 199
- Contegrity, 81
- Context sensitivity:** appropriate action by acting with, 73–74; balancing groundedness with, 61; as foundation for wise leadership, 12–13; as key attribute of taking action, 71; maintaining authenticity through, 69; for maintaining balance between authenticity and appropriateness, 66; making decisions without, 126; openness element of having, 53; wise decision making consideration of, 121
- Contextual clarity,** 151
- Cook, Tim: beginning to broaden his blue perspective, 8–9, 93; functional smart leadership of, 1, 7–9; Jobs's succession by, 179; speculating what triggered changed perspective of, 19
- Corporate social responsibility (CSR):** Burson-Marsteller survey on consumer purchase linked to, 69; cocreating sustainable value as practice of, 164–166; enlightened self-interest demonstrated by, 171–172; Gitanjali Group initiative, 166; KPIs (key performance indicators) to measure sustainability of, 74; touchstones or ways to focus your, 173–174
- Courage gap:** bridging the, 80–81; description of, 80
- Creativity,** 117
- Credibility:** bridging the saying-doing gap of, 77–78; wise leaders' authenticity and, 97–98
- Csikszentmihalyi, Mihaly, 103
- D**
- DailyGood.com, 38
- De Niro, Robert, 97–98
- Decision logic capability:** Chesley “Sully” Sullenberger's demonstration of, 121–122; description of, 14; discernment to increase, 115, 124–135; evolving wisdom toward, 16; increasing importance of, 115; intuition-driven, 75–76, 113–114, 119–120, 123; red versus blue zone leadership approach to, 15; smart versus wise styles of, 118–124; strategies for expanding your, 136–137

- Decision making: blue zone
 versus red zone, 118–119;
 business smart leaders’
 tendency to roll back
 predecessor’s, 144–145;
 discernment role in, 115,
 124–135; discrimination
 (*Viveka*) role in, 115, 116, 118;
 fortitude displayed during, 14,
 15, 16, 139–154; Great Law of
 the Iroquois Confederacy
 mandate on, 122; intuition-
 driven, 75–76, 113–114, 119–
 120, 123, 131–132;
 neurobiology and psychology
 of, 115–118; prediction markets
 used for forecasting as part of,
 123–124; Sam Palmisano’s bold,
 123; 3Ps (passion, people, and
 plan) used in venture
 capital investment, 132.
See also Problem solving
- Decision-making discernment:
 advantages of using, 115, 124;
 cultivate mind-set of abundance
 for, 125–126; decide with
 ethical clarity, 128–130;
 emotions and role in, 132–133;
 factor in the larger context for,
 133–135; instinct role in,
 130–131; intuition role in,
 75–76, 113–115, 119–122, 123,
 131–132; respond mindfully to
 events, 126–128
- Decisions: draw on collective
 willpower for transformational
 change, 148–149; inspire others
 to support, 146–147; revise
 when the context shifts, 147;
 stick to appropriate, 146
- Del Missier, Jerry, 87–88, 89, 93
- Dell Computers, 113
- Deshpande, Desh, 32
- Detached engagement:
 description of, 83; mindfulness
 to cultivate, 102–103; red zone
 leader difficulty in executing
 their role with, 87–88. *See also*
 Role clarity capability
- Dialogue in Silence workshops,
 43
- Dialogue in the Dark workshops,
 43
- Diamond, Bob, 87–88, 89, 93, 94
- Discernment: cultivate a mind-set
 of abundance practice of,
 125–126; decide with ethical
 clarity practice of, 128–130;
 definition of, 117; description
 of decision making with, 115,
 124; emotion used to make
 decisions with, 132–133;
 factoring in the larger context
 as, 133–135; instinct used to
 make decisions with, 130–131;
 intuition used to make
 decisions with, 75–76, 113–115,
 119–122, 131, 131–132;
 respond mindfully to events
 practice of, 126–128
- Discrimination (*Viveka*), 115, 116,
 118
- Disney ABC Television Group,
 45
- Disraeli, Benjamin, 160
- Divergent thinking, 53–54
- DLPFC (dorsolateral prefrontal
 cortex), 116, 117
- Dorobji Tata Trust, 157
- Dweck, Carol, 52

E

Eastern traditions: discrimination (*Viveka*) according to, 115, 116, 118; mindfulness, 51; servant leadership roots in, 86; spiritual wisdom found in, 206; surrendering as requiring will and grace according to, 145; *swabhiman* (self-respect), 162. *See also* Buddhism; Hinduism

Einstein, Albert, 37

Eli Lilly, 123–124

Ellison, Larry, 100

Emotional engagement. *See* Detached engagement

Emotional memory, 117

Emotions: creativity increased by positive, 117; decision-making discernment role of, 132–133; decision-making role of, 116–118

Empathy, 132–133

Energy Project, 150

Enlightened self-interest: business perspective of, 157–158; cultivating, 167–172, 174–175; examples of leaders moving toward, 167–168

Enlightened self-interest levels: Level 0: Zero-Sum Game ($1 + 1 = 0$) of, 168; Level 1: Give and Take ($1 + 1 = 2$) of, 168–169; Level 2: Making the Pie Bigger ($1 + 1 = 3$) of, 169–171; Level 3: The Rising Tide Lifts All Boats ($1 + 1 = 11$), 171–172

Equanimity, 75

Ethical clarity: fostering flexible fortitude through, 151; Steve Jobs's demonstration of, 121; of

Tata Hotels' leadership, 194; wise leader decision making exhibiting, 120–121

Ethical pragmatism: authentic and subjective ethics and, 120; description of, 128; wise leaders' ability to exhibit ethical clarity and, 120–121

Exercises. *See* Self-assessment exercises

Experiential learning programs, 43

Exxon Mobil, 140

F

Facebook, 165, 180

"Failing successfully," 153

Fair Labor Association, 93

Feeling-doing gap, 78–80

Fernandez, Mike, 66

Ferose, V. R., 61–65, 67, 73

Field of wise leadership, 181–182 *fig*

The Fifth Discipline (Senge), 195

Firms of Endearment (Sisodia), 199

Flexible fortitude: cultivating, 149–152; description of, 145; how wise leaders display, 145–149; strategies for building, 153–154. *See also* Fortitude capability

Flexible fortitude cultivation: demonstrate fortitude as team effort, 151–152; foster flexibility through ethical clarity, 151; harness your noble purpose, 149–150; manage your energy selectively, 150–151

Flexible fortitude practices: draw on collective willpower for

- transformational change, 148–149; inspire others to support decisions, 146–147; revise decisions when the context shifts, 147; stick to decisions when appropriate, 146
- Flextronics, 152
- Florida Ice & Farm Co., 73–74
- Ford Motor Company: authentic leadership of Mulally at, 65; flexible fortitude practiced by leadership of, 150–151; shifting perspective by leadership of, 54–56
- Forrester Research, 68
- Fortitude capability: description of, 14; evolving wisdom toward, 16; how motivation drives, 154; how smart leaders approach, 141–145; red versus blue zone leadership approach to, 15, 141–143; stubbornness versus, 143–144; Wendy Kopp's Teach For America as example of, 139–141, 146, 147. *See also* Flexible fortitude
- Frankle, Viktor, 33–34
- fromsmarttoward.com, 26
- Fuchs, Chris, 191
- FUD factor (fear, uncertainty, and doubt), 168
- Fukushima nuclear power plant meltdown (2011), 127–128
- Functional smart leaders: authenticity and appropriate action limited for, 69–70; blue set of filters used by, 6–7; comparing business smart and, 5–9; focus and characteristics of, 2–3; fortitude capability approach by, 141–143; narrow though deep view of life by, 32; noble purpose beliefs by, 40; sport metaphor of, 10–11. *See also* Blue zone; Smart leaders
- Functional smartness: appreciating the limitations of, 11–12; complementary nature of business and, 10–11
- G**
- Galleon hedge fund, 160
- Gandhi, Mahatma, 55, 76–77, 201
- Gates, Bill: evolution from smart to wise leader by, 5; give and take between Steve Jobs and, 169; Giving Pledge movement developed by, 41; life course change through noble purpose adopted by, 4–5, 7, 41, 181–182; smart leadership of, 1, 3–4; speculating what triggered changed perspective of, 18–19; winner-take-all mentality of, 11; wisdom logic of, 180–181. *See also* Microsoft
- Gates Foundation, 4–5, 41, 97
- Gates, Robert, 97
- Gateway Computers, 113
- Genentech, 104–105, 113
- General Motors (GM), 54
- George, Bill, 37, 66–67
- Ghose, Aurobindo, 48–49
- Ghosn, Carlos, 127–128
- Gitanjali Gems, 165
- Gitanjali Group, 165–166
- Give and take transaction, 168–169

- Giving Pledge movement, 41
- Glover, Nick, 140
- Goldman Sachs, 159
- Google, 123–124, 180
- Gopalakrishnan, Kris, 50, 92
- “Gratitude economy,” 38–39
- Grauer, Peter, 124
- Great Law of the Iroquois Confederacy, 122
- Greenleaf, Robert, 86
- Greenpeace, 129
- Gross national happiness (GNH), 200–201
- Growth mind-set: cultivating openness to develop, 53–56; description of, 52–53; shifting perspective to develop, 57
- Gupta, Rajat, 159–160
- H**
- Happiness: “abundant community” striving for inner, 195–196; gross national happiness (GNH) indicator of national progress, 200–201; making the mistake that material success is, 41; multiplied by bringing happiness to others, 174; work-life balance to achieve, 30–32
- Heeding intuition, 75–76. *See also* Intuition
- Helgesen, Xavier, 191
- HELLO product story, 187–190
- HelpOthers.org, 38, 126
- HERO (Hope, Efficacy, Resilience, Optimism), 154
- “Hero’s journey,” 179
- Hewlett Packard, 143, 144
- Highland Park High School (Dallas), 139
- Hinduism: discrimination (*Viveka*) according to, 115, 116, 118; spiritual wisdom sought in, 206. *See also* Eastern traditions
- Holistic thinking, 133–135. *See also* Big picture
- Home Depot, 172
- Hotel VQ (Denver), 126
- I**
- Ibarra, Herminia, 124
- IBM: PC business sold to Lenovo, 134–135; Sam Palmisano’s bold business decisions for, 107, 123, 134–135; Values-Jam (2003) and core values established at, 149
- IBM Global CEO report (2010), 204
- IBM Global CEO report (2012), 157–158, 171
- iMac, 114
- India: Dr. V’s Aravind Eye Care System of, 47–50, 161; Gitanjali Group’s corporate social responsibility initiative in, 166; Gitanjali Group’s jewelry products in, 165–166; Indian School of Business of, 96; SAP Labs India of, 61–65, 67, 68, 73; space program of, 109–110; State Bank of India (SBI) of, 161–164; Taj Mahal Hotel attacks (2008) in, 185–186; Tata Group compact Nano car of, 155–156
- Indian National Congress, 77
- Infinite Vision* (Venkataswamy), 48

- Infosys, 90–92, 95, 109, 116
 INSEAD, 124
 Instinct, 130–131
 Integrity: acting with, 76–77;
 bridging the gap in, 77–81
 Intel, 143–144
 Intellectual curiosity, 53–54
 Intraocular lenses (IOLs), 49
 Intuition: backed up by hard
 data, 132; Chesley “Sully”
 Sullengerger’s use of, 121–122;
 differentiating instinct and,
 131; as founding principle of
 The Container Store, 131–132;
 making decisions with
 discernment by using, 131–132;
 Steve Jobs’s fame for using his,
 75–76, 113–115, 123, 132, 178;
 wise leaders’ decision making
 using their, 119–120. *See also*
 Heeding intuition
 iPad, 114, 178
 iPhone, 114, 179
 iPod, 114
 Isaacson, Walter, 114
 Islam Sufi wisdom, 206
 Itanium chip (“Intel’s Titanic”),
 143–144
- J**
- Jagad, Mallika, 186
 Janus (Silicon Valley CEO), 51–52
 Japan: earthquake and tsunami
 (2011) in, 127; Fukushima
 nuclear power plant meltdown
 (2011) in, 127–128
 Jobs, Steve: ability to reconsider
 his own decisions, 114;
 authenticity of, 65–66, 180;
 ethical clarity and pragmatism
 demonstrated by, 121; famous
 for following his own intuition,
 75, 113–115, 123, 178; give and
 take between Bill Gates and,
 169; “hero’s journey”
 experienced by, 179; his
 journey to wise leadership,
 178–180; his sometimes
 inappropriate actions, 65–66;
 intuitive decision to open
 Apple retail stores by, 113–115,
 120, 178; journey developing
 wisdom logic by, 178–180; “put
 a dent in the universe” noble
 purpose of, 178; red filters of,
 8; role clarity of, 178, 179;
 supporting his intuition with
 hard data, 132; Tim Cook’s
 succession to, 8, 19, 179.
 See also Apple
 Johnson, Ron, 114
 Journal writing practice, 49
- K**
- Kabat-Zinn, Jon, 101
 Kabbalah wisdom, 206
 Kaipa, Prasad, 183
 Kalam, A.P.J. Abdul, 109
 Kang, Karambir Singh, 186
 Kapoor, Shekhar, 63
 Karma Kitchen, 38, 197–198
 Kelley, Michelle, 44, 45
 Killer instinct, 125
 King, Martin Luther, Jr., 201
 Kodak, 147
 Kopp, Wendy, 139–140, 146,
 147
 Kottke, Dan, 66
 KPIs (key performance
 indicators) of sustainability, 74

- Kumar, Shiva, 163–164
Kurtzman, Jeff, 191
- L**
- Lafley, Alan G., 108, 109, 160
Leadership capabilities: action orientation, 14, 15, 16, 61–83; decision logic, 14, 15, 16, 113–137; evolution into wise leaders by developing the six, 15–16, 177–178; fortitude, 14, 15, 16, 139–154; From Smart to Wise Leadership Self-Assessment scale of, 20–24; motivation, 14, 15, 16, 155–175; perspective, 14, 15, 16, 29–59; role clarity, 14, 15, 16, 85–111. *See also* Wise leaders; Wise leadership
Leadership styles: Command-and-collaborate, 124; command-and-control, 205
Leadership wisdom: building wise cross-functional teams, 187–190; framework for cultivating, 183–184; in wise communities, 194–199; in wise groups, 184–185; in wise nations, 200–203; in wise organizations, 190–194; in wise teams, 185–187
The Legend of Bagger Vance (film), 162
Lehman Brothers, 87
Lenovo, 135
Levinson, Art, 113
Li, Charlene, 68–69
LIBOR scandal, 87–89, 93, 94
Lincoln, Abraham, 97
Logotherapy, 33
Luthans, Fred, 153
- M**
- Mackey, John, 81, 199
Mainwaring, Simon, 69
Mandela, Nelson, 201
McDonald's, 48
McKinsey & Company, 159
Mean Streets (film), 98
Meaning: finding your noble purpose and, 36–37, 40–50; how to discover, 34; as what drives motivation, 34
Medtronic, 37, 65
Mehta, Nipun, 33, 195, 197–198, 207
Mehta, Parvra, 48
Mendiola Sánchez, Ramón, 73–74
Mental models: Ford's need for innovative, 55; Mulally's story on shifting Ford's, 55–56
Mentoring, 182–183
Micofinance, 198
Microcredit, 198
Microsoft: DOJ's antitrust lawsuit filed against, 3–4; origins and early success of, 3; pragmatic partnership (1997) between Apple and, 121. *See also* Gates, Bill
Milani, Mark, 100–101
Milovich, Steven, 45–46
Mindful mind-set, 50–52
Mindfulness: cultivating role clarity through, 101–103; for decision making with discernment, 126–128; defined as state of openness, 51
Mind-set: broadening your perspective capability through

- mindful, 50–52; cultivating openness through growth, 52–56; decision-making discernment by cultivating abundance, 125–126; inability to solve a problem created with the same, 37
- Mindtree, 35–36
- Mithya Wheel, 130–131
- Motivation: blue zone leaders, 160; fortitude driven by, 154; red zone leaders, 158–159, 161, 172; understanding that meaning is what drives, 34. *See also* Self-interest
- Motivation capability: cocreating sustainable value with stakeholders through, 164–166; cultivating enlightened self-interest to build, 167–172; description of, 15; evolving wisdom toward, 16; Nano (Tata Motors' compact car) development as example of, 155–157; red versus blue zone leadership approach to, 15; wise leaders driven to serve others as, 160–164
- Mulally, Alan: authentic leadership of, 65; Boeing 777 development role of, 54, 106, 133–134, 169–170; decision making based on hard data by, 116; enlightened self-interest by, 169–170; equanimity maintained by, 75; flexible fortitude demonstrated by, 150–151; leading Ford back to profitability, 134; shifting perspective demonstrated by, 54–56
- Mulcahy, Ann, 147, 152
- Mumbai attacks (2008), 185–186
- Murthy, N. R. Narayana, 90–92, 95–96, 109, 116
- Myanmar (formerly Burma), 202–203
- N**
- Nano (Tata Motors' compact car), 155–156
- National Center for Family Literacy, 191
- Nazi concentration camp, 33
- Ne Win, 202
- Neuropsychology: on decision making factors, 116; research on role of brain in decision making, 116–118
- Newham, Chris, 183
- Nixon, 134
- Nissan plant (Japan), 127–128
- Noble purpose: action required for pursuing, 44–45; aligning actions with, 72; Better World Books's, 191–192; Bill Gates's life course correction through adopting his, 4–5, 7, 41, 181–182; business smart leaders' beliefs about, 41; confusing vision with, 41; cultivating flexible fortitude by harnessing your, 149–150; Dr. V's story on acting in line with, 47–50; functional smart leaders' beliefs about, 40; Michelle Kelley's story on using coaching to connect with, 44, 45; power to ignite passion and commitment, 36; red zone barriers to

- pursuing, 42, 45; social enterprises driven by North Star and, 158; Steve Jobs's "put a dent in the universe," 178; strategies and techniques for identifying your, 43–47; of Tata Hotels' leadership, 185–186, 194; wise decision making based on clear, 120–121; wise leaders driven by personal, 36–37; as your personal North Star, 40–50, 110
- Nokia, 134
- Nooyi, Indra, 1, 72
- North Star: authentic leadership style aligned with your, 99–101; description of, 36–37; developing flexible fortitude using the, 153; exercise for finding your North Star, 46–47; gaining wisdom logic by discovering your, 180; noble purpose as your personal, 40–50, 110; social enterprises driven by noble purpose of, 158
- Nueva Center for Learning, 51
- O**
- Obama, Barack, 32, 97
- Open Leadership* (Li), 68
- Openness: C-suite leadership fearing vulnerability of, 68–69; growth mind-set as requiring, 52–53; reframing in order to cultivate, 53–56
- Oprah Angel Network, 146–147, 195
- The Oprah Winfrey Show*, 146
- Oracle Corporation, 100
- OWN Network, 146
- P**
- Padmanabhan, Ragunath, 167
- Page, Larry, 180
- Palmisano, Sam: bold business decisions made by, 123; cultivating a beginner's mind-set approach taken by, 107; on global system context of business, 133; selling IBM's PC business to Lenovo, 134–135
- Panera Bread, 158, 171, 172, 199
- Panera Cares, 172
- Parental authenticity, 99–100
- Parivartan change management program (SBI), 163–164
- Parker, Alan, 98
- Parker, James, 73
- Patagonia, 165
- Peace Corps, 139
- PepsiCo, 72
- Personal Excellence Program (PEP), 104–105
- Personal Sustainability Project (PSP), 129–130
- Perspective: as based on sum total of knowledge and experiences, 33, 56–57; developing wise leadership by cultivating a wise, 33; Frankl's Nazi concentration camp experience and reframing his, 33–34; limits of a smart, 34–36; red versus blue zone, 15, 56–57; the wise leader's, 36–37. *See also* Shifting perspective; Worldview
- Perspective capability: description of, 14; evolving wisdom toward,

- 16; finding your noble purpose to increase your, 36–37, 40–50; increasing openness through reframing, 52–56; mindful mind-set to broaden your, 50–52; other terms used for, 29; Raj's story on change by shifting his, 29–32, 33, 85; red versus blue zone leadership approach to, 15, 56–57
- Pierce, Todd, 104, 105
- Pixar, 114
- Porras, Jerry, 36, 158
- “Power of attraction,” 147
- Practical wisdom, 206
- Pragmaticism: Steven Jobs's demonstration of, 121; wise decision making based on ethical clarity and, 120–121
- Prediction markets, 123–124
- PricewaterhouseCoopers, 123
- Princeton University, 139
- Problem solving: divergent thinking for, 53–54; don't use same mind-set that caused the problem for, 37. *See also* Decision making
- Procter & Gamble (P&G), 108–109, 159, 160
- “Psychological capital,” 153–154
- Psychology: on decision-making factors, 116; research on role of brain in decision making, 116–118
- R**
- Rausch, Doug, 199
- Ravilla, Thulasiraj, 48
- Red zone: achieving work-life balance by shifting perspective of, 30–32; big picture focus of, 32, 35–36, 135; business smart leader trend toward the, 6–7; cautious decision making of the, 119; comparing perspective of blue and, 6, 34–36, 56–57; competitive nature of leaders in, 164; difficulty in executing role with emotional detachment in, 87–88; fortitude capability approach in the, 15, 141–143; how Bill Gates expanding his worldview by expanding his, 7; identifying your own tendency toward blue or, 19; leader tendency to take too much risk in, 72; leadership capabilities as approached by leaders in the, 15; mentoring those who operate in the, 182–183; motivation and self-interest in the, 158–159, 161, 172; role clarity capability limitations in, 94; self-assessment of your thinking as, 58; Steve Jobs's preference for the, 8. *See also* Business smart leaders
- Reflection: cultivating openness through, 53; journal writing as practice of, 49
- Reframing, openness through, 52–56
- Reframing failure, 153
- Renault-Nissan Alliance, 127
- Rice, Condoleezza, 1
- Rising tide concept, 171–172
- Roberts, Kevin, 68
- Role clarity capability: Barclays' LIBOR scandal as failure of,

- 87–89, 93, 94; becoming a wise leader with, 98–101; cultivating, 101–107; cultivating a beginner’s mind to facilitate your, 107–108; description of, 14, 85; evolving wisdom toward, 16; how wise leaders demonstrate, 95–98; learning to let go component of, 108–110; limitation of blue zone for, 93; Murthy’s wise leadership demonstrating, 90–92, 95–96; red versus blue zone leadership approach to, 15; red zone limitations for, 94; reflective questions to ask about, 111; self-awareness element of the, 97; servant leadership as part of, 86, 95–96; similarity to concept of servant leadership, 86; Steve Jobs’s, 178, 179; understanding the business context of, 85–86. *See also* Detached engagement
- Role clarity cultivation path: by cultivating a beginner’s mind, 107–108; learning to let go, 108–110, mindfulness facilitating self-awareness, 101–105; understanding that you are part of a whole, 105–107
- Room to Read, 191
- S**
- Saatchi & Saatchi, 68
- SAP Labs India, 61–65, 67, 68, 73
- Sarabhai, Vikram, 109–110
- Saying-doing gap, 77–78
- Schultz, Howard, 125
- Schwartz, Tony, 150
- Self-assessment exercises: blue zone thinking, 58–59; connecting your enlightened self-interest to other capabilities, 174–175; finding your North Star, 46–47; From Smart to Wise Leadership Self-Assessment, 20–24; red zone thinking, 58
- Self-awareness: courage gap and lack of, 81–82; Genentech’s Personal Excellence Program (PEP) to develop, 104–105; making decisions without, 126; role clarity capability and, 97
- Self-deception, 81
- Self-interest: business perspective of enlightened, 157–158; cultivating enlightened, 167–172, 174–175; partner networks survey (2012) on partnership role of, 157–158; smart leaders’ approach to, 158–160. *See also* Motivation
- Senge, Peter, 195
- Servant leadership, 86, 95–96, 197–198
- ServiceSpace (originally CharityFocus), 38, 167, 207
- Shaich, Ron, 171, 172
- Shaw, Kiran Mazumdar, 95
- Shifting perspective: benefits of, 37–40; finding a noble purpose for, 36–37, 40–50; Frankl’s Nazi concentration camp experience and, 33–34; Mehta’s gratitude economy concept on, 38–39; a mindful mind-set required for, 50–52; as ongoing process, 38,

- 57; openness through reframing for, 52–56; path of aspiration versus desperation path to, 37; Raj's story on change by, 29–32, 33, 85.
See also Change; Perspective
- Shrinivas, H. N., 186
- Sierra Club, 129
- Sir Ratan Tata Trust, 157
- Sisodia, Raj, 195, 198–199
- Smart leaders: description and commonalities of, 1–2; functional and business smart categories of, 2–3, 5–9; wise decision logic versus decision logic of, 118–124. *See also* Business smart leaders; Functional smart leaders
- Smart leadership: definition of, 9; evolving to wise from, 9–13; From Smart to Wise Leadership Self-Assessment scale on, 20–24; pitfalls of, 2–5. *See also* Wise leadership
- Smart leadership pitfalls, overview of the, 2–5
- Smart perspective limits, 34–36
- Smartness: applying to action, 9–10; complementary nature of functional and business definitions of, 10; evolving to being wise from, 9–13; as operating currency of today's business, 1; understanding that it is not enough, 2. *See also* Wisdom
- Smile cards (ServiceSpace), 167
- Smyre, Rick, 195
- Social responsibility. *See* Corporate social responsibility (CSR)
- Social systems leadership wisdom: building wise cross-functional teams, 187–190; description of, 183–184; issues to consider for, 183–184; in wise communities, 194–199; in wise groups, 184–185; in wise nations, 200–203; in wise organizations, 190–194; in wise teams, 185–187
- Southwest Airlines, 73, 199
- Spiritual wisdom, 206
- Starbucks, 125
- STARS (Special Thank and Recognition System; Taj Hotel), 186–187
- State Bank of India (SBI), 161–164
- Stewardship* (Block), 96
- Stewardship concept, 86
- Subjective ethics, 120
- Sufi wisdom, 206
- Sullenberger, Chesley “Sully,” 121–122
- Sustainability practices: cocreating sustainable value, 164–166; Gitanjali Group's CSR initiative as, 166; KPIs (key performance indicators) to measure success of, 74; UN's “holistic approach to development” resolution for, 201
- Suu Kyi, Aung San, 202–203
- Swabhiman* (self-respect), 162
- T**
- Taj Hotels STARS program, 186–187
- Taj Mahal Hotel attacks (2008), 185–186

- Tata Group, 155, 156–157, 158, 194
- Tata Hotels, 185–187, 194
- Tata, Jamsetji, 156–157
- Tata Motors, 155–157
- Tata, Ratan, 155–157
- Tata Sons, 157
- Teach For America (TFA), 139–141, 146, 147
- Teams: cultivating wise leadership of, 185–187; evolving from smart to wise cross-functional, 187–190
- Thomas Aquinas, Saint, 160
- Thomson, David, 98
- 3Ps (passion, people, and plan), 132
- Tierney, John, 150
- Tindell, Kip, 131–132
- TouchPad (Hewlett Packard), 144
- TouchPoints* (Conant), 77
- Trader Joe's, 199
- Trikarana suddhi* (integrity), 76–77
- Triple bottom line, 74
- Tyrie, Andrew, 82
- U**
- U.N. General Assembly, 201
- Unilever, 186
- University of Notre Dame, 191
- US Airways Flight 1549, 122
- U.S. Department of Agriculture, 172
- V**
- Values-Jam (IBM, 2003), 149
- “Vaporware” practice, 168
- Varley, John, 87, 89
- Vedanta wisdom, 206
- Venkataswamy, Govindappa (Dr. V), 47–50, 161
- Vision: blue zone difficulty with long-term, 35; business smart leaders' confusing purpose with, 41; red zone focus on the big picture, 32, 35–36
- Volckmann, Russ, 183
- Vulnerability, 68–69
- W**
- Wal-Mart, 129, 171
- Walesa, Lech, 201
- Wall Street Journal*, 122
- Wangchuck, Jigme Singye (King of Bhutan), 200, 207
- We First* (Mainwaring), 69
- WebOS (Palm operating system), 144
- Weiss, Pam, 104–105
- Welch, Jack (“Neutron Jack”), 11
- Werbach, Adam, 128–129
- Western traditions: servant leadership roots in, 86; spiritual wisdom found in, 206
- Wherever You Go, There You Are: Mindfulness Meditation in Everyday Life* (Kabat-Zinn), 101
- Whole Foods Market, 81, 158, 199
- Willpower: Rediscovering the Greatest Human Strength* (Baumeister and Tierney), 150
- Willpower concept, 148–149
- Win-win transaction, 168–169
- Winfrey, Oprah, 146–147, 195
- Winner-take-all mentality, 11
- Wisdom: description and qualities of, 13–14; as grounded in ethics, shared values, and serving larger purpose, 12;

- involves appropriate action without losing authenticity, 66; as our birthright, 13; spiritual versus practical, 206. *See also* Smartness
- Wisdom logic: as authentic pathway to wise leadership, 180–183; balance provided by, 180; Bill Gates’s, 180–181; development of your own, 175; field of leadership’s spiral development toward, 181–182*fig*; North Star used to focus your journey toward, 181; Steve Jobs’s journey toward developing his, 178–180
- Wise communities: description of, 194–195; Nipun Mehta’s ServiceSpace and Karma Kitchen, 38, 86, 95–96, 197–198, 207; Peter Block’s development of abundant and, 195–196; Raj Sisodia commitment to conscious capitalism and, 198–199
- Wise cross-functional teams, 187–190
- Wise groups: cultivating leadership wisdom in, 184–185; description of, 184
- Wise leaders: action orientation capacity as applied by, 71–77; Bill Gates’s evolution from being a smart to, 5; dealing with challenges in a complex world, 203–205; coaching, mentoring, and role modeling by, 182–183; driven by their personal noble purpose, 36–37; flexible fortitude displayed by, 145–149; motivation capability and driven to serve others, 160–164; other-centered attitude of, 173; overview of becoming a, 16–18; perspective of a, 36–37; role clarity capability approach and development by, 95–101; smart decision logic versus decision logic of, 118–124. *See also* Leadership capabilities
- Wise leadership: challenges in a complex world calling for, 203–205; context sensitivity as foundation of, 12–13; cultivating across social systems, 183–203; description and qualities of, 13–14; evolving from smart to, 9–27; “field of leadership” spiral expansion, 181–182*fig*; introduction to six leadership capabilities of, 14–16. *See also* Leadership capabilities; Smart leadership
- Wise leadership journey: across different social systems, 183–203; overview of the path along, 18–20; starting your own, 206–207; Steve Jobs’s, 178–180; understanding that it involves helping others, 207; wisdom logic as the authentic pathway to, 180–183
- Wise leadership path: creating a road map toward, 24–25; From Smart to Wise Leadership Self-Assessment scale before starting your, 20–24; identifying your own tendency toward red or blue zone, 19; overview of

- the, 18–20; self-assess where you are on the path, 19–24; stay the course toward, 25–27; as unique for each individual, 178; wisdom logic as the authentic, 180–183
- Wise nations: description of, 200; how Bhutan is cultivating itself as a, 200–201; Myanmar's cultivation itself as a, 202–203
- Wise organizations: Better World Books's cultivation of wise leadership, 191–192; culture change at XCo to cultivate wise leadership, 192–194; description of, 190
- Wise teams: cultivating leadership wisdom in Tata Hotels, 185–187; description of, 185
- Wiseman, Liz, 109
- Woolard, Ed, 113
- Work-life balance, 30–32
- Worldfund, 191
- Worldview: how Bill Gates changed his red filters to expand his, 4–5, 7, 41; how we are limited by the filters we use for, 6–7; red versus blue filters used in, 6. *See also* Perspective
- Wozniak, Steve, 66
- X**
- XCo culture change story, 192–194
- Xerox, 147, 152
- Y**
- Yunus, Muhammad, 198
- Z**
- Zero-sum game: cultivating enlightened self-interest instead of playing, 168; learning to recognize that business is not a, 173; partner relationships versus, 158
- Zuckerberg, Mark, 165, 180

<http://www.pbookshop.com>