Index

A

Acting, as learning channel, 249, 250, 257-258 Actions: to develop paradoxical thinking, 136–137; to develop spiritual health, 246-247; to developing curiosity, 112–113; focus on, 16, 248, to forge shared direction, 278-279; to foster productive relationships, 292-293; to handle negative emotions, 88; link between healthy roots and, 30-32; to promote self-awareness, 74-75; to seize new opportunities, 299–300; to tap into higher purpose, 270-271; to unleash human potential, 281, 285-286; who you are as driving, 9–10, 25. See also Leadership actions

Adaptive mindset, 114–127; development of, 116–117, 119–121; example of, during natural disaster, 114–116; importance of, 114; leading with, 122–124, 126–127; lessons from cell biology on, 117–118; needed in top leadership positions, 124–126; scientific support for value of, 20–23; worldviews associated with, 121–122 Allen, Woody, 294 Alzheimer's disease, 60 Anger, 88, 89, 256

Anxiety: curiosity killed by, 111; necessity of handling, 58; necessity of managing, 94; resilience and, 98–100 Apple, 4 Appreciation: financial impact of expressing, 236; as skill for building relationships, 159; ways companies show, 240-241

Attachments, 73-74, 93

- Attention, 249, 285
- Authenticity, 140–150; earning trust and, 143–144; leader's sexual orientation and, 148–150; leaders successful due to, 140–141, 145–147; questions to ask yourself about, 142; selfacceptance as prerequisite for, 141–142; through honoring personal values, 143; trustworthiness and, 144–145; vulnerability as component of, 147–148

B

Bannister, Roger, 44 Beer, Michael, 310 Bell, Peter, 186-187 Benioff, Marc, 104 Bergman, Noni, 69-70, 71 Bernardin, Tom, 135-136 Bersin & Associates, 236 Bezos, Jeff, 123 Biology: cell, on adaptive mindset, 117-118; on concept of healthy leaders, 20-21 Birla, Kumar, 111–112 Blakely, Sara, 134 Body-mind awareness, 40-47; examples of leaders with, 40-41, 46-47; heart's role in, 45; and

integration of body's primary systems, 41-43; questions to ask vourself about, 44 Brain: activities of, linked to leadership, 154–157; curiosity's impact on, 107-108, 109-110; emotions and, 21-22, 78-79; generosity's connection to, 238–239; neuroplasticity of, 21, 253; optimism and, 81 - 82Brainstorming, 137, 256 Brands, connected to higher purpose, 220-222 Brink's, 19 Brooks, David, 151 Brown, Millward, 220–221 Buddhism, 93, 230 Buffett, Warren, 193 Burnout, 5, 52, 181, 214 Business schools, 7 Businesses for Social Responsibility, 241

С

CEOs, turnover rate for, 5 Chambers, John, 18 Change: example of successfully confronting need for, 18–19; healthy roots necessary to deal with, 24–25; of mental patterns, 253; rapid pace of, 4–5, 8; through change of consciousness, 311–313; ways leaders deal with climate of, 17–18 Charisma, 86 Index

Children: curiosity of, 106–107; ending hunger in, 239–240; experiencing tsunami, 115; sexually molested, 218 China, 7, 229, 283, 284 Chopra, Deepak, 42–43 Clemmer, Jim, 199 Coaches, healthy leaders as, 198-199 Coca-Cola, 242 Collaboration: enabled by social technologies, 170-172; global connectedness requiring, 154; leader learning value of, 164-166; music as language for, 233-234. See also Mutually rewarding relationships Colvin, Geoffrey, 194 Commitment: detachment and, 133-134; to physical health, 38, 64; required for mastering skills, 189, 195 Common good, 144 Communication: as skill for building relationships, 158–159; via energy fields, 20, 43; on virtual teams, 166–167 Communities: digital, 168–170; healthy relationships necessary for, 175; leader building healthy, 172–174; power of customers and, 175; "third place," 169 Compassion, 83-84, 86, 308 Competition: American obsession with, 207-209; athletic, lessons from, 44, 46–47; example of negative impact of, 12-14; as force influencing leaders, 7

Complexity: as challenge for leaders, 118; curiosity lost due to, 111; as force influencing leaders, 5-6; personal development driven by, 120. See also Adaptive mindset Confidence, humble, 133 Conscious capitalism, 244 Control, attachment to, 73 Cornell, Brian, 189-191 Corporate culture: building high-performance, 214; changing, by building relationships, 160-161; to unleash growth, 300 Corporate social responsibility (CSR), 8, 241-244 Covey, Stephen, 183 Creativity: curiosity as origin of, 109-110; as important leadership quality, 118; power and value of, 135-136 Credibility, 143-144 Cross, Rob, 167-168 Crowley, Chris, 59 Cultural literacy: actions exhibiting, 230-231; needed in globally connected world, 228-230; products and signs showing lack of, 232 Cultures: collaborative, 154; diverse, in globally connected world, 227-228; work-life balance and, 53-54. See also Corporate culture Curiosity: causes of loss of, 107, 111; of children, 106-107; holistic view of human body, 110–111;

impact on brain, 107–108, 109–110; learning styles and, 108–109. *See also* Deep curiosity Customers: getting closer to, 293; power of, 175; talking to, 113, 124; and way company treats employees, 309 Cynicism, 6, 138, 208

D

Damasio, Antonio, 82 De Bono, Edward, 130 Deep curiosity, 103–113; actions for developing, 112-113; examples of leadership based on, 103-106, 111-112; importance of, 106. See also Curiosity Defeatism, 111 Dementia, 60 Demetriou, Andrew, 211 Dependability, 144 Detachment, committed, 132-134 Diangienda, Armand, 233-234 Diet, to prevent diseases, 60 Diffley, Atina, 94-95 Dimon, Jamie, 6 Direction. See Forging shared direction Disapproval, curiosity discouraged by, 107 Donne, John, 138 Drinking, excessive, 60 Drive to succeed, 200–214; female entrepreneur's mastery of, 200-202; vs. obsession with winning, 207–209; of public servant, 209-210. See also Success

Driving high performance, 301–308; actions for, 307–308; benefits of, 302; conditions altered by, 307; example of, 302–306; types of health required for, 301–302 Drucker, Peter, 175 Dweck, Carol, 118 Dysfunction, acceptance of, 16

E

Edelman Trust Barometer, 139 Einstein, Albert, Ekman, Paul, 82 Emotional health: in Healthy Leader Model, 27; importance ot, 28, 65–66; positive emotions component of, 76-90; questions to ask yourself about, 66; resilience component of, 91-100; self-awareness component of, 67-75; signs of declining, 66 Emotional immaturity, 65 Emotional safety, 144 Emotions: aging process and, 53; brain and, 21-22, 78-79; fear of showing, 87; feeling learning channel concerned with, 249, 250, 256-257; keeping journal about, 75; in meetings, 130; negative, 88-89, 111; with passion, 134–135; role in relationships in business, 154–157; talking to others about, 75. See also Emotional health; Positive emotions: Resilience

Empathy: brain activities related to, 155-157; as positive emotion, 83; as skill for building relationships, 157-158 Employees: alternative work arrangements for, 8; companies investing in health of, 61–62; engaging, 212-213, 280-281; importance of meaningful work to, 180-181; showing appreciation to, 159 Energy: mind and body connected by, 43; required by leaders, 48-49; ways to boost, 54-55 Energy management, 48-56; as both inward and outward challenge, 49; and Eastern vs. Western views of human body, 52-53; renewal and rejuvenation necessary for, 51-52; through personal homeostasis, 53-54; work-life balance as key to 49-51, 55-56 Engagement, employee, 212-213, 280-281 Erikson, Erik, Ethical consumerism, 8 Exercise, 54, 59, 60 Experiences: attitudes toward new, 120; as determinant of health, 42; resilience acquired through, 95-98 Experimentation: curiosity and, 107, 113; with emotions, 89; failure linked to lack of, 134; learning channels and, 254, 255, 256; necessary for innovation,

123; to seize growth opportunities, 295, 300

F

Failure: fear of, as obstacle to learning, 194; linked to not trying, 134; as reason for success, 206 Fairness, 158, 238 Fear: curiosity killed by, 107, 111; of failure, 194; how to handle, 88; resilience and, 95; of showing emotions, 87; of unknown, 123 Feeling, as learning channel, 249, 250, 256-257. See also Emotional health; Emotions Feurenstein, Aaron, 241 Financial performance: of companies with brands connected to higher purpose, 220-221; impact of expressions of appreciation on, 236; of socially responsible businesses, 243-244 Flores, Raul, 209-210 Forging shared direction, 272–279; actions for, 278-279; benefits of, 273; conditions altered by, 278; example of, 273-277 Forgiveness, 84, 87, 89 Fostering productive relationships, 287-293; actions for, 292-293; benefits of, 288; conditions altered by, 292; example of, 288-292 Future: attachment to, 73; hope and optimism about, 80-82;

spiritual health needed in, 242-243

G

Gandhi, Indira, 7 Gardner, Howard, 108 General Motors, 7 Generosity of spirit, 235-247; brain function and, 238–239; examples of leaders' actions based on, 239-240, 244-246; gratitude as essence of, 235-236; in philanthropic work, 236–237; ways companies show, 240-244 Genetics: as determinant of health, 42; fairness and, 159; happiness as determined by, 82; meditation and, 53 Gladwell, Malcolm, 204 Global connectedness, 225-234 American companies' position declining with, 228: attitudes and behaviors recognizing, 230-232; cultural forces and, 227-228; cultural literacy to deal with, 228-230; global mindset to deal with, 232–233; music as language for, 233–234; products and signs inappropriate with, 232; "world as village" image of, 230; World Bank official's work devoted to, 225-226; in world without borders, 226 Global Leadership and Organizational Behavior

Effectiveness (GLOBE) study, 232 Global Literacies (Rosen, Digh, Singer, and Phillips), 229–230, 232 Global mindset, 232–233 Globalization: collaborative cultures and, 154; as force influencing leaders, 7–8 Google, 159, 192 Grant, Adam, 154 Gratitude, 235–236, 240–241 Growth, seizing new opportunities for, 294–300

Η

Happiness: brain activities linked to, 155; competition and, 209; linked to spending money on others, 239; as positive emotion, 82-83; wealth and, 208 Hardy, Jim, 12-14 Health: companies investing in, of employees, 61–62; defined, 26; performance linked to, 32-33; types of, 27-30. See also specific types of health Healthy Companies websites, 313 Healthy Leader Model, 27-30 Healthy leaders: basic findings on, 9-11; as coaches, 198-199; high performance linked to, 11, 32-33; importance of, to success of companies, 308-310; leadership actions of, 262–264; priorities of, 309-310; scientific support for concept of, 19-23

Healthy roots: benefits of having, 11, 30-34; in Healthy Leader Model, 26-30; "who you are" grounded in, 10, 25 Heart: intelligence of, 22; isolation and, 164; physical activity and, 60; positive emotions and, 86; role in body-mind awareness, 45 Herman Miller, 160–161 Hermann, Ned, 110 Hesselbein, Frances, 6 Higher purpose, 217-224; banker valuing, 222-223; brands connected to, 220–222; company's mission as, 220; defining and articulating, 246; leader's actions aligned with, 217-218; leading with, 223-224; power of discovering, 219; questions to ask yourself about, 219, 223-224; tapping into, 265-271 Hirshberg, Gary, 24 Homeostasis, 53, 54 Hope, 80-81 Human body: Eastern vs. Western views of, 52-53; similar makeup of every, 41-43 Humility, confident, 133

I

IBM, 118; Global Chief Executive Officer Study, 154 Impatience, constructive, 132 Impermanence, 5 Information: abundance of, 5-6; optimism and, 81-82; shared via social technologies, 171 Innovation: experimentation necessary for, 123; learning necessary for, 104; power and value of, 135-136 Intellectual health: adaptive mindset component of, 114–127; deep curiosity component of, 103-113; in Healthy Leader Model, 27; importance of, 28-29, 101-102; paradoxical thinking component of, 128–137; signs of declining, 102 Intelligence. of heart, 22 Intention, learning channels mobilized by, 249 Interface Carpets, 242 Isolation, 164

J

Jamison, Judith, 40–41, 45 JetBlue, 221 Jewell, Sally, 203, 288–292 Jimenez, Joe, 62–64 Jobs, Steve, 176–177 Johnson, Bill, 57–59 Jones, Dewitt, 90 Jordan, Michael, 206 Journals, 75 Joy, 82, 89

K

Kahneman, Daniel, 116 Kashiwazaki, 115–116 Kealey, John, 302–306

Index

Kegan, Robert, 119–120 Kelly Global Workforce Index, 182 Kentucky Fried Chicken, 232 Kerger, Paula, 46–47 Kindness, 239, 247 King, Martin Luther, 259 Kleinfeld, Klaus, 244–246, 247 Knudstorp, Jørgen Vig, 128–130, 203 Koch Industries, 94–95 Koplovitz, Kay, 200–202 Kosh, Mitch, 145–147 Kraemer, Harry, 72, 249 Kuhlmann, Arkadi, 183 Kurowski, Christoph, 225–226

L

Lacks, Henrietta, 165-166 Lafley, A. G., 266 Lahey, Lisa Laskow, 119–120 Lateral thinking, 130, 137 Leaders: changing consciousness of, 311–313; common challenging situations facing, 15; forces currently influencing, 3–8; lack of self-awareness among, 69; ways of dealing with climate of change, 17–19. See also Healthy leaders Leadership: adaptive mindset necessary for, 124-126; as contagious, 157; current context for, 2-4; deficit of, 16-17, 25; failed, with lack of selfawareness, 72-74; as learnable, 259; tree metaphor for, 24–25, 26

Leadership actions: driving high performance as, 263, 301-308; forging shared direction as, 263, 272-279; fostering productive relationships as, 263, 287-293; of healthy leaders, 262-264; seizing new opportunities as, 263, 294-300; tapping into higher purpose as, 263, 265–271; unleashing human potential as, 263, 280-286. See also Actions Leadership development, 17, 34–35 Leadership style, 69-70, 71, 72 Learning: dedicating yourself to, 213; leadership, 259; leadership success based on, 111-112; lifelong, 189–191; performance of companies with leaders dedicated to, 199; resistance to, 193-194; self-improvement through, 191–193. See also Personal mastery Learning channels: acting as, 249, 250, 257–258; defined, 249, 250; examples of, of two leaders, 251-252; feeling as, 249, 250, 256-257; mobilized by attention and intention, 249; questions to ask yourself about, 252; seeing as, 249, 250, 253-254; thinking as, 249, 250, 254-256 Learning styles, 109, 194–195 Legacy: creating, 210–211; from meaningful calling, 186–187; questions to ask yourself about, 211-212 Lego, 128, 222

Lengauer, Christoph, 164–166 Lester, Robin, 83 Levi Strauss, 242 Life expectancy, 59 Lincoln, Abraham, 205 Linear thinking, 130–131 Lipton, Bruce, 20, 117 Listening: to customers, 175, 293; to digital communities, 171–172; as element of communication, 158; as necessary element of leadership, 126 Lodge, Henry S., 59 Loof, Per-Olof, 151–153 Love, 79–80, 89

Μ

Mandela, Nelson, 180 Marriott International, 241 Mathas, Ted, 8, 196-198 Mayer, Marissa, 181 McDonald, Bob, 26, 203, 266, 267-270 McDonald's, 232 McKinsey Global Institute, 170-171 Meaningful calling, 179–188; components of, 181; considering, of people you are leading, 187-188; finding your, 182, 185-186; impact of, 179-180, 181; legacy from, 186–187; universal desire for, 180–181; ways people have found, 183-185 Medical costs, preventable, 60 Meditation, 53, 215, 253

Miller, Herman, 242 Mind: lack of conscious awareness of activities of, 312; power of, 43-44. See also Body-mind awareness Mindfulness, 67–69, 74–75 Mindsets: fixed vs. growth, 118–119; global, 232-233; personal development and, 120. See also Adaptive mindset Mission, as higher purpose, 2.2.0 Morrison, Denise, 34 Mulally, Alan, 203, 273-277 Mutually rewarding relationships, 151-162; brain activities linked to, 154-157; business saved by, 151-154; changing company culture by building, 160-161; questions to ask yourself about, 161-162; social skills for building, 157-160

N

Nacchio, Joe, 207 Nally, Dennis, 49–51, 52 Neuroleadership, 154–155 Neuroscience: on brain activities linked to leadership, 154–157; healthy leaders concept supported by, 21–22; on impact of self-conscious mind, 312 Noakes, Tim, 44 Nokia, 221 Norton, Michael, 239 Noteboon, Ben, 295–299 Nourishing teams and communities. See Communities; Teams Novak, David, 282–284

0

Obesity, 60 Optimism, 80–82, 132–133 Optimistic bias, 81, 116 *Outliers* (Gladwell), 204

P

P&G, 221 Pandora, 121 Paradox, core, 136 Paradoxical thinking, 128–137; actions to develop, 136-137; aspects of leadership requiring, 131-135; example of leadership based on, 128-130; and power of creativity, 135-136 Parrado, Nando, 76-78, 80 Passion: coupled with rigon 134–135; developing 13; as natural, 218; tapping into, of people you are leading, 187-188 Peak-performance lifestyle, 57-64; companies promoting, for workers, 61-62; example of successful executive with, 57–59; executive emphasizing physical fitness as foundation of, 62-64; preventive measures to maintain, 59-60; questions to ask yourself about, 59 Perceptions: paying attention to, 285; seeing learning channel and, 250, 253-254

Perfectionism, 4-5, 73-74, 194 Performance: high, of healthy leaders, 11, 32-33; link between healthy roots and, 30–32. See also Driving high performance; Financial performance; Peak-performance lifestyle Personal mastery, 189-199; defined, 189; and desire for selfimprovement, 191-193; determining your arive for, 195–196; lifelong learning as path to, 109-191; resistance to learning hindering, 193–194; success of leader known for, 1,6-198 Petters, Mike, 103–106, 203 Physical fitness, 58, 62–64 Physical health: benefits of positive emotions to, 86; body-mind awareness component of, 40-47; commitment required to develop, 64; energy management component of, 48-56; in Healthy Leader Model, 27; importance of, 27-28, 38-39; peak-performance lifestyle component of, 57-64; signs of declining, 39 Physics, support for healthy leader concept from, 22 Pink, Daniel, 183 Plank, Kevin, 304 Pollard, William, 184 Polman, Paul, 23

Positive emotions, 76–90; activating, 256–257; beginning thinking with, 90; benefits to physical and social health, 86; empathy, compassion, and forgiveness as, 83-84; happiness as, 82-83; hardwired into brain, 78-79; hope and optimism as, 80-82; joy as, 82; leader successfully using, 84-86; love as, 79-80; psychology focusing on, 22; questions to ask yourself about, 79; replacing negative emotions with, 89; survival experience reinforcing belief in, 76-78 Power: of creativity and innovation, 135-136; of customers, 175; of discovering higher purpose, 219; of mind, 43-44; of social networks, 168-169

Predictability, 144 Present, living in, 67, 68, 207 Principles, 143–144 Proust, Marcel, 312 Psychology, support for healthy leader concept from, 22 Purpose. *See* Higher purpose Puzziferri, Mike, 96–98, 203

Q

Quantum viewpoint, 22

R

Rabbitt, Linda, 84–86 Ramirez, Michael, 160–161 Reading, 55–56 Reciprocal altruism, 238, 240 Red Bull, 221 Relationships: fostering productive, 287-293; givers and takers in, 154; healthy, as necessary for communities, 175; importance of, 151. See also Mutually rewarding relationships Renewal, necessary for energy management, 51-52 Resilience, 91-100; acquired through experience, 35–98; anxiety and, 94, 98–100; Buddhist thinking and, 93; current need for, 92-93; importance of, 91–92; learning, 98-100; small business owner triumphing by showing, 91, 94-95 Responsible entrepreneurship, 246 Rigor, passionate, 134-135 Rippe, James, 60 Roddick, Anita, 241 Roosevelt, Franklin D., 205 Rozanski, Horacio, 124-126 Rubenstein, David, 236-237 Ryan, Tim, 67–69

S

Sadness, 88, 89 Samet, Ken, 139, 140–141 Sandburg, Sheryl, 73 SAS (software company), 241 Scheier, Michael, 81 Schievelbein, Tom, 18–19 Schlichting, Nancy, 148–150 Schlifske, John, 55–56 Schmidt, Eric, 4 Schoomaker, Eric, 172-174, 203 Schwab, Klaus, 171 Science, support healthy leaders concept from, 19–23 Seck, Wai-Kwong, 222–223 Sedentary lifestyle, 60 Seeing, as learning channel, 249, 250, 253-254 Seizing new opportunities, 294-300; actions for, 299-300; benefits of, 295; conditions altered by, 299; example of, 296-299; leader's role in, 294-295 Self-acceptance, 70–71, 141–142 Self-assessment, difficulty of, 258-259 Self-awareness, 67-75; accepting who you are as component of, 70-71; actions to promote, 74–75; attachments hampering, 73-74; congressman practicing mindfulness and, 67-69; failed leadership due to lack of, 72-74; lacking among business leaders, 69-70; scientific support for value of, 20-23; seeing learning channel concerned with, 249, 250, 253-254; self-reflection to initiate, 74; of your principles, 143 Self-improvement, 191–193, 258-259 Self-reflection: to develop selfacceptance, 70-71; leadership

style beginning with, 72; necessary for leadership, 249; to practice mindfulness, 74-75; questions to begin, 74 Sexual orientation, 149-150 Shared direction. See Forging shared direction Sharot, Tali, 81–82 Shore, Billy, 239, 240 Shore, Debbie, 239–240 Shrader, Ralph, 125 Skills: for building healthy relationships, 157-160; digital, 171-172 Skloot, Rebecca, 165-166 Sleep, 53. 60 Slim, Carlos, 78 The Social Animal (Brooks), 151 Social health: authenticity component of, 140-150; benefits of positive emotions to, 86; in Healthy Leader Model, 27; importance of, 29, 138-139; mutually rewarding relationships component of, 151-162; nourishing teams and communities component of, 163-175; questions to ask yourself about, 174-175; signs of declining, 139 Social networks: importance of, 163; potential results of isolation from, 163–164; power of, in companies, 167-168; questions about your role in, 168. See also Communities: Teams

Social technologies: communities and teams interacting via, 166–167, 168–170; leadership using, 170–172

Socrates, 142

Southwest Airlines, 240

Spiritual health: actions to develop, 246–247; generosity of spirit component of, 235–247; global connectedness component of, 225–234; in Healthy Leader Model, 27; higher purpose component of, 217–224; importance of, 30, 215–216; signs of declining, 216

Sports: lessons from competitive, 44, 46–47; skill development and renewal strategies from, 51–52

Srinath, Ingrid, 184–185 Stack, Jack, 179–180 Stengel, Jim, 220–221 Stephenson, Jack, 217–218 Stress, 51, 54, 58 Stress response system, 86, 98–100, 238 Success: actions as reason for, 248; attachment to, 73; capabilities vs. circumstances as key to, 204–206; celebrating, 214; employee engagement as condition for, 212–213; failure as

reason for, 206; individual definitions of, 202–204, 209–210; irrelevance of talent to, 194

Т

Tapping into higher purpose, 265-271; actions for, 270-271; benefits of, 266; conditions altered by, 270; example of, 266, 267-270; as leadership action of healthy leaders, 263 Teams: characteristics of twentyfirst-century, 166-167; diverse, 293; leader learning value of working with, 164–166 Thinking: beginning with positive emotions, 90; breakthrough, 137; to develop adaptive mindset, 116-117, 119-121; errors in, without self-awareness, 70; with fixed vs. growth mindsets, 112-119; lateral, 130, 137; as learning channel, 249, 250, 254-256; linear, 130-131; openness to new ways of, 123-124; outcome, 214; paradoxical, 128-137; system 1 vs. system 2 types of, 116. See also Adaptive mindset Thinking Fast and Slow (Kahneman), 116 Tom's Eyewear, 242 Tom's of Maine, 242 Toms Shoes, 242 Transparency, 6, 139, 243 Trust: importance of, 139; low level of, 6; neurological component of, 238; ways to earn, 143-144 Trustworthiness, 144–145 Turnover rate, for CEOs, 5

U

Unleashing human potential, 280–286; actions for, 281, 285–286; benefits of, 281; conditions altered by, 285; example of, 282–284 UPS, 242

V

Valliant, George, 82 Vision: creating shared, 213–214; and forging shared direction, 278-279 Vocational health: drive to succeed component of, 200-214; in Healthy Leader Model, 27; importance of, 29-30, 177; meaningful calling component of, 179-188; personal mastery component of, 189-199; signs of declining, 178; steps to develop, 213-214; of Steve Jobs, 176-177 Vulnerability: as component of authenticity, 147-148; due to sexual orientation, 148-150

W

Wainscott, Jim, 5 Warden, Gail, 149 Warning signs: of declining emotional health, 66; of declining intellectual health, 102; of declining physical

health, 39; of declining social health, 139; of declining spiritual health, 216; of declining vocational health, 178 Weaknesses, admitting, 147-148 Weiner, Jeff, 241 "What you do." See Actions "Who you are": as driving what you do, 9–10, 24–25; grounded in healthy roots, 10; as question not asked. 2 Whole Foods, 222 Wikipedia, 192–193 Winfrey, Oprah, 218 Winning, obsession with, 207-209 Work, alternative arrangements for 8. See also Meaningful calling Work-life balance: culture and, 53-54; energy management through, 49-51, 55-56; personal health maintained with, 58 World as village, 230

Y

Yew, Lee Kuan, 180 *Younger Next Year* (Crowley and Lodge), 59

Z

Zandman, Felix, 153 Zappos, 221 Zuckerberg, Mark, 227