

INDEX

- Achievement. *See also* Outcomes
celebrating, 132. *See also* Recognition of accomplishments
consistency versus fairness as achievement goal, 87, 88, 121
consistency versus fairness as goal, 87, 88
language of, 6–8, 17, 20, 103, 168, 171
milestones, 10–13, 18, 20, 103
mind-set, 1
monitoring, 18
motivation, 6
ownership for, 51, 60, 83, 91, 103, 109, 125, 133
pride, 14, 15
and success, 24–28, 34
why versus how as reason for, 24–28, 34
- Activity focus versus outcome focus, 5–20, 96
- Adaptability
change, 44
and collaboration, 38
communication styles, 118, 120, 123, 151
and self-understanding, 51, 55, 61, 62
- Advice
asking for, 141, 149
mentors. *See* Mentors
providing, 91
- Alessandra, Tony, 118
- Alignment
of goals and initiatives company-wide, 148
meetings, 16
of perceptions on issues of importance, 120
and positive politics, 148, 149
of team's whys with key people's personal whys, 26
Answers mind-set, 48, 49
Attitude, 65, 66
- Bad news, communication of, 39, 56
- Behaviors
adapting, 55
attitude, 65, 66
changing, 165, 166
character, 65
emotions as driver of, 55, 56
integrity, 69
key people, 87–91
leadership behaviors, 17–20
magnification of over distance, 56, 57, 62
and need for control, 17–20
reinforcing, 15, 32, 37, 87, 122, 123
self-understanding, 55–60, 62
and shared principles, 48, 129–131, 135
subconscious, 27, 28
for success, 23, 24
team culture, 32–34, 129
team members, 91–94

- Benchmarks, 13
- Best practices, 7, 8. *See also* Continuous improvement
- Business judgment of team members, 45, 89, 98, 108, 109
- Calendar management, 17–20, 70
- Celebration of shared outcomes, 132.
See also Recognition of accomplishments
- Change, 44, 151, 152
- Character, strengthening
 - attitude, 65, 66
 - charisma compared, 65, 72
 - commitment, 66
 - credibility, 67
 - empathy, 67, 68
 - excellence, focus on, 68, 69
 - focus management, 68, 70–72
 - importance of, 65
 - integrity, 69
 - and need to know versus what you know, 71, 72
 - reflection questions, 73
 - self-discipline, 66–67, 72
 - time management, 70
- Charisma, 60, 65, 72
- Choice, power of, 18, 19
- Clarity, 1, 9–13, 25–27, 44, 45
- Collaboration
 - adaptability, 38
 - answers mind-set, 48, 49
 - and common core values, 46, 47
 - conversations versus e-mail, 37–40, 49
 - enabling, 37–39
 - importance of, 37
 - information sharing, 37, 38, 44, 49
 - interdependence, 139, 142–144
 - options mind-set, 48, 49
 - processes for, 37, 38, 44–48
 - reflection questions, 49
 - and shared outcomes, 131, 135. *See also* Shared outcomes
 - and shared principles (ways of working), 130, 131, 135. *See also* Shared principles
 - study group, 47, 48
 - and team culture, 37–40, 45–48
 - trust, need for, 37–44, 46, 49
- Commitment, 7, 14, 17, 66, 130, 132
- Common core values, 46, 47
- Common interests. *See* Shared common interests
- Communication
 - ability to influence others, 113
 - adaptability, 118, 120, 123, 151
 - and conflict, 142
 - conversations versus e-mail, 37–40, 49, 117
 - and decision-making process, 117, 118
 - and fairness, 121, 122
 - five-minute conversations, 116, 117
 - follow-up, 122, 123
 - key people, frequency of contact with, 57
 - and leading across distances, 56, 57
 - listening skills, 114, 115
 - misunderstandings, 57
 - outcome of, 113, 114, 123
 - perceptions, 120, 121
 - principles for, 130, 131
 - reflection questions, 124
 - response time, 131
 - and self-understanding, 56, 57
 - stories and examples, use of, 115, 116, 123
 - strategic patience, 114, 115
 - styles, 118–120, 123, 151, 152
 - weaknesses, 92
 - what you ask about (talk about) comes about, 106, 130
- Conference calls, 16, 17, 134
- Confidence, 60, 61, 91, 108, 109, 115
- Conflict, 141, 142, 144
- Consistency, 15, 46, 67, 69, 87, 88, 118–123
- Continuous improvement
 - best practices, 7, 8
 - framework for, 165, 166
 - importance of, 159
 - learning from others, 161–163
 - reflection questions, 168–170
- Control, need for, 17–20
- Conversations versus e-mail, 37–40, 49, 117
- Core values, 46, 47
- Credibility, 67, 93
- Creech, W. L. (Bill), 5, 13
- Cultural differences, 119–121

- Culture, team. *See* Team culture
- Culture context, 150–152
- Customers, considering perspective of, 134–136
- Decision-making process, 117, 118, 132, 133
- Delegating
 - benefits of, 103, 104
 - and business judgment of employees, 108, 109
 - of enjoyable activities, 106, 107, 110
 - and growth of employees, 104, 105, 107–110
 - key reflection questions, 110
 - options, asking for versus asking for best solution, 105
 - questions, use of, 104–106, 110
 - recognition of contributions, 107, 108
 - reluctance to delegate, 103
 - what you ask about (talk about) comes about, 106, 130
- Developing key people, 87, 88, 95, 96. *See also* Growth of team members
- Diversity
 - and conflict, 43
 - embracing, 60, 61
 - leadership team, 59–61
- Documentation of processes, 33, 45, 46
- E-mail
 - conversations versus, 37–40, 49, 117
 - and need for control, 18–20
 - response time, 131
- Emotional intelligence, 55, 58
- Emotions
 - as driver of action, 25, 26
 - as driver of behaviors, 55, 56
 - emotional intelligence, 55, 58
 - self-understanding, 55, 56, 60
- Empathy, 67, 68
- Enjoyable activities, delegating, 106, 107, 110
- Excellence, focus on, 68, 69
- Fairness, 87, 88, 121, 122
- Feedback
 - in decision-making, 132, 133
 - as motivation, 95
 - negative, 58
 - on potential, 95
 - providing, 93, 95, 96
 - and self-understanding, 58–60, 62
 - on weaknesses, 93
- Five-minute conversations, 116, 117
- Focus
 - aligning with others, 148, 149
 - management, 68, 70–72
 - stress management, 81, 82. *See also* Stress management
- Follow-up, 122, 123
- Fundamentals, excellence in, 68, 69
- Goals
 - alignment, 148
 - clarity, 9, 10, 12, 25. *See also* Clarity
 - consistency versus fairness as achievement goal, 87–88, 121
 - shared outcomes. *See* Shared outcomes
 - success, defining, 23, 24
 - support for, obtaining. *See* Stakeholder relationships
 - team ownership, 133
 - team participation, 133
- Group dynamics, 129
- Growth of leaders, 60–62, 99, 161, 162
- Growth of team members, 60, 90, 93, 95–97, 99, 104–110, 132, 161
- Human Resources (HR), role of, 90, 98
- Impatience, 114, 115
- Inbox management, 17–20, 70
- Influence
 - ability to influence others, 113
 - approach and style, 150–152
 - leadership as, 83
 - peer-influencing skills, 153, 154
 - power of, 12, 66
 - pull and push power, 28, 29, 140, 144, 153
 - and self-understanding, 55, 61
- Information sharing, 37, 38, 44, 49
- Instant messaging, 117, 131
- Integrity, 69
- Interdependence, 139, 142–144. *See also* Collaboration

Jones, Charles ("Tremendous"), 161

Key people

- alignment of team's whys with key people's personal whys, 26
- behaviors, 87–91
- characteristics of, 91
- common interests with, 40, 41
- communication with, 57
- delegating to. *See* Delegating
- developing, 87, 88, 95, 96. *See also*
 - Growth of team members
- empowering, 29
- expectations for, 91, 97
- feedback, providing, 93, 95, 96
- frequency of contact with, 57
- identifying, 88–91
- influencing, 83
- mentors for, 97, 98
- one-on-one meetings with, 96
- ownership for problems and solutions, 91, 92
- potential, developing, 95
- reflection questions, 99
- as role models, 87, 99
- role of HR, 90, 98
- strengths of, focus on, 92, 94, 95, 99
- and success, 87
- trust, 39
- weaknesses, 92–95, 99

Language of achievement, 6–8, 17, 20, 103, 168, 171

Language of activity, 6

Language used by others, repeating, 154–155

Leadership behaviors, 17–20

Leadership effectiveness

- communication skills, 113. *See also*
 - Communication
- focus management, 70, 71
- focus on excellence, 68, 69
- focus on fundamentals, 68, 69
- gauging, 12
- growth of team members. *See* Growth of team members
- and need to know, 71, 72
- nonenjoyable activities, 29, 30

processes, 38, 45

pull and push power, 28, 29, 140, 144, 153

and self-understanding, 55. *See also*

- Self-understanding
- and stress, 78. *See also* Stress management
- time management, 70

Leadership power, 151

Line managers, 152, 153

Listening skills, 67, 92, 114, 115, 154, 155

Meetings

- attitudes, 66
- conflict, dealing with, 142
- led by team members, 109
- outcome-focused, 15–17, 20
- preparing for, 133, 134
- team participation, 133–135
- virtual, 66, 134

Mentors, 77, 90, 97, 98

Metric, 12, 139–141

Micromanaging, 17, 18, 69

Milestones

- and focus on fundamentals, 69
- language of achievement, 6, 7. *See also*
 - Language of achievement
- monitoring, 10, 12, 18
- ownership, 11, 103
- reporting on, 10
- setting, 10, 12, 13, 20, 103

Mind-set

- answers mind-set, 48, 49
- impact of, 1
- options mind-set, 48, 49
- outcome based, 6

Misunderstandings, 57

Motivation

- achievement focus, 6
- differing approaches to, 122
- enjoyable versus nonenjoyable activities, 30, 31
- and fairness, 121, 122
- as a feeling versus thought, 96, 114
- and listening skills, 114, 115
- milestones, 11, 12
- money, 26, 143
- and outcome versus activity focus, 11
- personal development, 161

- personal whys, 26
- potential, feedback on, 95
- recognition, 107, 108, 132. *See also*
 - Recognition of accomplishments
 - why versus how, 24–28, 34
- Need to know versus what you know, 71, 72
- Nonenjoyable activities (necessary evils), 29–31, 34, 66
- Office politics. *See* Stakeholder relationships
- Options, asking for versus asking for best solution, 105
- Options mind-set, 48, 49
- Outcomes
 - achievement, focus on, 1, 6. *See also*
 - Achievement
 - barriers to outcomes focus, 17, 18
 - and commitment, 7
 - of communication, 113, 114, 123
 - delegation of, 109. *See also* Delegating
 - direction and pace, focus on, 9, 10
 - experiences, 8, 9, 130
 - focus on in meetings, 15–17, 20
 - focus on versus activities, 5–20, 96, 153
 - language of achievement, 6–8, 17, 20, 103, 168, 171
 - and leadership behaviors, 17–20
 - milestones, achieving and monitoring, 10–12
 - milestones, setting, 12, 13, 20, 103
 - ownership for, 7, 8
 - and pride in work, 14, 15
 - reflection questions, 20
 - results, 8, 9, 130
 - shared. *See* Shared outcomes
 - success. *See* Success
 - team focus on, 5–7
 - visibility, 131
- Overreaction, 56
- Peer-influencing skills, 153, 154
- Peer pressure. *See* Positive competition (peer pressure)
- Perceptions, 120, 121
- Performance reviews, 93. *See also* Feedback
- Platinum Rule, 118
- Playing politics, need for, 147, 148. *See also*
 - Stakeholder relationships
- Positive competition (peer pressure)
 - and conflict, 141, 142, 144
 - example of, 7
 - importance of, 139
 - manager-to-employee versus peer pressure, 140
 - metrics, use of, 140, 141
 - push power, 140, 141, 144
 - reflection questions, 144
- Positive politics, engaging in, 148, 156, 157. *See also* Stakeholder relationships
- Potential, feedback on, 95
- Power holders, identifying, 152, 153
- Pride in achievement, 14–15
- Principles, shared. *See* Shared principles
- Priorities of others, appealing to, 155, 157
- Processes
 - for collaboration, 37, 38, 44–48
 - documentation, 38, 45, 46
- Project leaders, 152, 153
- Pull and push power, 28, 29, 140, 144, 153
- Quality of life, 59, 60
- Questions, use of, 104–106, 110
- Rapport, 38, 55, 113, 123
- Recognition of accomplishments, 14, 15, 107, 108, 132
- Reflection, 58, 59, 62, 168–170
- Relationship building, 148, 149, 157. *See also* Stakeholder relationships
- Respect versus popularity/charisma, 60, 65
- Responsible *to* versus *for*, 67, 68
- Self-development. *See* Continuous improvement
- Self-discipline, 66–67, 72
- Self-understanding
 - adaptability, 51, 55, 61, 62
 - behaviors, 55–60, 62
 - and communication, 56, 57
 - diversity and differences, embracing, 60, 61
 - emotions, 55, 56, 60
 - feedback, 58–60, 62
 - importance of, 51, 61, 62
 - and influence on others, 55, 61

- Self-understanding (*continued*)
 and leading across distances,
 56, 57, 62
 overreaction, 56
 and quality of leadership team, 59, 60
 and rapport, 55
 reflection, 58, 59, 62
 reflection questions, 62
 respect versus popularity, 60
 underreaction, 56
 weaknesses, 59, 60
- Shared common interests, 39–41
- Shared outcomes, 125, 129–136
- Shared principles, 48, 106, 125, 129–131,
 135, 136
- SMS (text messaging), 121, 131
- Stakeholder relationships
 advice, asking for, 149, 155, 156
 and culture context, 150–152
 deliver before asking, 155, 156
 language used by others, repeating,
 154, 155
 managing, 149, 150
 peer-influencing skills, 153, 154
 playing politics, need for, 147, 148
 positive politics, engaging in, 148,
 156, 157
 power holders, identifying, 152, 153
 priorities of others, appealing to, 155, 157
 reflection questions, 157
 relationship building, 148, 149, 157
- Stories and examples, use of, 115, 116, 123
- Strategic patience, 114–115
- Stress management
 activities, 80, 81
 focus, maintaining, 81, 82
 impact of stress, 77, 78
 pattern of stress, breaking, 79, 80, 82
 perspective, maintaining, 77, 78,
 81, 82
 planning for, 80–82
 reflection questions, 82
 story of day/week, framing, 81, 82
 stress glass analogy, 78–80, 82
 thinking time, scheduling, 81, 82
- Study groups, 47, 48
- Styles of communication, 118–120, 123. *See also* Communication
- Subconscious, power of, 27, 28
- Success
 conditions for, 31–34
 defining, 23
 emotion as driver of action, 25, 26
 enjoyable activities and results, 29
 as journey and destination, 23, 24
 and key people, 87
 key reflection questions, 34
 nonenjoyable activities (necessary evils),
 29–31, 34
 pull and push power, 28, 29, 140,
 144, 153
 reason for achievement (why versus how),
 24–28, 34
 subconscious, power of, 27, 28
 taking action, 31
 team culture, 33, 34
- Support from others, obtaining.
See Stakeholder relationships
- Team culture
 and behaviors, 32–34, 129
 and collaboration, 37–40, 45–48
 culture context and stakeholder
 relationships, 150–152
 establishing, 129
 shared outcomes, 125, 129–136
 shared principles, 129–131,
 135, 136
 and success, 33, 34
- Team ownership, 125, 129, 133, 135
- Team participation
 decision making, 132, 133
 meetings, 133–135
- Text messaging (SMS), 123, 131
- Time management, 70. *See also* Calendar
 management
- Training, 90, 103, 108, 109, 154, 161
- Trust
 and collaboration, 37–44, 46, 49
 and common core values, 46, 47
 and communication of bad news, 39
 and conflict, 42–44

- problems with, addressing, 41, 42
- and shared common interests, 39–41
- Underreaction, 56
- Understanding self. *See* Self-understanding
- Values, 46, 47
- Virtual meetings, 66, 134
- Visibility
 - and creating the why, 25, 26
 - discipline and commitment, 66, 67
 - metrics, 139–141
 - principles, 130
 - results and experiences, 8, 9
- shared outcomes, 109, 130, 131, 135
- team performance, 7, 139, 141
- Weaknesses
 - communication skills, 92
 - feedback on, 93
 - key people, 92–95, 99
 - self-understanding, 59, 60
- What you ask about (talk about) comes about, 106, 130
- Why versus how as reason for achievement, 24–28, 34

<http://www.pbookshop.com>