

# INDEX

## A

ABCs, 146  
Acceleration checklist, 133–134  
Accommodation checklist, 131–132  
ADEPT people management  
  building, 144–145  
  constructive criticism, 143  
  credit, 144  
  develop, 136–139  
  encourage, 140–143  
  framework for talent management,  
    104–105  
  managing differences, 144  
  relationships and, 85  
ADEPT teams, 7  
ADM. *See* Archer Daniels Midland  
  Company (ADM)  
Alpine Rescue Team, 91  
Alternating media, 89  
American Red Cross, 62  
Amplifiers, 7, 88–89  
“The Animal School” (Reavis), 193  
Announcement cascade, 129–130  
Apollo 13, 170  
Apple, Inc., 75, 160, 194  
Archer Daniels Midland Company  
  (ADM), 185  
Aspirational destination, 71, 72  
Assessment tools, 123–128  
Assimilation checklist, 132–133  
Attitude  
  changing, 6  
  in creative brief, 166, 167

  culture and, 77–82  
  defined, 5  
  evolving, 204  
  posture and, 75–77  
  strategy for changing, 69–75

## B

Background, 97  
Banga, Ajay, 18–19  
Behavior management, 146–147  
behaviors  
  in creative brief, 166, 167  
  culture and, 78  
  defined, 5  
  impact and, 7  
  managing, 146–147  
BenBassat, Moshe, 75–77  
Berman, Bill, 120–121  
Bjork, Lars, 99  
Bodea, Andy, 206  
Brand experience, 101  
Branson, Richard, 70, 160  
BRAVE leadership success frame-  
  work, 35–37, 78  
Brizard, Jean Claude, 88  
Brown, Bobbi, 158–159  
Brune, Michael, 19–21  
Brutal truths, 46  
Bryant, Adam, 176  
Building, 155  
Business environment, 42–43  
Business issues, 48, 49  
Business models, 51

- Business planning tool, 74
- Business plans, 72
- Business reviews, 177
- C**
- C2 Conference, 158
- Call to action, 87, 206–207
- Candidate application process, 110
- Candidate sourcing, 116–117
- Capabilities, 42, 43, 44
- Carroll, Charlie, 65
- Carticept Medical, Inc., 52–54
- Case study, 147–148
- CEO Boot Camps, 59
- CEO Connection, 59
- Cerney, Ken, 192
- Chalef, Daniel, 50–51
- Chase, Randy, 77
- Cincinnati Public Schools, 192
- Cinequest, 63
- Circadence Corporation, 134–135
- Citibank, 18
- ClickSoftware, 75
- Coca-Cola Company, 75
- Coherence, 66–67
- Cold calling, 109
- Collaborators, 42–43, 44
- Committed engagement, 85–86
- Communication
  - executive onboarding and, 135
  - golden circle of, 60
  - levels, 86
  - open, 196
  - styles, 94–98
- Communication frameworks
  - communication levels, 86
  - communication styles, 94–98
  - engagement, 85–86
  - meeting management, 99–102
  - persuasion, 86–90
  - presenting, 92–93
  - press interviews, 102–104
  - self-awareness, 86
- Communication planning, 93–94
- Communication styles, 94–98
- Company websites, 109
- Competitors, 42, 43, 45
- Compliant engagement, 85–86
- Conclusions, 97
- Conditions, 42, 43, 45
- Conferences, 109
- Consequences, performance
  - and, 143
- Constraints, 95
- Constructive criticism, 143
- Context
  - business environment, 42–45
  - executive onboarding and, 135
  - for leadership, 42–47
  - organizational history, 45–47
  - recent results, 47
- Contributing engagement, 85–86
- Covey, Steven, 41
- Creative Acoustics, LLC, 95
- Creative briefs, 165–167
- Credit, 144
- Crisis management
  - action plan, 183–184
  - bridging gaps, 180–182
  - Metabolix, Inc., 185–186
  - preparation, 179
  - response to events, 179
  - steps of, 178–182
  - summary, 182
- Criticism, 143
- Culture, 77–82, 101, 203
- Culture assessment, 81–82
- Customer chain, 44
- Customers, 42, 44
- D**
- Damballa, 24–26
- Darwin, Charles, 25, 178
- Delegating, 156–157
- Delivery, 99, 103
- Design, 155

- Destination, 134–135  
 Differences, managing, 144  
 Direct communication, 86  
 Discussions, 97  
 Disengaged engagement,  
     85–86  
 Disney. *See* Walt Disney Company  
 Distributing, 155  
 Doran, George, 140  
 Dreaming, 64  
 Drucker, Peter, 155
- E**
- Eason, Darrie, 191  
 Edit, 97  
 EHRs. *See* Electronic health records  
     (EHRs)  
 Eisner, Michael, 194  
 Electronic health records (EHRs),  
     54–55  
 E-mail, 109  
 Emotional communication, 86  
 Employee referral, 108  
 Employees, 196  
 Employment agencies/search  
     firms, 110  
 Enabling practices, 205–206  
 End users, 44  
 Engagement, 85–86  
 Eno, Rick, 185  
 Environment  
     context and, 6, 41–57  
     in creative brief, 166, 167  
     culture and, 78  
     defined, 5  
 Equifax Inc., 206  
 Expected, 160–161  
 Experiments, 195  
 Extended family, 8, 190,  
     201–204  
 External partners, 196  
 External recruitment methods,  
     108–110
- F**
- Facebook, 89  
 Fain, Richard, 174–176  
 Farmer, Paul, 101  
 FDA. *See* Food and Drug  
     Administration (FDA)  
 Feedback, 143, 204  
*The Fifth Discipline Fieldbook*  
     (Smith), 86  
 Findings, 97  
 First line/direct customers, 44  
 5Cs situation assessment  
     business environment, 42–43  
     guidelines, 44–45  
     organizational history, 45–47  
     recent results, 47  
     in strategic planning, 71, 72  
 Follow through, 99, 103  
 Food and Drug Administration  
     (FDA), 53  
 Forbes.com, 75  
 Funding ladder, 197, 198  
 Future state, 206  
 Future success, 46
- G**
- Gallo, Ernest, 194  
 Gallo, Julio, 194  
 Garg, Devanshi, 189–190  
 Geography, 51  
 Gibraltar Capital, 46  
 Goal setting, 140  
 Goldstein, Richard, 65  
 Good, 4–5, 60–61  
*The Graduate*, 185  
 Grahm, Paul, 198  
 Greenberg, David, 94–95  
 Groysberg, Boris, 77  
 Guidelines, 143
- H**
- Happiness  
     link between purpose and, 61  
     secret of, 60–61

- Harvard Business Review, 77  
 Heidemann, Lyle, 80  
 Heilvy, Chris, 197  
 Hewlett-Packard Company, 45  
 Hierarchy, 8–9, 190–191,  
 205–208  
 Hill, Andrew, 77  
 Hiring  
   assessment of candidates,  
     123–128  
   definition of role, 105–107  
   for fit, 120  
   interviewing candidates,  
     119–122  
   preparation for, 110–115  
   recruiting, 105  
   recruiting call, 118  
   research strategy, 107–110  
   source for, 116–117  
 Hsieh, Tony, 41  
 Hussain, Omar, 54–56
- I**  
 IBM, 24, 25  
 Iceon Tech Inc., 189–190  
 Implementation, 163  
 Imprivata, Inc., 54–56  
 Indicated actions, 97  
 Indirect communication, 86  
 Industry associations, 109  
 Influencers, 44  
 In-house recruitment methods, 108  
 Innovation, 157–160, 195  
 Innovation guidelines, 159–160  
 Internet posting, 109  
 Interviews  
   candidates, 119–122  
   debrief form, 123  
   format, 119–120  
   guidelines, 122  
   press, 102–104  
   telephone screening, 119  
 Investors, 55
- J**  
 Job boards, 110  
 Job offer, 127  
 Job offer closing process, 127–128  
 Job requirement checklist, 113–115  
 Jobs, Steve, 160, 194  
 Johns Hopkins, 52–54  
 Johnson, Toby, 77
- K**  
 Keep Holdings, 197  
 Key leverage points, 48, 49  
 King, Martin Luther, Jr., 64  
 Knapp, Peter, 191, 192  
 Knowledge, 142  
 KnowledgeTree, 50–51  
 Knowledge@Wharton, 175  
 Kurnit, Scott, 197–199
- L**  
 Large teams, 8–9, 205–208  
 Leaders  
   costs to becoming, 5  
   followers and, 9  
   taking over as first time, 4  
 Leadership  
   cause, 4  
   context for, 42–47  
   managing and, 4  
   onboarding and, 134–135  
 Leave, 97  
 Limits, 196  
 Lindu, Chewang, 135  
 LinkedIn, 110  
 Linver, Sandy, 92  
 Lodish, Leonard, 178  
 Loh, John Michael, 140
- M**  
 MAP, 7, 87–90  
 Maslow's hierarchy of needs, 85  
 MasterCard, 18–19  
 Maymin, Allan, 151

- Maymin, Phil, 151  
 McDermott, Meaghan, 88  
 McDonald's Corporation, 160  
 McGovern, Gail, 91  
 MDA Space Systems, 147  
 Media, 89  
 Mediated Matters group, 158  
 Medium teams, 8, 201–204  
 Meeting management  
   BRAVE, 99–100  
   delivery/moment of impact, 99  
   follow-through, 99  
   prelude, 99  
 Merck, 62  
 Message, 7, 87–88  
 Metabolix, Inc., 185  
 Milestone management  
   defined, 169–171  
   leveraging milestones, 174  
   managing updates with three-step  
     process, 171–172  
   process, 173–174  
   process to track milestones, 176  
   in project management,  
     174–175  
   team building and, 175–176  
 Milestones  
   actions and, 143  
   process to track, 176  
   for project management, 174–175  
   for team building, 175–176  
   as team-building tool, 174  
   updates and adjustment, 177  
 Miller Heiman, Inc., 165  
 Minimum, 160–161  
 Mission, 61–62  
 Mission statements, 62  
 MIT Media Lab, 158  
 MIT Sloan Sports Analytics  
   Conference, 151  
 Monitoring, 72  
 Moniz, Michael, 134–135  
 Morgan, Travis, 191  
 Morton, Gary, 134–135  
 Mountain Rescue Association, 91  
**N**  
 NASA. *See* National Aeronautics and  
   Space Administration (NASA)  
 National Aeronautics and Space  
   Administration (NASA), 70, 170  
 Negotiation, 160–162  
 Networking, 24, 109  
 New Orleans Hornets, 151–152  
 New recruits  
   accelerating, 133  
   accommodating, 131  
   announcement cascade, 129–130  
   assimilating, 132  
   bringing into the team, 128–136  
   encourage and enable  
     relationships, 130  
   message to, 128–129  
   providing help to, 130–134  
   touch point plan, 128–129  
*The New Leader's 100-Day Action  
   Plan* (Bradt, Check &  
   Pedraza), 11, 12, 178  
*New York Times*, 176  
 Next steps, 97  
 Nick's Pizza & Pub, 59  
 Nike, Inc., 52  
 Norwich Eaton Pharmaceutical,  
   Inc., 65  
**O**  
 Oasis of the Seas, 175  
 Onboarding  
   as crucible of leadership, 134–135  
   defined, 14  
   risk assessment, 13–14  
   into small organizations, 24  
 On-campus recruitment, 109  
 One-way media, 89  
 Open communication, 196  
 Opening, 160–161

- Operating practices, 203, 206
- Operating processes
  - milestone management, 169–176
  - quarterly cadence framework, 176–178
  - senior management trips, 168–169
- Operational review, 177
- Opportunities, 48
- Options
  - evaluating, 71–72
  - identifying, 71
- Organizational history, 45–47
- Outline, 96–97
- Overnight start-up success, 197
- Overview, 97
- Oxman, Neri, 158
  
- P**
- Patrick, Tim, 52–54
- Paul, Chris, 151
- People management, 136–153, 203.
  - See also* ADEPT people management
- Performance assessment, 149–150
- Performance, consequences and, 143
- Performance management, 176
- Perseverance, 7, 90
- Persuasion, 86–90
- Planning
  - business, 74
  - business reviews, 177
  - communication, 93–94
  - for negotiating, 160
  - operational review, 177
  - strategic, 70–74
  - strategic review, 176
  - succession, 150–151, 176
- Platform for change, 87, 206
- Porter, Michael, 51, 69
- Positioning, 197
- Posture, 75–77
- Posture mapping, 77
- Prelude, 99
  
- Preparation
  - crisis management, 179
  - for hiring, 110–115
  - press interviews, 103
- Presenting, 93
- Press interview management, 104
- Press interviews, 102–104
- PrimeGenesis, 11–12, 194–195
- Problem solving, 191–192, 197
- Procter & Gamble Company, 25, 65, 96
- Profit pools, 50
- Proxima Therapeutics, Inc., 52–54
- Purchase funnel tool, 163–164
- Purpose, 61, 95
  
- Q**
- QlikTech International AB, 99–101
- Quarterly cadence framework, 176–178
  
- R**
- Rahmani, Val, 24–26
- Rationale, 97
- Reavis, George, 192
- Recent results, 47
- Recommendations, 97
- Recruiting, 105, 109
- Recruiting brief, 112–113
- Recruitment methods, 108
- Recruitment methods analysis, 111–112
- Red Cross, 75, 90–91
- Reference inquiry, 124–127
- Relationships
  - bringing new hires into team, 128–136
  - communication frameworks, 85–105
  - in creative brief, 166, 167
  - culture and, 78
  - defined, 5
  - encouraging and enabling, 130

- hiring great people, 105–128
- leadership and, 7
- people management, 136–153
- Research strategy, 107–110
- Resources, 141–143, 197
- Results, 135
- Risk assessment, onboarding, 13–14
- Risk management, 12–14
- Ritz-Carlton Hotel Company,
  - L.L.C., 75
- Royal Caribbean International,
  - 174–175
- Rudman, Rick, 201–203
- S**
- Sales and marketing, 163–165, 195
- Sarillo, Nick, 59
- Schenberg, Ted, 191
- Selander, Bob, 18
- Self-awareness, 86
- Selling, 155, 165
- Send, 97
- Senior management trips, 168–169
- Senior Vice President (SVP), 134–135
- Service, 75–77
- Shen, Eugene, 151
- Shield exercise, 66, 194
- Shimanski, Charles, 90–91
- Sierra Club, 19
- Sinek, Simon, 59, 64
- Skills, 142
- Skills Plus Minus framework, 151–152
- Small organizations, 24
- Small teams, 7
- SMART goals, 140–141
- Smith, Bryan, 86
- Social media, 110
- Solutions, 95
- Speakeasy, 92
- Specialized posting sites, 110
- Stakeholders, 72
- Starship Enterprise, 62
- Start-up mind-set, 7, 189
- Stoute, Brent, 147
- Strand Analytical Laboratories,
  - 191–192
- Strategic planning, 70–74
- Strategic planning tool, 73
- Strategic review, 176
- Strategic selling, 164–165
- Strategy, 69–74
- Strengths, 48
- Succession planning, 150–151, 176
- Support, 155
- Sustainable competitive advantage,
  - 48, 49
- SVP. *See* Senior Vice President (SVP)
- SWOT, 47–49, 72
- T**
- Taking the bet, 55
- Talent management, 104–105
- Talent review, 176
- Team charter, 141–142
- Teams
  - ADEPT, 7
  - expansion, 203
  - leading large, 8–9, 190–191, 205–208
  - leading medium, 8, 190, 201–204
  - leading small, 7, 189
- TED talks, 59, 64
- Telephone screening interview, 119
- Think, 96
- Threats, 48
- Today Show*, 191
- Toll Brothers, Inc., 45–46
- Toll, Robert, 46
- Tools, 142
- TOWELS model, 96–98
- Transitions, 153
- Triangle Start-Up Factory, 197
- True Value Company, 80
- Twitter, 89, 198
- Two-way media, 89

**U**

U.S. Air Force Air Combat  
Command, 140  
U.S. Army Corps of Engineers, 63  
Utah Jazz, 151–152

**V**

Vaccine Fund, 63, 64  
Value chain, 155  
Value chain focal point, 51  
Values  
    alignment on shared purpose  
        and, 6  
    in creative brief, 166, 167  
    culture and, 78, 79  
    defined, 5, 64–66  
    locking in, 194–195  
    vision and, 207–208  
Van De Snepscheut, Jan L. A., 50  
Virgin Cola, 70  
Virgin Group Ltd., 75, 160

**Vision**

call to action and, 206–207  
defined, 63–64, 87  
future state, 206  
values and, 207–208

Vocus, Inc., 201–203  
von Fürstenberg, Diane, 159–160

**W**

W6 methodology, 75–77  
Walkaway, 160  
Walmart, 160  
Walt Disney Company, 160, 194  
Walton, Sam, 160  
Weaknesses, 48  
Wells, Frank, 194  
Where to play choices, 50–57  
“Which of These People Is Your  
Future CEO?” (Groysberg,  
Hill & Johnson), 77  
Williams, Deron, 151  
Write, 97  
Writing  
    guidelines, 98  
    TOWELS model, 96–98  
Writing guidelines, 98

**Y**

Yearley, Doug, 45–47

**Z**

Zappos IP, Inc., 41



<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>