## Index

A	innovation at, 65
A/B testing, at Shoebuy.com, 127	assets, understanding and
Academic Performance Index (API),	appreciating, 174
measuring progress in California	Australian cricket. see Cricket
schools, 27	Australia
academies (UK)	aut - industry
competition and collaboration in	dark side of data and, 122–123
education, 78–79	Fiat example of dreaming and
The Learning Trust creating, 80, 81	believing, 19–23
accountability, cultural values at	
Scott Bader, 101	В
actions, uplifting. see journey to	Bader, Ernest, 96–98
higher performance	Bailey, Christopher, 63
African American example, of social	balanced scorecards
and community uplift, 4	adopting, 173
Agnelli, Gianni, 20, 149	intelligence in approach to
Agnelli, Giovanni, 20	performance data, 124
Ahrendts, Angela, 61–64	Beane, Billy, 115
The Antidote: Happiness for People	believing. see dreaming and believing
Who Can't Stand Positive	benchmarking, in understanding
Thinking (Burkeman), 162–163	competitors, 169
anxiety. see fears	Benz, Nick, 50, 52-54
API (Academic Performance Index),	Big Data (Mayer-Schonberger and
measuring progress in California	Cukier), 133–134
schools, 27	Boyle, Alan, 210–211
Apple	Britton, Ian, 38–39
going against the grain, 47	Bruce, Philip, 99–101

bullwhip effect	role in starting Dogfish Head Craft
avoiding, 173	Brewery, 48–49
dark side of data and, 123	•
,	valuing co-opetition, 77–78 Campbell, Donald T., 122
Burberry	•
capitalizing on historical core	Campbell's Law, 122, 131
business, 62–63	capital, Ernest Bader's belief in labor's
history and tradition of, 61	ownership of, 96–97
makeover in approach to luxury	challenges, courage in response to,
market, 63–64	25–26. see also hard work
Burkeman, Oliver, 162–163	Change Without Pain
Burnley Football Club	(Abrahamson), 152
building on club tradition, 38	charismatic leaders
connecting to community of	achieving success based on
supporters, 40–41	foundations previously
crisis leading to will to change,	established, 140
38–39	not same as uplifting leadership,
performance metrics, 118-119	163
players and coaches role in	positive and negative examples,
turnaround, 41–42	61–162
"prodigal leadership" process at,	Weber on, 161
150	charity
redefining club purpose, 37	Ernest Bader's vision and, 98
burnout, sustainable growth in	Scott Bader donations to, 100
avoiding, 174	charter schools, 78–79
business practices, balancing with	Chrysler, partnership with Fiat,
creativity (Dogish Head Craft	20–23
Brewery), 52–54	Churchill, Winston, 33
	Clif Bar, 24
C	cliques, avoiding, 171
Calagione, Mariah, 51–53, 153, 164	Cochrane, Josephine, 32–33
Calagione, Sam	Cody, Brian, 105–106
example of strong leadership, 164	collaboration with competition
improbable match with Nick Benz,	benchmarking in understanding
52–54	competitors, 169
innovation in use of ingredients in	conclusion, 90–91
beer, 50–51	co-opetition examples, 77–78
orientation to feasible growth	co-opetition overview, 71–72
rates, 154	Cricket Australia example, 72–75
1dtcs, 197	Cheket Australia example, 12–13

DuPont example, 35	Collins, Kevan, 109–110, 149
Ernest Bader's belief in	common ground, seeking higher
collaboration rather than	common ground with
conflict, 97	competition, 169
European Airbus Consortium	commonwealth. see also Scott Bader
example, 76	collective ownership, 96
factors in uplifting organizations,	power of pull in, 98
9–10	community uplift. see social and
Fiat example, 76–77	community uplift
giving your best ideas away,	competition
168–169	benchmarking in understanding
helping and respecting the	competitors, 169
competition, 169	collaboration with. see
The Learning Trust and, 79–81	collaboration with competition
McClelland's needs as drivers of	helping and respecting, 169
performance, 69	killing the competition as
Nashville schools example,	obsurcie to sustainable success,
84–86	145=144
overview of, 12	monopolies and, 89
relationship between competition	seeking higher common ground
and cooperation, 67–68	with, 169
school-to-school federations,	in Singapore education system,
81–84	86–87
seeking higher common ground	complacency
with competitors, 169	Finnish example, 147–148
Silicon Valley example, 76	obstacles to sustainable success,
Singapore example, 86–90	142–143
Tower Hamiets example, 110–111	co-opetition
ways in which competition and	Cricket Australia example, 72–75
collaboration can work together,	European Airbus Consortium
70–71	example, 76
collective identity, from common	Fiat example, 76–77
dream, 19	overview of, 71–72
collective ownership, of	Silicon Valley example, 76
commonwealth, 96	transcendent value created by,
collective responsibility, cultural	77–78
values at Scott Bader, 101	Co-opetition (Brandenburger and
Collins, Jim, 51	Nalebuff), 76

counter-flow. see creativity and	"prodigal leadership" process, 150
courage, 25–26. see also dreaming	understanding link between
and daring	short and long-term
Coyle, Owen, 41–42	improvement, 156
creative pathways, forging, 11	crisis, leading to will to change
creativity and counter-flow	Burnley example, 38–39
Burberry example, 61–64	DuPont example, 34
Dogfish Head Craft Brewery	Finnish example, 145–146
example, 48–54	Scott Bader example, 99–101
DuPont tradition of innovation,	Crossley, David, 85–86
34–35	CTA (California Teachers'
Dyson example, 55	Association)
factors in uplifting organizations,	competition and collaboration
9–10	and, 78–79
Finnish composers as example	converting teachers into leaders,
of, 145	29–31
going against the grain, 47–55	dealing with negative perception
industries going against the grain,	of teachers, 27–28
47–48	expanding the audience of the PBE
Lobansky's system stifling	study, 179
creativity, 118	role in turning around California
overview of, 11–12	schools, 26–27
Singapore example, 56-58	struggling with the opposition of
surprise tactics, 167	Governor Schwarzenegger, 28
surprising yourself, 157–168	cultural changes, at Scott Bader,
taking the opposite approach, 45–47	101–102
Teach Less, Learn More initiative	
in Singapore, 58–61	D
teaching less and learning more,	daring. see dreaming and daring
55–56	data. see also measurements,
trial and error approach, 168	meaningful
Cricket Australia	abuses of, 116–117
co-opetition example, 72-75	interpreting intelligently, 173
hubris and complacency as	minding data with intelligence,
obstacles to sustainable	124
success, 142	permeating presence in current
necessity of competition in	world, 113–114
sustaining success, 143	Data Point Capital, 126

Davies, Siân, 81–82	US women's soccer team
deadlines, qualities of uplifting	example, 23
organizations and, 9	dreaming and daring
determination. see dreaming with	articulating a common vision,
determination	164–165
dignity, in conducting difficult	CTA (California Teachers'
conversations, 172	Association) example, 26-32
"disciplined innovation"	Josephine Cochrane example,
(Collins), 51	32–33
discrimination, inspiring dreams	overview of, 25
and, 19	response to challenges and
Dodd, Dominic, 155	opposition, 25–26
Dogfish Head Craft Brewery	dreaming and doing
balancing creativity with good	Burnley Football Civb example,
business, 52–54	37–42
creative use of unusual ingredients,	DuPont example, 34–37
50–51	overview of, 33
eccentric style at, 51	value of endurance, 33-34
example of creativity, 12	drean ing with determination
example of sustainable	articulating a common vision,
success, 14	164–165
feasible growth rates at, 153	being neither fearful or fearless,
passion for innovation, 49	165–166
promoting success of competitors,	bringing your dream to life, 165
77–78	conclusion, 42–43
taking on industry glants by going	dreaming and believing. see
a different direction, 48	dreaming and believing
understanding link between	dreaming and daring. see dreaming
short and long-term	and daring
improvement, 156	dreaming and doing. see dreaming
"Dogfish Way," 95–96	and doing
doing. see dreaming and doing	factors in uplifting organizations,
dreaming and believing	9–10
Clif Bar example, 24	fighting for what is right, 166
conclusion, 24–25	overview of, 10–11
FIAT example, 19–23	understanding fears of others,
inspiration and, 18–19	166–167
Martin Luther King example,	drop shipment model, Shoebuy.com,
17–18	125–126

DuPont	English Premier League, 37–38. see
benefits of thinking differently,	also Burnley Football Club
35–36	Enron, abuses of data, 119
consistency in open, positive	environmental responsibility.
communication, 36	see also sustainability,
example of collaboration with	environmental
competition, 88–89	DuPont example, 35
financial crisis and, 34	Fiat example, 22–23
historical resiliency of, 36-37	envy, community aspiration vs. envy
tradition of innovation, 34-35	as guiding emotion, 25
Dyche, Sean, 42	equity, inspiring dreams
Dyson, Sir James, 55	and, 18–19
Dyson example, of creativity and	Erikson, Gary, 24
counter-flow, 55	European Airbus Conspicium
	example, of coopetition, 76
E	
eccentricity, at Dogfish Head Craft	F
Brewery, 51	Fabbrica Italiana Automobili Torino.
ecological responsibility. see	see Fiat (Fabbrica Italiana
environmental responsibility	Automobili Torino)
Edmundson, Dave, 37, 40–41	Facebook, Shoebuy.com
education. see public education	use of, 127
elation, not sufficient by itself,	failure, turning into success, 1–2
162–164	false starts and recoveries
element, being in your	Marks & Spencer (M&S) example,
(Robinson), 47	140–142
elites, avoiding, 171	overview of, 138
emotional (inspirational)	Vancouver Giants hockey team as
leadership, not sufficient by	example, 138–140
itself, 161–164	Favaro, Ken, 155
emotional and spiritual uplift	fears
Ernest Bader's vision and, 97	being neither fearful or fearless,
Fiat example, 23	165–166
overview of, 2–4	understanding fears of others,
employees	166–167
empowering, 134	federations
as partners in commonwealth, 97	Nashville schools example,
endurance, dreaming and doing and,	84–86
33–34	in UK, 81–84

Fiat (FabbricaItalianaAutomobili	globalization, localization and, 88
Torino)	goals
creating foundations for success	Goals Gone Wild, 122–123
at, 149	qualities of uplifting organizations
example of co-opetition, 76-77	and, 8
example of dreaming and	relationship to heritage or
believing, 19–23	history, 19
example of going against the	Goals Gone Wild, 122–123
grain, 47	Goh Chok Tong, 58
hubris and complacency as	Greensbury, Sir Richard, 141
obstacles to sustainable success,	growth rates
142–143	feasible, 153–154
necessity of competition in	growing at sustainable rates,
sustaining success, 143	174–175
team building at, 95	
The Fifth Discipline (Senge), 36	Н
Finnish Lessons (Sahlberg), 146	Hackney schools
Finland, public education in	The Learning Trust role in
emphasis of teaching rather than	turnaround, 79–81
testing, 129–130	linking to parallel research to PBE
linking parallel research to PBE	study, 180
study, 179	maintaining continuity with past
political stability linked to success	during turnarounds, 153
in, 149	school-to-school federations,
signs of complacency, 147–148	81–84
sustainable success, 144–147	understanding link between short
Fletcher, Paul, 41	and long-term improvement,
Fogarty, Martin, 106	155–156
Ford, Henry, 19–20, 56	hard processes, approaches to
Ford Motor Company, 19–20	turnaround and uplift, 15
free schools (Sweden), 78-79	hard work
	combining with soft process in
G	performance improvement, 5
gaming the system, abuses of	CTA struggle with the opposition
performance metrics, 119-120	of Governor Schwarzenegger, 28
Gates, Bill, 32, 115–116	Finnish value of sisu (persistence
Gersch, Kathy, 64	despite obstacles), 147
Gilbert, Christine, 108–110, 149	struggle as part of leadership, 166
Global Collaboratory (DuPont), 35, 88	Hargreaves, Andy, 179, 209-210

Harris, Dr. Alma, 211	at DuPont, 34–35
He Said Beer, She Said Wine	education in Finland promoting,
(Calagione), 77	146–147
Heins, Eric, 26–31	paradoxical relationship to
heritage	improvement, 56
Burberry basing turnaround on	trial and error approach and, 168
tradition, 61–63	inspiration
Burnley Football Club building on	dreaming and believing and,
tradition, 38	18–19
connecting to, 173–174	not sufficient by itself, 161–164
M&S example, 151	inspirational leadership, 163. see also
maintaining continuity with past	charismatic leaders
during turnarounds, 152–153	intellectual property rights, securing
"prodigal leadership" process and,	and sharing, 163–169
150–152	inventory, Shoebuy com approach to
role in inspiring dreams, 19	125–127
high pressure, qualities of uplifting	iPhone, example of going against the
organizations and, 8–9	grain, 47
honesty, being transparent in use of	201
metrics, 172–173	D
How Soccer Changed the World (Foer)	Jobs, Steve, 32
117	journey to higher performance
How the Weak Win Wars (Arreguin-	avoiding cliques and elites, 171
Toft), 45–46, 167	being neither fearful or fearless,
hubris, obstacles to sustainable	165–166
success, 142–143	being transparent in use of metrics
hurling	172–173
Kilkenny example of building team	benchmarking in understanding
spirit, 105–106	competitors, 169
overview and history of, 103–105	bringing dreams to life, 165
	building trust, 170–171
I	conducting difficult conversations
IDEO, 55	with dignity, 172
indicators, measuring with meaning,	connecting short-term results to
13. see also performance metrics	long-term dreams, 175
innovation	connecting to heritage or
at Apple, 65	traditions, 173–174
at Dogfish Head Craft Brewery,	converting weaknesses into
49–51	strengths, 171

daring to dream, 164–165 emotion or elation not sufficient by itself, 161–164	Kelley, David, 55 Kelley, Tom, 55 key performance indicators (KPIs)
fighting for what is right, 166 getting the best from teams, 170	qualities of uplifting organizations and, 8
giving your best ideas away,	sharing your targets, 172
168–169	Keynes, John Maynard, 156
growing at sustainable rates,	Kilby, Barry, 37, 39-40, 150
174–175	Kilfrost example, of collaboration
helping and respecting the	with competition, 88–89
competition, 169	King Jr., Martin Luther, 4, 17–18
interpreting data intelligently, 173	Kotter, John, 155
knowing/being concerned with	KPIs (key performance indicators)
your people's welfare, 170	qualities of uplifting organizations
making metrics meaningful, 173	and, 8
measuring what you value, 172	sharing your targets, 172
overview of, 14–16	Kullman, Ellen, 34–36, 88–89
quest for uplift, 159–161	15
seeking higher common ground	LOF
with competitors, 169	The Leader on the Couch (de Vries),
sharing/communicating targets,	161–162
172	Leadership and the Art of Struggle
staying aloft (uplifted), 175-176	(Snyder), 32
staying grounded, 164, 171	learning
surprising yourself, 167–168	Singapore initiative and, 58–61
trial and error approach to	teaching less and learning more,
innovation, 138	55–56
understanding and appreciating	The Learning Trust
assets, 174	addressing Hackney schools, 79–81
understanding fears of others,	example of collaboration with
166–167	competition, 12
using surprise tactics, 167	linking to parallel research to PBE
Judgment on the Front Line: How Smart	study, 180
Companies Win by Trusting Their	role in creating school-to-school
People (DeRose and Tichy), 116	federations in UK, 81–84
	Lee Kwan Yew, 56
K	legacy of leadership, 150-152
Kanter, Rosabeth Moss, 77	life changing quality, of inspiring
Keller, Jim, 126	dreams, 18

Lift (Ryan and Quinn), 2	dark side of data, 123
Lim, Adrian, 59–60, 87, 149, 153	factors in uplifting organizations,
Lincoln, Abraham, 32	9–10
Lobansky, Valeri, 117–118	gaming the system and, 119–120
localization, globalization and, 88	improving human conditions
long-term improvements	(Gates on), 115–116
connecting short-term results to,	interpreting data intelligently,
175	124, 173
sustainable success and, 155–156	life and death consequences of
luxury apparel market	performance targets, 122-123
Burberry's counter-flow strategy, 63–64	Lobansky's system of performance metrics, 117–118
Burberry's loss of focus, 61	making metrics meaningful, 173
Burberry's loss of focus, or	measuring what you value, 172
M	Oakland As example, 114–115
M&S. see Marks & Spencer (M&S)	overview of 13–14
Mandela, Nelson, 3	permeating presence of data today,
Marchionne, Sergio, 21–23, 77, 149	115=114
market-driven science, in DuPont	haring/communicating targets,
tradition, 34–35	172
Markham, Dan, 73–75	Shoebuy.com example, 124–129
Marks, Michael, 140	testing students and, 121
Marks & Spencer (M&S)	transparency in use of metrics,
dreaming with determination	172–173
at, 11	merit pay program, in New York City
nonsustainability example,	public education, 111
140–142	metrics. see measurements,
"prodigal leadership" example	meaningful; performance
(Sir Stuart Rose), 150–152	metrics
team building at, 95	milestones, 8
measurements, meaningful	Millennium Goals, 116
abuses of metrics, 116–117	Moneyball (Lewis), 114–115,
bullwhip effect and, 123	117, 132
Burnley Football Club example,	Mother Teresa, examples of
118–119	emotional and spiritual uplift, 3
Campbell's Law, 122	motivational value
conclusion, 132–135	of being on collaborative edge, 91
controversies regarding tests in	Singapore education and, 86–90
public education, 129–132	mutual respect. see respect

N	Okoruwa, Tricia, 81–82, 150,
Nashville schools example, of	155–156
collaboration with competition,	Ontario, Canada (public
84–86	education in)
National Institute of Education	linking to parallel research to PBE
(Singapore). see Singapore,	study, 179–180
public education in	political stability linked to success
Ngee Ann Secondary School. see also	in, 149–150
Singapore, public education in	testing students and, 130–131
collaboration with competition	Organization for Economic
example, 87	Cooperation and Development
creating foundation for success at,	(OECD) PISA tests. see PISA
149	tests, of student achievement
incorporating technology into	Ortega, Mary Rose, 26, 28–31
learning, 59–60	
No Child Left Behind Legislation	P
(1996), 120	partnerships
Nokia, 47, 90, 148	co-opetition and, 76
nonsustainability	workers as partners in common-
false starts and recoveries, 138	wealth, 97
hubris and complacency, 142–143	PBE (performed beyond expectations)
killing the competition, 143–144	study
Marks & Spencer (M&S) example,	analysis of, 178–179
140–142	case studies in, 177–178
overview of, 138	distilling key elements into six
Vancouver Gian is hockey team	factors, 180
as example of faise starts and	interviews in, 178
recoveries, 138–140	linking to parallel research,
	179–180
O	questions asked, 177
Oakland Athletics example, of	reaching a wide audience, 179
successful use of data, 114-115	triangulation of multiple sources of
Obama, Barack, 4	data, 180
obstacles, overcoming. see	performance metrics. see also
hard work	measurements, meaningful
OECD (Organization for Economic	abuses of, 116
Cooperation and Development)	Burnley Football Club example,
PISA tests. see PISA tests, of	118–119
student achievement	Data Point Capital, 126

performance metrics. see also	CTA (California Teachers'
measurements, meaningful	Association) example, 26-32
(cont'd)	emphasis of teaching rather
gaming the system, 119–120	than testing (Finland),
life and death consequences of	129–130
performance targets, 122–123	feasible growth and, 154
Lobansky's use with sports in	Finnish example, 144–148
Soviet Union, 117–118	gaming the system (abuses of
"performance scouting," Billy Beane's	performance data), 120
use of data, 115	The Learning Trust addressing
performance uplift	Hackney schools, 79–81
Fiat example, 23	merit pay program in New York
overview of, 4–6	City, 111
performed beyond expectations	Nashville schools example,
(PBE) study. see PBE (performed	84–86
beyond expectations) study	performance improvement
PISA tests, of student achievement	examples, 5
high scoring nations, 56,	political stability linked to success
130, 144	ın, 149
political stability linked to success	school-to-school federations,
in public education, 149	81–84
proper uses of test data, 129	Singapore example, 56–58
plus-sum games, 76	Teach Less, Learn More initiative
political stability, success in public	(Singapore), 58–61
education and, 149	teaching less and learning more,
The Power of Pull (Figel, Brown, and	55–56
Davison). 🧐	testing students and, 130–132
"prodigal leadership"	Tower Hamlets example, 108–111
example of Sir Stuart Rose at	public services (police, medical),
M&S, 150–152	gaming the system (abuses of
sustainable success and, 150	performance data), 119
profit sharing, in commonwealth, 97	push/pull
public education	avoiding cliques and elites, 171
comparing Eastern and Western	building trust, 170–171
approaches, 60–61	conclusion, 111–112
competition and collaboration and,	conditions in East End (London)
78–79	and, 106–108
controversies regarding tests,	conducting difficult conversations
129–132	with dignity, 172

converting weaknesses into	scapegoats, avoiding use of, 173
strengths, 171	Schwarzenegger, Governor Arnold,
factors in uplifting organizations,	28–32
9–10	Scott Bader
getting the best from teams, 170	balancing causes and community
Kilkenny example of team	interest with higher purposes,
building, 105–106	102–103
knowing/being concerned with	being scalable and sustainable, 156
your people's welfare, 170	constitution of, 97
overview of, 12–13	cultural changes at, 101–102
pulling together, 93–94	Ernest Bader's vision and, 97–98
pushing each other, 94–95	example of collective identity, 19
Scott Bader example. see Scott	financial crisis stimulating changes
Bader	at, 99–101
staying grounded, 171	history of, 96
sticking together, 103-105	hubris and complacency as obstacles
team building, 95–96	to sustamable success, 142
Tower Hamlets example, 108-111	maintaining continuity with past
	during turnarounds, 153
Q	rnanagement structure of, 98
"quick wins," value of, 155–156	self-doubt, courage in facing, 25–26
4.)	Senge, Peter, 36
R relationships	7-Eleven stores, 134
relationships	Sheffi, Yossi, 123
connecting the dots, 175	Shoebuy.com
team building and, 95–96	feasible growth rates, 153-154
respect	linking between short and long-
helping and respecting the	term improvements, 156
competition, 169	meaningful use of measurements,
teamspirt and, 105–106	13–14, 124–129
results. see performance uplift	sustainable success, 14
Robinson, Sir Ken, 47	team building, 96
Rose, Sir Stuart, 95, 150–152	short term improvements
	connecting to long-term dreams,
S	175
Sahlberg, Pasi, 146–147	sustainable success and, 155–156
salaries, differential restrictions in	Sierra Nevada Ale, 78
commonwealth, 97	Silicon Valley example, of
Savitz, Scott, 124, 126–128	co-opetition, 76

Singapore, public education in	Shoebuy.com use of, 127
collaborative edge, 86–90	Sofer, Anne, 149
creating foundations for success,	soft processes (skills)
149	approaches to turnaround and
economic development based on	uplift, 15
changes in, 56-58	in performance improvement, 5
expanding the audience of the PBE	Sorabella, Mike, 124, 128
study, 179	Speed, Malcolm, 72–73
political stability linked to success	Spencer, Thomas, 140
in, 149	spiritual uplift. see emotional and
successes, 130	spiritual uplift
Teach Less, Learn More initiative,	staff retention, Shoebuy.com, 125
58–61	Starble, Craig, 124
sisu (persistence despite obstacles),	Starbucks example, of going against
Finnish values, 147	the grain, 47-48
skills	struggle. see hard work
approaches to turnaround and	success, sustaining. see sustainable
uplift, 15	Asúccess
soft process in performance	surprise. see also creativity and
improvement, 5	counter-flow
"small wins," value of, 155–156	surprising yourself, 167–168
Snyder, Steven, 32	using surprise tactics, 167
social and community uplift	sustainability, environmental
Burnley Football Club example,	Clif Bar example, 24
40–41	Fiat example, 22–23
community aspiration vs. envy as	M&S example, 151–152
guiding emotion, 25	sustainable success
DuPont example, 35	building foundations of, 148–149
Fiat example, 23	conclusion, 157
fighting for what is right, 166	connecting short-term results to
life changing quality of inspiring	long-term dreams, 175
dreams, 18–19	connecting to heritage or
overview of, 4	traditions, 173–174
Scott Bader example, 99,	factors in uplifting organizations,
102–103	9–10
social decision making, Campbell's	failure to improve or sustain
Law and, 122	success, 138
social media	feasible growth rates, 153-154,
Burberry use of, 63	174–175

Finnish education example, 144–148	incorporation into learning (Singapore example),
hubris and complacency as	59–60
obstacles to, 142–143	testing students
killing the competition as obstacle	controversies regarding
to, 143–144	tests in public education,
long and short term improvement,	129–132
155–156	dark side of data, 121
maintaining continuity with past	Toigo, Ron, 138–140
during turnarounds, 152–153	Tomlinson, Sir Mike, 80–81
Marks & Spencer (M&S)	touch-screen technology, 47, 65
examples, 140–142, 150–152	Tower Hamlets
overview of, 14, 137–138	conditions in East End of London
"prodigal leadership" and, 150	and, 106–108
understanding and appreciating	linking to parallel research to PBE
assets, 174	study, 186
Vancouver Giants hockey team	"prodigai leadership" process, 150
,	project in East End, 108–111
example, 138–140	success based on foundations
Suzuki, Toshifumi, 134	previously established, 149
Т	use of case studies in PBE study,
targets (metrics), sharing/	178
targets (metrics), snaring/	170
communicating 172	tradition and haritage
communicating, 172	tradition. see heritage
Teach Less, Learn More initiative,	transparency, in use of metrics,
Teach Less, Learn More initiative, Singapore, 58–61	transparency, in use of metrics, 172–173
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in	transparency, in use of metrics, 172–173 trial and error approach, in applying
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in Finland, 146	transparency, in use of metrics, 172–173 trial and error approach, in applying creativity and innovation, 168
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in Finland, 146 teaching less and learning more	transparency, in use of metrics, 172–173 trial and error approach, in applying creativity and innovation, 168 trust, building, 170–171
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in Finland, 146 teaching less and learning more overview of, 55–56	transparency, in use of metrics, 172–173 trial and error approach, in applying creativity and innovation, 168 trust, building, 170–171 Twitter
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in Finland, 146 teaching less and learning more overview of, 55–56 Singapore initiative, 58–61	transparency, in use of metrics, 172–173 trial and error approach, in applying creativity and innovation, 168 trust, building, 170–171 Twitter Burberry's use of social media, 63
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in Finland, 146 teaching less and learning more overview of, 55–56 Singapore initiative, 58–61 teamwork	transparency, in use of metrics, 172–173  trial and error approach, in applying creativity and innovation, 168  trust, building, 170–171  Twitter Burberry's use of social media, 63 Shoebuy.com use of social
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in Finland, 146 teaching less and learning more overview of, 55–56 Singapore initiative, 58–61 teamwork getting the best from teams, 170	transparency, in use of metrics, 172–173 trial and error approach, in applying creativity and innovation, 168 trust, building, 170–171 Twitter Burberry's use of social media, 63
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in Finland, 146 teaching less and learning more overview of, 55–56 Singapore initiative, 58–61 teamwork getting the best from teams, 170 Ireland Gaelic Athletic	transparency, in use of metrics, 172–173 trial and error approach, in applying creativity and innovation, 168 trust, building, 170–171 Twitter Burberry's use of social media, 63 Shoebuy.com use of social media, 127
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in Finland, 146 teaching less and learning more overview of, 55–56 Singapore initiative, 58–61 teamwork getting the best from teams, 170 Ireland Gaelic Athletic Association example, 13	transparency, in use of metrics, 172–173 trial and error approach, in applying creativity and innovation, 168 trust, building, 170–171 Twitter Burberry's use of social media, 63 Shoebuy.com use of social media, 127  U
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in Finland, 146 teaching less and learning more overview of, 55–56 Singapore initiative, 58–61 teamwork getting the best from teams, 170 Ireland Gaelic Athletic Association example, 13 Kilkenny example, 105–106	transparency, in use of metrics, 172–173  trial and error approach, in applying creativity and innovation, 168  trust, building, 170–171  Twitter Burberry's use of social media, 63 Shoebuy.com use of social media, 127  U uplift, defined, 1–2
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in Finland, 146 teaching less and learning more overview of, 55–56 Singapore initiative, 58–61 teamwork getting the best from teams, 170 Ireland Gaelic Athletic Association example, 13 Kilkenny example, 105–106 pulling people together, 103–105	transparency, in use of metrics, 172–173  trial and error approach, in applying creativity and innovation, 168  trust, building, 170–171  Twitter Burberry's use of social media, 63 Shoebuy.com use of social media, 127  U  uplift, defined, 1–2  uplifting actions. see journey to
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in Finland, 146 teaching less and learning more overview of, 55–56 Singapore initiative, 58–61 teamwork getting the best from teams, 170 Ireland Gaelic Athletic Association example, 13 Kilkenny example, 105–106 pulling people together, 103–105 team building, 95–96	transparency, in use of metrics, 172–173  trial and error approach, in applying creativity and innovation, 168  trust, building, 170–171  Twitter Burberry's use of social media, 63 Shoebuy.com use of social media, 127  U  uplift, defined, 1–2  uplifting actions. see journey to higher performance
Teach Less, Learn More initiative, Singapore, 58–61 teachers, as valued profession in Finland, 146 teaching less and learning more overview of, 55–56 Singapore initiative, 58–61 teamwork getting the best from teams, 170 Ireland Gaelic Athletic Association example, 13 Kilkenny example, 105–106 pulling people together, 103–105	transparency, in use of metrics, 172–173  trial and error approach, in applying creativity and innovation, 168  trust, building, 170–171  Twitter Burberry's use of social media, 63 Shoebuy.com use of social media, 127  U  uplift, defined, 1–2  uplifting actions. see journey to

uplifting leadership, introduction	expanding the audience of the PBE
(cont'd)	study, 179
creativity and counter-flow, 11–12	use of case studies in PBE
dreaming with determination,	study, 178
10–11	vision
emotional and spiritual, 2–4	bringing back core vision to
investigation of factors in, 6-7	Burberry, 64
journey to higher performance,	collective identity derived from
14–16	common dream, 19
meaningful measurements,	Vogel, Dean, 26, 28–31
13–14	
performance and results, 4-6	W
push/pull approach, 12–13	weaknesses, converting inco
social and community, 4	strengths, 171
sustainable success, 14	Weber, Max, 161
turning failure into success, 1–2	Weick, Karl, 155
what uplifting leadership	welfare, knewing/being
is, 9–10	concerned with your people's
what uplifting leadership is not,	welfare, 170
7–9	women's sports, US women's soccer
US women's soccer team example, of	team impact on, 23
dreaming and believing, 23	, ·
42	Z
V	Zen and the Art of Motor Cycle
Vancouver Giants hockey team	Maintenance (Pirsig), 164
example of sustainable success,	zero-sum games, competition and
138–140	collaboration and, 76
	•

http://www.phookshop.com

http://www.phookshop.com