#### A

Accommodation: as adaptation mechanism, 187; Boll Weevil Story on assimilation versus, 189; as proactively challenging status quo and changing, 188

Accountability: building Borden Group's, 176–178, 181; sustainability as requiring, 175

Adaptation: accommodating mechanism for, 187, 188–189; assimilation mech. pism for, 187–188

ADM, 205

Anderson, Ray, 105

Anthropocene, 233

Arthur, King, 82

Assimilation: as adaptation mechanism, 187; Boll Weevil Story on accommodation versus, 189; as processing new information with existing means, 187–188

Athlete's Village (London Olympics) project, 42, 43

R

"B players," 235

Bakie., Peter: efforts to reduce CO<sub>2</sub> levels at TNT by, 130–131; his story on young girl in African hut, 129; how his determination drove sustainability at TNT, 123–133; TNT's CO<sub>2</sub> reduction program driven by, 130–131; World Food Program project at TNT started by, 125–130

Behavior: curiosity associated with seeking, 152–153, 154; emergent norm theory on crowd, 197; how cultures form around modeled leader, 197–198; how the engaged promote desired, 117; leader opportunity to promote the right, 165–166; realistic conflict theory on, 172; Stanford Prison Experiment on devolving, 165; values that drive, 80, 104–115. *See also* Cultures of purpose; Individual traits



# INDEX

Belief system, 103 Bell, Joshua, 138 Ben & Jerry's Ice Cream: activism by founders of, 195; CyClone Dairy campaign (fictional company) by, 195; 1% for Peace nonprofit established by, 195; Unilever's purchase of, 194-196, 197 Berber social cohesion, 233 Berlin Wall, 8 Bertone, Tony, 87-88 "Black teams," 213 Bloomberg by Bloomberg (Bloomberg), 68-69 Bloomberg L. P.: commercial culture at, 67-68; Curtis Ravenel's commercial drive launching BGreen at, 69-79; data business and interests of, 68; ESG products of, 73-74; New Energy Finance (NEF) acquired by, 74 - 75Bloomberg, Michael, 68-69 Bloomberg Radio, 68 Bloomberg Television Network, 68 BloombergBusinessweek magazine, 68 Bogotá (Colombia), 30-31 Boll Weevil Story, 189 Bolt, Usain, 88 Bond, James (fictional character), 47 - 48Borden Group: acquired by KKR and need for new energy at, 175; Bob Kidder's contributions to high-energy culture of, 170, 175-178, 181; bringing accountability to the, 176-178, 181; "Taking Ownership" initiative at, 176 Borden Services, 177 Boulton & Watt Company, 66 16-24, 159-160; handprint versus Boulton, Matthew, 66 footprint perspective of, 24-26;

Boyd, John, 208

Bunge: Alberto Weisser's pursuit of

openness as cultural attribute of,

204-211; encouraging debate and

speaking up at, 208-210; environmental sustainability promoted by, 204-207; openness leading to partnerships with NGOs, 205-207, 212; Soy Moratorium program at, 205; Weisser on the impact of cultural impact of openness on, 210-212 Burt's Bees, 112, 114, 115  $\mathbf{C}$ C-level executives: levels of commercial drive competency among, 79; levels of influencing competency among, 32; levels of strategic orientation found among, 94 C-resilience: Boll Wee 11 Story on difference between S-resilience and, 189; as outpacing S-resilience, 194; recall policy under, 193; transparency as part of, 193; Unilever as organization with, 190, 192-194 Can paign for Real Beauty (Dove), 110-111, 190-191 Canterbury-Bankstown Bulldogs, 100 Capote, Truman, 85 Cargill, 205 Caveat Venditor (Let the Seller Beware), 192 Cescau, Patrick, 111 Change leadership competency: comparing low and high levels of, 15–16; as critical competency for sustainability transformation, 16; David Marquet's experience as, 13-14; engaging others for transformational change characteristic of, 15; Frank O'Brien-Bernini's experience as,

markers for the, 27-29; perspective

of, 26-27; Phase One: the early stage, 220; red flags indicating the

on need for self-change characteristic



opposite of, 29; required for culture of purpose, 3

Chile's copper mine collapse (2010), 46–47

Chouinard, Yvon, 168

Chrysler: Bob Kidder's contributions to high-energy culture of, 170, 178–182; redefining sustainability and culture of purpose at, 180–181; Sergio Marchionne's leadership during cultural transformation at, 179–181; Super Bowl commercials "8 Mile Road" anthem reflecting new culture of, 180; transformation into culture of energy, 178–181

 $CO_2$  reduction program (TNT), 130–131

Cohen, Ben, 195

Collaborative influencing: introducing sustainability through process of, 38–39; using outside voices for sustainability, 40–41

Collective effervescence, 175

Commercial drive competency: description of, 66–67; how Curtis Ravenel made sustainability pay of for Bloomberg, 67–79; markers for the, 79–80; Phase Two: the intermediate phase, 222; red flags indicating the opposite of, 80; required for culture of purpose, 3; Tobias Meyer's demonstration of, 64–65

Communication: creating language supporting new culture of purpose, 21–22; influencing competency marker of using accessible language for, 44; using simple language for clear, 47

Competencies. See Leadership competencies

Conflict: curiosity as encouraging both transparency and, 161; danger of ignoring, 102; experiment of two

groups of eleven-year-old boys in, 172; influencers' constructive use of, 45; realistic conflict theory on, 172

Conflict management: resilient culture marker of constructive, 198; resilience levels tied to method used for, 186–187

Conservation International, 207 Crossnore orphanage, 184–185

Crowd behavior, 197

Cultural attributes: creating an environment that unleashes, 5; description of, 4; energy, 5, 167–183, 222; openness, 5, 200–214; Phase One: the early stage and key, 218, 222; Phase Two: the intermediate phase and key, 218, 225; Phase Three: the advanced phase and key, 218, 228–229, resilience, 5, 184–179, 225; weave of competencies, traits, and, 6

Cricical pitfall: Phase One: the early stage and, 218, 222–223; Phase Two: the intermediate phase, 218, 226; Phase Three: the advanced phase, 218, 229

Culture of purpose sequence: additional thoughts on, 231; Phase One: the early stage, 218, 219–223, 230; Phase Two: the intermediate phase, 131, 218, 223–226; Phase Three: the advanced phase, 218, 226–229, 230; the starting point for, 217, 219

Cultures of purpose: author's personal investment in, 7–8; historic legacy of, 233–234, 235; how they form around modeled leader behavior, 197–198; introduction to building blocks of, 3–7; leader opportunities for building a, 165–166; as the most important challenge for leaders, 1; purpose characteristic of, 2; refusing to accept tyranny of "B players," 235; sustainability characteristic of, 1–2;



INDEX

Cultures of purpose (continued) Walmart's Lighting Up the Vending Machine Story example of, 59-60. See also Behavior; Leadership competencies; Sustainability journey Cunningham, Ward, 200-201 Curiosity trait: compared to determination trait, 154; description and nature of, 152-156; encouraging transparency and conflict, 161; incorporating personal curiosity into corporate, 158-159; Jochen Zeitz's actions showing the, 154-155; Mark Tercek's career trajectory as marked by his, 157-158; markers for the, 161-163; Neil deGrasse Tyson's story of his, 151-152; Phase Three: the advanced phase, 226; primacy to culture of purpose, 4, 156–158, 159-160; red flags indicating the opposite of, 163; seeking behavior of, 152-153, 154 CyClone Dairy campaign (fictional

# D

company), 195

Dallas Cowboys, 177 Darth Vader (fictional character), 47-48,50 Davies, Melissa, 52-53 De La Hoya, Oscar, 88 Decker Building (Marihattan), 85 Determination trait: commitment of influence-motivated determination, 120-121; compared to curiosity trait, 154; continuum of the, 121–122; description and nature of, 119-122; essential to culture of purpose, 4; markers for the, 133–134; "Marshmallow Test" for, 131; Peter Bakker's work with TNT example of the, 123-133; Phase Two: the intermediate phase, 224-225; red flag indicating the opposite of, 134 Doctoroff, Dan, 71

Dopamine system, 154
Dove's Campaign for Real Beauty, 110–111, 190–191
Dow Jones Sustainability Index, 131
Dreyfus, 205
Dunning-Kruger effect, 217, 219
Duracell: Bob Kidder's reconfiguring a culture of high energy at, 170, 172–175, 181; breaking the cycle of conflict at, 171–172; "Duracell Best Design" concept creating collective effervescence at, 172–175
Dutch Boy, 52–53
Dutch Open golf tournament, 124–125

#### E

Egon Zehnder, 2, 21 Ellison, Jib, 56-58 Emergent rorn theory, 197 Emotions: ability to channel, 101; connecting with others', 101–103; in luencing others by using their, 102 Enpathy, 101, 102-103 Employees. See Talent Energy attribute: accountability as part of the, 175-178; at core of culture of purpose, 5; Bob Kidder's ability to share his, 170-181; description and power of the, 169-170; fox chasing rabbit metaphor of, 222; markers for the, 182-183; Matthew VanBesien's management of a high-energy culture, 167-169; Phase One: the early stage, 222; power of collaborative momentum and, 181–182; red flags indicating the opposite of, 183 Engagement trait: description and nature of, 101-104; engaging others as well as yourself, 115; essential to culture of purpose, 4; Jeremy Heimans's life demonstrating his,

99-100; John Replogle's personal

quest for, 104-115; markers for the,



115-117; red flags indicating the opposite of, 117 Enron scandal, 124 Environmental Profit & Loss Account (E P&L) [PUMA], 92 Environmental protection: Alberto Weisser on Brazilian laws for, 207; Alberto Weisser on Bunge's support of, 204-207; Mark Tercek's insight driving his work with, 143-148; TNT's CO2 reduction program for, 130-131. See also Sustainability

Ferrari's F1 team, 89 Financial Times, 89 Fluid intelligence, 138-139 Foodprint perspective, 25 Fox chasing rabbit metaphor, 222 Frieden, Thomas, 118-119, 131 Fundamental attribution error (FAE),

#### G

Gandhi, 229 GetUp!, 100 Girl Scouts, 111 Global Forestry Network, 42 Goals: continuum of determination manifestations toward, 121-122; determination to achieve the, 120; determined people continually crave new, 134 GOBOGO (Get On Board Or Get Out) slogan (Unilever), 110 Goldman Sachs, 141, 143-145, 147, 148, 157 Grant, Ulysses S., 208 Grauer, Peter, 78 Greenfield, Jerry, 195 Greenpeace, 205-206 Grün, Anselm, 93

Habitat for Humanity, 112 Handprint perspective, 24-26 Harvard Business School, 143

Hayden Planetarium, 151-152 Heimans, Jeremy: engagement trait of, 99-100; GetUp! activist group founded by, 100; Purpose cofounded and run by, 100 Heyns, Gerrit, 76-77 High-energy culture: Bob Kidder's ability to contribute to a, 170-182; description of a, 170; New York Philharmonic as having a, 167-169 Hiring criteria: markers for curiosity trait, 162-163; markers for determination trait, 133-134; markers for the engagement trait, 115-117; markers for the insight trait, 148-150; recognizing and seeking out specific traits, 97-98 Hope Crossing (Burc's Bees-Habitat for Humanity project), 112-113

IBM's "black team," 214 Ibn Khaldun, 233 Iditarod sled dog race (2013), 81-82 Individual traits: creating an environment that unleashes, 5; curiosity, 4, 151-166; description of, 3; determination, 4, 118–134, 154, 224-225; engagement, 4, 99-117, 221-222; essential to a culture of purpose, 4; insight, 4, 135-150; Phase One: the early stage and key, 218, 221-222; Phase Two: the intermediate phase and key, 218, 224-225; Phase Three: the advanced phase and key, 218, 227-228; as providing a lens to gauge the value of individuals, 4; recognizing and seeking out in new hires, 97-98; weave of attributes, competencies, and, 6. See also Behavior Influencing competency: Antanas Mockus's experience as effective influencer, 30-31, 33; assessment of

C-level executives with, 32; bringing



Influencing competency (continued) sustainability to Lend Lease, 34–43; collaborative, 38–41; embracing the problems of others characteristic of, 31–32; examples and power of, 32–34; markers for the, 43–45; Phase One: the early stage, 220–221, 221–222; red flags indicating the opposite of, 45; required for culture of purpose, 3; working well with others characteristic of, 32

Insight trait: description and nature of, 136–139; fluid intelligence characteristic of, 138–139; Kary Mullis's insight on PCR (polymerase chain reaction), 135–136; Mark Tercek's personal quest for, 139–148; markers for the, 148–150; Phase Three: the advanced phase, 227–228; red flags indicating the opposite of, 150; required for culture of purpose, 4

J

Jagger, Mick, 85 Jones, Grace, 85

 $\mathbf{K}$ 

Kaplan, Rob, 143 Kering, 92 Kettering, Charles, 180 Kid Connection Story (Walmart), 54–55

Kidder, Bob: bringing accountability and energy to Borden Group, 170, 175–178, 181; overseeing the transformation of Chrysler's culture, 178–182; primer on finding and cultivating energy from career of, 222; reconfiguring Duracell into a culture of high energy, 170, 172–175, 181

KKR, 175

Kruythoff, Kees: on arc of sustainability to better life for consumers, 191; on challenges of managing multiple brands with their own voice, 195–196; on how doing the right thing increases shareholder value, 196; on Unilever's Dove's Campaign for Real Beauty, 190–191

#### $\mathbf{L}$

Language: created to support new culture of purpose, 21–22; delivering information by using simple, 47; influencing competency marker of using accessible, 44

Lazarus, Shelly, 111

Leaders: building cultures of purpose as the most important challenge for, 1; how cultures form are u.! modeled behavior of, 197–198; "path finder" meaning of, 124; placing ones with a purpose at the core, 11–12

Leadership co.n. etencies: change leadership, 3, 13–29, 220; commercial drive, 3, 64–80, 224; description of, 3; for differentiating a culture of purpose, 3; influencing, 3, 30–45, 220–221; learning about someone's, 11–12; Phase One: the early stage and key, 220–221; Phase Two: the intermediate phase and key, 224; Phase Three: the advanced phase and key, 227; results delivery, 3, 46–63, 224; strategic orientation, 3, 81–95; weave of attributes, traits, and, 6. See also Cultures of purpose "Leadership for the 21st Century"

Learning: Mark Tercek's insight on taking opportunities for, 140–141, 142; markers of insightful people related to, 150; sustainability journey and increasing organizational capability and, 218, 230

Lehman Brothers, 146 Leibovitz, Annie, 190

speech (Scott), 51-52

Lend Lease: Athlete's Village (London Olympics) built by, 42, 43; bringing



in outside voices to influence at, 38–39; collaborative influencing used by, 41–42; how Pascal Mittermaier's influencing brought sustainability to, 34–43; using implied authority as influencing force at, 39–41; initial attempts by Mittermaier to influence at, 34–35; lessons learned from influencing experience at, 43; storytelling to influence at, 36–38 Lever, Lord, 191
Lighting Up the Vending Machine Story (Walmart), 59–60
Loftis, Brett, 184–185
Low-energy culture, 169–170

# M

The Manager and the Monk (Zeitz and Grün), 93 Maradona, Diego, 88 Marchionne, Sergio, 179-181 Marquet, David, 13-14 "Marshmallow Test": determination trait evidenced by the, 131; showing ability to delay gratification, 185 McQueen, Alexander, 88 Meyer, Tobias, 64-65 Middle-energy culture, 170 Mittermaier, Pascal: bringing in outside voices to influence, 38-39; collaborative influencing used by, 41–42, 221; using his implied authority as influencing force, 39-41; initial attempts to influence at Lend Lease, 34-35; lessons learned from influencing experience by, 43; storytelling to influence, 36-38 Mockus, Antanas, 30-31, 33 Mullis, Karv, 135-136 Munch, Edward, 64-65

# N

New Energy Finance (NEF), 74–75 New York Philharmonic, 167–169 9/11 attacks, 124, 125 Nongovernmental organizations (NGOs): Bloomberg's partnership with, 75; Bunge's openness leading to partnerships with, 205–207, 212; Conservation International, 207; Greenpeace, 205–206; Lend Lease's partnership with Global Forestry Network, 42; TNC (The Nature Conservancy), 144–147, 158

#### C

O'Brien-Bernini, Frank, 16-24, 26, 159-160, 220 O'Brien, Kathleen, 113-114, 115 Odysseus (The Iliad character), 82 Ogilvy & Mather, 111 Olympics: Athlete's Village (London Olympics) project, 42, 43; Károly Takács's story of persistence to win the, 36-371% for Peace, 195 Openness attribute: Alberto Weisser's snared, 203-212; "black teams" to discuss and learn from mistakes, 213; critical thinking and debate encouraged by, 202; as defined by Alberto Weisser, 212; description and nature of, 201-203; markers for the, 212-214; Phase Three: the advanced phase, 228-229; red flags indicating the opposite of, 214; required for culture of purpose, 5; Ward Cunningham's example of the, 200-201 Organizational culture. See Cultures of purpose Osmosis Investment Management, 76 - 77, 78

Owens Corning: creating new language supporting new culture of purpose at, 21–22; Frank O'Brien-Bernini change leadership at, 16–24, 26, 159–160; moving toward the handprint perspective at, 24–26; Sustainability Council established at,



# INDEX

Owens Corning (continued) 17–22; sustainability of the culture of purpose at, 22–24 Owens, Jesse, 88

#### Р

Paint Can Story (Walmart), 52–53, 55
Paralysis of a debating society, 183
Patagonia, 168
"Path finder," 124
Paulson, Hank, 143–144
Pelé, 88
Pepsi, 209
PETA, 152

Phase One: the early stage: additional thoughts on how to use, 231; becoming conscious of its reactivity during the, 218, 219–220; cultural pitfall during the, 222–223; key cultural attribute during the, 218, 222; key individual traits during the, 218, 221–222; key leadership competencies during the, 218, 220–221; organizational capability during the, 218, 230

Phase Two: the intermediate phase: additional thoughts on how to use, 231; becoming consciously proactive during the, 218, 223–224; cultural pitfall during the, 226, key cultural attribute during the, 218, 225; key individual traits during the, 218, 224–225; key leadership competencies during the, 218, 224; organizational capability during the, 218, 230

Phase Three: the advanced phase: additional thoughts on how to use, 231; cultural pitfall during the, 218, 229; key cultural attribute during the, 218, 228–229; key individual traits during the, 218, 227–228; key leadership competency during the, 218, 227; organizational capability

during the, 218, 230; unconsciously proactive during the, 218, 226-227 Piaget, Jean, 187 Pinault, François-Henri, 92 Polman, Paul, 196 Polymerase chain reaction (PCR), 135 - 136Procter & Gamble, 108 PUMA: Clever Little Bag packaging at, 91; Decker Building location of Manhattan store of, 85; Environmental Profit & Loss Account (E P&L) launched by, 92; financial problems faced by, 85-86; how Jochen Zeitz's strategic orientation drove sustainability at, 85-93, 154-155, 227; making sustainability hip at, 90-93. PCMAVIsion commitment to sustainability, 91; strategic orientation for reviving the brand, 87-89 PUVA City, 88, 90 Tupose (consultancy), 100

# R

background of, 69; successful launch

Ravenel, Curtis: professional

of Bloomberg's BGreen sustainability plan by, 69-79; transforming personal curiosity into Bloomberg's corporate curiosity, 158 Realistic conflict theory, 172 Reed, Lou, 85 Replogle, John: expressing his engagement at Unilever, 107-112, 221-222; GOBOGO (Get On Board Or Get Out) slogan used by, 110; on Hope Crossing (Burt's Bees-Habitat for Humanity project), 112-113; on how he decided to embrace sustainability, 104-106; investing in self-reflection to become more engaged, 106-107; moving to and engaging at Burt's Bees and Seventh Generation, 112-115; "spear in the



chest" moment experienced by, 105, 115, 116

Resilience attribute: assimilation and accommodation capacities tied to, 187–189; Boll Weevil Story on transition from S- to C-resilience, 189; Brett Loftis's mission to build a culture with, 184–185; continuum of low to high, 186–187; description and nature, 185–190; Kees Kruythoff as characterizing shared, 189–197; markers for the, 197–199; Phase Two: the intermediate phase, 225; the "protective factors" required in building, 185; red flag of bureaucracy indicating the opposite of, 199; required for culture of purpose, 5

Results delivery competency: as driver toward sustainable business, 47–50; how Andy Ruben moved Walmart toward sustainability using, 50–61; markers for the, 61–63; Phase Two: the intermediate phase, 224; red flags indicating the opposite of, 63; required for culture of purpose, 3: Walmart's story collection to drive the, 52–57

Risk-taking: building a subculture at Unilever comfortable with, 109; engagement trait and ability to engage in, 108, rebuilding the Chrysler brand through, 178, 180; resilience tied to comfort with, 187 Roche, 34

Roche, 34
Romani culture, 194
Royal PTT Netherlands, 123
Ruben, Andy: early strategy for
Walmart's sustainability journey by,
51, 53–54; lessons learned from
results delivery by, 60–61; metrics
used to measure Walmart's
sustainability transformation, 58–60;
organizing sustainable value networks

at Walmart, 57; storytelling approach to driving sustainability by, 54–57

#### S

S-resilience: Boll Weevil Story on difference between C-resilience and, 189; C-resilience as outpacing, 194; recall policy under, 193 Sam's Club Yoga Outfit Story (Walmart), 55 San José (Chile) copper mine collapse (2010), 46–47 Sawyer, Tom (fictional character), 32

Sawyer, Tom (fictional character), 32 Schumacher, Michael, 85, 89 Scott, Lee, 51–54, 56, 58 The Scream (Munch), 64–65 Seavey, Mitch, 81–82, 86 Selective attention phenomenon, 138 Seventh Generation, 112, 113–114, 115 Seventh Generation Story (Walmart), 54

"Shortcuts with integrity," 63 Silocd thinking, 38 So theby's *The Scream* auction (2012), 64–65

Sougarret, André, 46–47 Soy Moratorium program (Bunge), 205 "Spear in the chest" moment, 105, 115, 116

Stanford Prison Experiment, 165 Starck, Philippe, 88 Stories/storytelling: Boll Weevil Story, 189; as influencing force, 36-38; Károly Takács's Olympics experience, 36; Peter Bakker's story on young girl in African hut, 129; sustainability framed as a compelling, 37; Walmart's Kid Connection Story, 54-55; Walmart's Lighting Up the Vending Machine Story, 59-60; Walmart's Paint Can Story, 52-53, 55; Walmart's Sam's Club Yoga Outfit Story, 55; Walmart's Seventh Generation Story, 54; Walmart's sustainability driven by, 52-57



Strategic orientation competency: description of, 82–83; how Jochen Zeitz giving sustainability to PUMA using his, 85–93; markers for the, 93–95; Mitch Seavey winning the Iditarod sled dog race (2013), 81–82; Phase Three: the advanced phase, 227; red flags indicating the opposite of, 95; required for culture of purpose, 3; three fundamentally integrated components of, 83; transformational nature of, 84–85

Sustainability: using authority and veto power to drive, 39-41; change leadership as critical competency for transformation, 16; as cultural of purpose characteristic, 1-2; Curtis Ravenel's ability to drive Bloomberg toward, 67-79; demystifying how it affects value, 72; engagement in order to move toward, 104-115; examining the "who" and the "where" of, 7; framed as a compelling story, 37; historical parallel between fall of communism and need for, 8-9; how a resilience attribute is critical to process of, 185-190; how Andy Ruben moved Walmart toward, 50-61; how Frank O'Brien-Bernini boosted Owens Corning's, 16–24, 26; how it was brought to Lend Lease through Pascal Mittermaier's influence, 34-43; how Jochen Zeitz gave PUMA, 85-93, 154-155; Kees Kruythoff on providing consumers a better life through, 191; Peter Bakker's determination driving TNT's, 123-133; redefined at Chrysler, 180-181; the results delivery competency as driver toward, 47-50; siloed thinking on topic of, 38; Unilever's public forum on, 191-192. See also Environmental protection

Sustainability journey: additional thoughts on, 231; organizational capability over the course of, 218, 230; Phase One: the early stage, 218, 219–223, 230; Phase Two: the intermediate phase, 131, 223–226, 230; Phase Three: the advanced phase, 218, 226–229, 230; purpose condition required for a successful, 234; reasonable growth condition for a successful, 234; the starting point for, 217, 219. *See also* Cultures of purpose

Sustainability Practice (Egon Zehnder), 2,217

#### T

Takács, Károly, 36–37
"Taking Ownership" initiative (Borden Group), 170

Talent: gravitating to cultures of purpose, 236; markers for curiosity trait, 162–163; markers for determination trait, 133–134; markers for the engagement trait, 115–117; markers for the insight trait, 148–150; recognizing and seeking out specific traits in new, 97–98

Tercek, Mark: early willingness to take opportunities, 140–141, 142; environmental business while at Goldman Sachs, 143–144, 148; his career trajectory marked by his curiosity, 157–158; insight on benefits of freely sharing credit, 141–142; insight to change his leadership style at TNC, 147; lifelong use of insight by, 139–140, 228; as TNC (The Nature Conservancy) head, 144–147, 158

TNC (The Nature Conservancy): Mark Tercek's insight to change leadership style at, 147; Mark Tercek's position as head of, 144–146, 158;



sustainability through financial changes made to, 145–148

TNT: Dow Jones Sustainability Index membership by, 131; efforts to reduce CO<sub>2</sub> levels at, 130–131; Peter Bakker's determination driving sustainability at, 123–133; Royal PTT Netherlands' acquisition of, 123; World Food Program project at, 125–130

Traits. See Individual traits
Transparency: as C-resilience
characteristic, 193; as characteristic
of openness attribute, 213; culture of
purpose's imperative for, 9; curiosity
as encouraging both conflict and,
161; as guiding principle for actions,
203

Tribal culture, 214

Trust: as characteristic of openness attribute, 213; as guiding principle for actions, 203; as key behavior found in a resilient culture, 198; ties between resilience and levels of, 186–187

Tuberculosis epidemic (New York, early 1990s), 118–119
Tyson, Neil deGrasse, 151–452, 152

# U

Unilever: Ben & Jerry's Ice Cream purchased by, 194–196, 197; as C-resilience organization, 190, 192–194; challenge of managing multiple brands with their own voice, 195–196; Dove's Campaign for Real Beauty by, 110–111, 190–191; GOBOGO (Get On Board Or Get Out) slogan used at, 110; John Replogle's engagement at, 107–112, 115; original hygiene focus of the, 191; public forum on sustainability taken by, 191–192; recall policy of, 193–194

U.S. Centers for Disease Control and Prevention (CDC), 118–119 U.S. Naval Academy, 13 USS *Olympia*, 13 USS *Santa Fe*, 13–14

#### $\mathbf{V}$

Value: commercial drive as being about the, 65; demystifying how sustainability affects, 72; Kees Kruythoff on how doing the right thing increases, 196; rejecting the notion of trade-off between values and, 80

Values: John Replogle's engagement tied to his, 104–115; rejecting the notion of trade-off between value and, 80

Van Creveld, Mertin, 208 VanBesien, Varthew, 167–169 Volvo Ocean Race, PUMA-sponsored, 88

VUCA (volatility, uncertainty, complexity, and ambiguity), 93–94

# W

Walmart: Andy Ruben's promotion of sustainability at, 51-61; Kid Connection Story, 54–55; "Leadership for the 21st Century" speech by CEO Lee Scott at, 51-52; Lee Scott's role in driving sustainability at, 51-54, 56, 58; Lighting Up the Vending Machine Story, 59-60; "Milestone Meetings" held quarterly at, 55; Paint Can Story, 52-53, 55; rigorous metrics used at, 50-51; Sam's Club Yoga Outfit Story, 55; Seventh Generation Story, 54 Walton, Sam, 50-51 Warhol, Andy, 85 Watt, John, 66 Weisser, Alberto: launching Bunge's

Weisser, Alberto: launching Bunge's sustainability efforts, 204–207; on need to enforce Brazilian environmental laws, 207; openness as



Weisser, Alberto (continued) defined by, 212; openness as guiding principle for, 203, 228; on pursuing openness as trait of Bunge's DNA, 204-211 Williams, Serena, 88 Women, Campaign for Real Beauty on raising self-esteem of, 110-111 World Business Council for Sustainable Development, 132 World Food Program-TNT joint http://www.pbookshop.com project, 125-130

World Wildlife Fund, 144 WorldCom scandal, 124

# $\mathbf{Z}$

Zeitz, Jochen: curiosity trait evidenced by, 154-155; his vision for transforming PUMA, 86, 227; how his strategic orientation drove sustainability at PUMA, 85-93; The Manager and the Monk written by Anselm Grün and, 93; PUMA's financial problems when joined by, 86 Zimbardo, Philip, 165

