INDEX

Accomplishment recognition,	Anthony, Susan B, 1
87–89	Apple, 28, 54, 77–78, 147
Accountability	Ascent of the A-Word (Nunberg), 28
•	Astent by the 21-Work (Nullberg), 20
business-wide survey of, 162–164	
by CEOs, 164–166	Barra, Mary
current culture and, 177	appointment of, 139–140
by HR department, 166–167	community building by, 149
lack of, xiii	versonal leadership of, 142
leadership contract for, 167–172	Bertolini, Mark, 76
mediocrity and, 174–175	Big D leadership decisions
overview of, 159–162	clarity and commitment in,
for peer groups, 179	49–52
prioritization of, 161, 164–167	frequency of, 45
promotions based on, 173	impact of, 46
by senior management, 166	turning points in, 46-47
speaking truth to power,	understanding, 118
173–174	Blatter, Sepp, 24
strategy for, 160-161	Branson, Richard, 1
undermining of, 175–176	Bystander effect, 91
Accountable leaders, 34, 118	
Accountable Manager, 130	Candor, 146–149
Acquisitions, 15–17	Chef, 94–95
Adecco Group, 15–16, 144	Chief executive officers (CEOs)
Aetna Inc., 76	accountability by, 164–166
Affordable Care Act, 74	attitudes of, 26–27
"Age of assholism," 28	charismatic, 27–28
Alcide, Peter, 144	isolation of, 137
Anders, William, 46	judgment of, 136

Chief executive officers (CEOs)	Corporate social responsibility
(continued)	(CRS), 76
performance of, 63	Corruption, 23–24
pressure on, 27	Covey, Stephen, 94
respect of, 34	Criticism
Citigroup, 114	acceptance of, 95–96
Clark, Ed, 77	impact of, 142
Cloud-based customers, 89–90	solicitation of, 155-156
Collins, Jim, 27, 174	themes/patterns in, 142-143
Colvin, Geoff, 71	CRS. See Corporate social
Communities	responsibility (CRS)
building, 149-152	Cultures. See Organizational
clarity and commitment in,	cultures
108–111	Customers
connecting with, 177-179	cloud-based, 39–90
neuroscience connections to,	expectations of, xv , 27, 70
102-103	gratuude to, 70–71
obligations to, 74–77	lives of, 144–145
overview of, 100–101	obligation to, 37, 69–71
support from, 111–113	perspective of, 146, <i>xvi</i>
Community of leaders	reassuring, 15
building qualifications,	CVS pharmacy, 74–75
113–115	
climate for, 107–108	Decision to lead
connection to, xix, 37–39	abdication of, 41-42
environment of, 113–115	changing, 57
manifesto, 150	clarity and commitment in,
Competition	49–52
excessive, 91	demands of, 37
false, 107	need for, 42-44
fierceness of, xiii-xiv	overview of, 40–41
internal, 105-107, 116	real, characterization of, 53-53
Connections, 151–152	refusal of, 54-58
Conscious Capitalism (Mackey,	types of, 45–49
Sisodia), 75–76	Demoulas, Arthur T., 33–34
Cook, Tim, 77–78	Development programs
Cooper, Theodore, 59–60	The Accountable Manager and
Corbat, Michael L., 114	130

accounting gap in, 118	Favreau, Jon, 94
community goals for,	Federal Bureau of Investigation
112–113	(FBI), 24
contract anchored to, 170	Feedback. See Criticism
fads in, 30	Fishbach, Ayelet, 67
models for, 103	Frontline leaders, 130–132
resilience focus in, 96	Future Environment Map, 93
resolve focus in, 97–98	
Leadership timeline exercise in,	Gallup, 175
2	GameStation, 35
world views in, 93–94	Gandhi, Mahatma, 1
Distractions, 91	Garfield, Charles, 75
Doer to delegator shift, 131-132	General Electric, 30
	General Motors, 139–140
Easterbrook, Steve, xiv	General Motors Institute, 142
Edward VIII of Britain, 52-53	General Specifications for Iron Railroad
Emerging leaders, 128–130	Bridges and Viaducts (Cooper),
Employees	59
accountability to, 130	George VI of Britain, 52-53
ambiguity and, 15–16	George, Bill, 71
connecting with, xvi, 175	Godin, Seth, 31, 102
disconnection from, 22	Good news, 90
25–26	Good to Great (Collins), 27, 174
generational changes in, xiii–xiv	"Gut Check for Leaders," The, xx
moral of, 21-22, 56	
obligations to, 73–74	Hard work
profit sharing, 34	avoiding, 83–85
raises for, 76	doer to delegator shift, 131-132
relationship to, 78–79	importance of, 82
sharing story with, 143–145	leadership as, 37
work-at-home, 27	overdoing, 86–92
younger, <i>xiii–xvi</i>	tackling, 92–97
End of Leadership, The	Heroic model of leadership, 26–27
(Kellerman), 30	Hewlett-Packard (HP), 54
Enron, 24	Hobbit, The, 119
Evermote, 54	Holistic leadership, 8
Ewing, Sam, 98	HR. See Human resources (HR)
Executive leaders, 135–137	Human resources (HR), 166-167

Human Resources People &	troubled, <i>xi–xii</i>
Strategy (HRPS), 162	as victims, 89
2 2 2 3 2 2 3 2 2 3 2 3 2 3 2 3 2 3 2 3	views, shifting of, 93–94
IBM, 71	wage increases by, 76
Insecurity, 89–90	zombie, 103–104
International Federation of Football	Leadership. See also Chief executive
Association (FIFA), 23–24	officers (CEOs)
Iron Ring Ceremony	accountability in, <i>xviii</i> –xix
benefits of, 79–80	accountable, 34, 118
description of, 60–61	bad behavior by, 8–10
sense of obligation from, 61–63	crises in, <i>xii</i>
symbolic design of, 61	dedication in, 2–8
Ive, Jonathan, 147	development of, 30-31
, 5	disappointing, 19–22
Jobs, Steve, 28, 78, 147	disconnected, 22–23
	forums for, 177–179
K-factor, 14	gut check for, xx
Kanter, Rosabeth Moss, 80	hard rule of, 84
Kellerman, Barbara, 30, 63	heroic model of, 26–27
Kettering University, 142	holistic, 8
King's Speech, The, 53	key experiences shaping, 1–2
Knightsbridge, 13–16	personal timeline, 2
	pressures on, <i>xiv</i> – <i>xv</i>
Leaders. See also Chief executive	redefinition of, xvi–xvii
officers (CECs); Management	scandals, 23–26
complexity, xv	taking on, 66–67
disconnected, 22-23	technical roles, 28-30
emerging, 128–130	troubles, examples of, xi-xii
executive, 135–137	turning points, 46-47,
frontline, 130–132	127–138
glorified, 104	values of, 12-13
insecure, 89–90	weak cultures and, 10-12
mid-level, 132-135	Leadership accountability gap
obligations of, 64	accountability and, 118
poor performers, 21	definition of, xii
resolve by, 97–98	primary reasons for, 26-31
rough vs. tough, 87-88	Leadership Contract Self-
socially responsible, 77–79	Assessment Survey, 153

I as dombin as atmosts	Libin Dhil E4 EE
Leadership contracts	Libin, Phil, 54–55
accountability in, 167–172	Libor scandal, 24
annual actions, 153–154	LinkedIn, 53
for biologics manufacture,	Logue, Lionel, 53
example, 168	Lululemon, 69–70
concerns over, 123–124	
condor in, 146–149	Mackey, John, 75
creating your own, 156–157	Malden, Karl, 64
crisis management and, 139–140	Management
culture and community	accountability by, 166
connections in, 177–179	confidence in, 62–63
daily actions for, 152–153	mediocrity, 174-175
definition of, 35, 120	selfless, 114–115
development programs and, 170	Market Basket, 33
feedback solicitation, 155-156	Markkula, Mike, Jr., 54
foundational practices for,	Mayer Marissa, 27
141–152	Mic-level leaders, 132–135
implications for, 119–120	Mulligan, John, 49
importance of, 118	
key inflection points in, 171	Neuroscience theory, 102
overview of, 33–35	New Yorker, 18
promotions in, 173	Nunberg, Geoffrey, 28
quarterly actions, 153–155	
regular practices for, 152–157	Obama care. See Affordable Care
signing, 117 -125	Act
team building with, 171–172	Obama, Barack, 18
terms of, 35–39, 122	Obligation: A History of the Order of
tough stuff in, 172–176	the Engineer, The (Wedel), 60
turning points and, 156, 169-170	Obligations
understanding, 121-122	accountability in, 63
value and impact in, 145–146	to communities, 74–77
Leadership teams, 49	core, 65–76
Lee Hecht Harrison (LHH), 15–16,	to customers, 69–71
144–145	to employees, 73–74
Lehman Brothers, 24	leadership as, 37
LGBT (lesbian, gay, bisexual, and	living up to, 80
transgender) community,	main, 68–69
77–78	to organization, 71–72
	,

Obligations (continued)	understanding, 142-145
overview of, 59–60	Perspectives
personal feelings and, 63-64	balanced, 96
rituals for, 60–63	enterprise-wide, xvi, 133, 168
to self, 66–69	loss of, 92
understanding, 76–79	multiple, 140
One-company mind-set, 106	values-determined by, 146
Organizational cultures	Platt, Oliver, 94
assessment of, 177	Priorities
compelling, creation of, 73-74	conflicting, 82
connecting with, 177-179	new, execution of, 136
impacting, 133	operational, 178
leadership, 104-105	shifting, 91
thoroughbred, 105–107	tactical, 133
vibrant, creation of, 13–15	Profit sharing, 34
weak, 10–12	4.5
zombie, 103–104	Québec Bridge, 59–60
Organizations	200
missed opportunity in, 101-102	Republican Party, 18
abligation to 71 72	
obligation to, 71–72	Research and development, 107
promotions in, 173	Reset button, 98
_	-
promotions in, 173	Reset button, 98
promotions in, 173 transformation change in, 171 zombie, 103–104	Reset button, 98 Resilience
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71	Reset button, 98 Resilience balanced perspective and, 96–97
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71 Peer groups, 179	Reset button, 98 Resilience balanced perspective and, 96–97 building, 94–97
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71	Reset button, 98 Resilience balanced perspective and, 96–97 building, 94–97 importance of, 96 need for, 14 testing, 133–134
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71 Peer groups, 179	Reset button, 98 Resilience balanced perspective and, 96–97 building, 94–97 importance of, 96 need for, 14
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71 Peer groups, 179 Performance	Reset button, 98 Resilience balanced perspective and, 96–97 building, 94–97 importance of, 96 need for, 14 testing, 133–134
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71 Peer groups, 179 Performance obstacles to, 73	Reset button, 98 Resilience balanced perspective and, 96–97 building, 94–97 importance of, 96 need for, 14 testing, 133–134 Resolve development of, 97–98 issues, 153, 161
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71 Peer groups, 179 Performance obstacles to, 73 own view of, 51	Reset button, 98 Resilience balanced perspective and, 96–97 building, 94–97 importance of, 96 need for, 14 testing, 133–134 Resolve development of, 97–98
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71 Peer groups, 179 Performance obstacles to, 73 own view of, 51 peak, 75, 86–87, 89–90	Reset button, 98 Resilience balanced perspective and, 96–97 building, 94–97 importance of, 96 need for, 14 testing, 133–134 Resolve development of, 97–98 issues, 153, 161
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71 Peer groups, 179 Performance obstacles to, 73 own view of, 51 peak, 75, 86–87, 89–90 poor, 63, 67, 87	Reset button, 98 Resilience balanced perspective and, 96–97 building, 94–97 importance of, 96 need for, 14 testing, 133–134 Resolve development of, 97–98 issues, 153, 161 need for, 14
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71 Peer groups, 179 Performance obstacles to, 73 own view of, 51 peak, 75, 86–87, 89–90 poor, 63, 67, 87 reviews, 88–89 sustaining, 49 Personal leadership story	Reset button, 98 Resilience balanced perspective and, 96–97 building, 94–97 importance of, 96 need for, 14 testing, 133–134 Resolve development of, 97–98 issues, 153, 161 need for, 14 testing, 133–134 undermining factors, 98 Ritual of the Calling of an
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71 Peer groups, 179 Performance obstacles to, 73 own view of, 51 peak, 75, 86–87, 89–90 poor, 63, 67, 87 reviews, 88–89 sustaining, 49	Reset button, 98 Resilience balanced perspective and, 96–97 building, 94–97 importance of, 96 need for, 14 testing, 133–134 Resolve development of, 97–98 issues, 153, 161 need for, 14 testing, 133–134 undermining factors, 98
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71 Peer groups, 179 Performance obstacles to, 73 own view of, 51 peak, 75, 86–87, 89–90 poor, 63, 67, 87 reviews, 88–89 sustaining, 49 Personal leadership story effective, 48 key experiences, 1	Reset button, 98 Resilience balanced perspective and, 96–97 building, 94–97 importance of, 96 need for, 14 testing, 133–134 Resolve development of, 97–98 issues, 153, 161 need for, 14 testing, 133–134 undermining factors, 98 Ritual of the Calling of an Engineer. See Iron Ring Ceremony
promotions in, 173 transformation change in, 171 zombie, 103–104 Palmisano, Sam, 71 Peer groups, 179 Performance obstacles to, 73 own view of, 51 peak, 75, 86–87, 89–90 poor, 63, 67, 87 reviews, 88–89 sustaining, 49 Personal leadership story effective, 48	Reset button, 98 Resilience balanced perspective and, 96–97 building, 94–97 importance of, 96 need for, 14 testing, 133–134 Resolve development of, 97–98 issues, 153, 161 need for, 14 testing, 133–134 undermining factors, 98 Ritual of the Calling of an Engineer. See Iron Ring

Scandals, 23–26	Target Corporation, 49–50
Schultz, Howard, 78–79	TD Bank, 77
Self-awareness, 68	Technical superstars, 28–30, 173
Self-honesty, 68	Thoroughbred organizations,
Selfless leaders, 114–115	105–107
Shaw, David, 13	Tribes (Godin), 31, 102
Sheen, Martin, 64	Turning points of leadership
Sheldon, Oliver, 67	contract signing at, 169–170
Simpson, Wallis, 52–53	leadership contract and, 156
Sinegal, Jim, 76	overview of, 126
Sisodia, Rajendra, 75–76	roles in, 128–137
Small D leadership decisions	
clarity and commitment in,	Values
49–52	defining, 145–146
frequency of, 45	inconsistent, 48
importance of, 47–48	leadership, 12-13
management of, 48–49	model, xvii
Society for Human Resources	Victims, 89
Management, 162	Views. See Perspectives
Speaking truth to power,	
173–174	Wal-Mart, 74
Starbucks, 78	Wedel, Kip, 60
State of the American Manager:	Welch, Jack, 30
Analytics and Advice for Leaders,	West Wing, The, 64
The 175	Wilson, Chip, 69–70
Steinhafel, Gregg, 49	Workforce. See Employees
Strategies	WorldPride Human Rights
accountability, 160-161,	Conference, 77
174–179	Wozniak, Steve, 54–55
CRS, 76	
engagement in, xv	Yahoo!, 27
execution of, xv	
limitations of, 9	Zombie organizations, 103–104

Man Spookshop. Com.

Man Spookshop. Com.

Man Spookshop. Com.