

## CONTENTS

<i>Introduction</i>	1
<i>Redefining How You Lead</i>	4
<i>The Leadership Contract</i>	5
<i>A Word of Warning</i>	8
<b>Chapter 1</b> <i>My Personal Leadership Story</i>	9
<i>Is Leadership Worth Dying For?</i>	12
<i>Why Are Some Leaders Such Jerks?</i>	19
<i>Why Are Many Leaders So Lame?</i>	21
<i>Has Anyone Noticed That We've Stopped</i> <i>Talking about Our Values?</i>	24
<i>How Do You Create a Vibrant Culture?</i>	25
<i>Reflect—Your Personal Leadership Story</i>	29
<b>Chapter 2</b> <i>What's Wrong with Leadership Today?</i>	31
<i>When Organizations Let Us Down</i>	33
<i>Leadership Is Disconnected</i>	36
<i>Leadership Is Disappointing</i>	38
<i>Leadership Is Disgraceful</i>	41
<i>How Did We Get Here?</i>	42
<i>It's Time We Stop Settling—and Start</i> <i>Expecting More</i>	48
<i>Reflect—What's Wrong with Leadership Today?</i>	49
<b>Chapter 3</b> <i>Why We Need a Leadership Contract</i>	51
<i>The Leadership Contract and Its Four Terms</i>	53
<i>Reflect—Why We Need a</i> <i>Leadership Contract</i>	57

<b>Chapter 4</b>	Leadership Is a Decision—Make It	59
	<i>Why Doesn't Anyone Want to Be a Leader Anymore?</i>	62
	<i>Why You Need to Make the Leadership Decision</i>	64
	<i>The Two Kinds of Leadership Decisions</i>	66
	<i>Big D and Small d Leadership Decisions—Clarity and Commitment</i>	72
	<i>A Real Leadership Decision Is Visceral</i>	75
	<i>Deciding Not to Lead Is an Important Leadership Decision</i>	78
	<i>Final Thoughts—Get Your Act Together</i>	80
	<i>Reflect—Leadership Is a Decision</i>	81
<b>Chapter 5</b>	Leadership Is an Obligation—Step Up	83
	<i>The Iron Ring Ceremony</i>	86
	<i>What's It Going to Take?</i>	94
	<i>The Five Core Obligations of Leadership</i>	96
	<i>The Five Core Obligations in Action</i>	106
	<i>Revisiting the Iron Ring Ceremony and What It Means for Leaders</i>	108
	<i>Final Thoughts—Leadership Is an Obligation</i>	109
	<i>Reflect—Leadership Is an Obligation</i>	109
<b>Chapter 6</b>	Leadership Is Hard Work—Get Tough	111
	<i>Do We Have Wimps or Leaders in Our Organizations?</i>	113
	<i>The Hard Rule of Leadership</i>	114
	<i>Final Thoughts—It's Time to Get Tough</i>	129
	<i>Reflect—Leadership Is Hard Work</i>	130
<b>Chapter 7</b>	Leadership Is a Community—Connect	131
	<i>The Missed Opportunity</i>	134
	<i>We Are Wired for Community</i>	134
	<i>A Rotting of Zombies</i>	135
	<i>A League of Heroes</i>	137
	<i>A Stable of Thoroughbreds</i>	138
	<i>It's Time to Build a Community of Leaders</i>	141
	<i>A Strong Community of Leaders—Clarity and Commitment</i>	142

	<i>Has Everyone Noticed the Change in the Room?</i>	145
	<i>Final Thoughts—How Is Help Defined in Your Organization?</i>	147
	<i>Reflect—Leadership Is a Community</i>	148
<b>Chapter 8</b>	<b>Signing the Leadership Contract</b>	149
	<i>It's Time to Sign the Leadership Contract</i>	152
	<i>The One Thing You Cannot Do</i>	154
	<i>Signing the Document</i>	156
	<i>Create Your Own Leadership Contract</i>	158
	<i>Final Thoughts—Signing the Leadership Contract</i>	158
	<i>Reflect—Signing the Leadership Contract</i>	159
<b>Chapter 9</b>	<b>The Turning Points of Leadership</b>	161
	<i>Revisiting the Turning Points of Leadership</i>	163
	<i>Final Thoughts—The Turning Points of Leadership</i>	176
	<i>Reflect—The Turning Points of Leadership</i>	177
<b>Chapter 10</b>	<b>Putting the Leadership Contract into Action</b>	179
	<i>Foundational Strategies for Putting the Leadership Contract into Action</i>	185
	<i>Regular Practices to Put the Leadership Contract into Action</i>	188
	<i>Putting the Leadership Contract into Action within Your Organization</i>	191
	<i>Create Your Own Organization's Leadership Contract</i>	194
	<i>Final Thoughts—Redefining How We Lead</i>	197
	<i>Notes</i>	199
	<i>Acknowledgments</i>	201
	<i>About the Author</i>	203
	<i>About Knightsbridge Human Capital Solutions</i>	205
	<i>Index</i>	207

<http://www.pbookshop.com>