## INDEX

Active listening, 23	counterfeit, 15
Adaptive Coaching: The Art	opposite, 15
of Practice of a	selfless, 75
Client-Centered	trust, 15
Approach to	unethical, 12–13
Performance	Behavioral feedback, 25-26
<i>Improvement</i>	Benchmarking, 101
(Bacon and Voss), 153	and team practices, 104
Altruism, 74	Benevolence-based trust, 14
Amplifying impact, 5, 6,	Bird, Larry, 126
123–124, 166	Bowen, Jose, 151
Arad, Avi, 37	Brainstorm, 166–167
Arakawa, Dana, 35	Break away, 81
Arrogance, 28–29	Brock, Farnoosh, 102–103
feedback, 30	Bryant, Adam, 100
listening, 29	Building credibility, $5$ , $6$ , $7-8$ , $165$
questioning, 29	Bulldogs' coach, 10
Attitude, "can-do", 87–88	Burger, Smash, 35
Attributes, cultural performance,	Butler's value, 13
63	The Butler Way, 10
Audience assumptions, 25	
Austin, Tommy, 70	Camaraderie
	common commitment to
Baer, Drake, 161	purpose, 60
Baldrige, Malcolm	healthy culture, 61–63
Baldrige Framework and Value	at McDonald, 59–60
System, 130	"Can-do" attitude, 87–88
criteria, 130–131	Carnegie, Andrew, 59
Bandura, Albert, 64	Catalyst
Barriers, communication, 27	challenge for, 91
Battier, Shane, 1, 2, 39	community of, 95–99
Battier effect, 2, 116	managers need for, 2-4
Behavior	propel performance, multiple, 2
catalytic, 123	Catalytic behavior, 123
determination, 171–178	determination, 171–178

Catalytic competency, 5–6,	nonverbal 22
155–157, 165–168	nonverbal, 23 objectives, 25
Catalytic leader, 57, 89, 91–92	Community of catalyst, 95–97
and team members, 55, 101	creation, 97–99
Catalytic leadership, 165	Complication and incomplete data
and teamwork, 4–5	Conflicting and incomplete data,
Catalytic skills, 6	28
Catalytic teamwork and	Conformity, group, 31
leadership, 2, 5	Confront catalyst, 52
Challenge for catalysts, 91	Connections
Challenger communication	with experience and existing
disaster, 26–27	knowledge, 161–162
Channel execution, 88–89	with expertise of others, 161
Christensen, Clay, 157, 158	with outside/nonjob
model, 157–158	phenomena, 161
Clark, Richard, Dr., 63, 64	with trends, 162
Closed-mindedness, 30	Content value vs. volume, 26
Coaching, 140	Couch, Graham, 76
cognitive, 151	Counterfeit behavior, 15
in education, 151–153	Covey, Steven M.R., 15
Olympic athletes, 149–150	Coworker's mind, 87
in organizational settings,	Creating cohesion, 5, 6, 166
145–148	Creative construction, 157
in practice, 143–144	Creative destruction, 157
skills of outstanding, 141–143	Credibility, 5, 6, 7–8, 165
Coaching and Mentoring: How to	to create cohesion, 47
Develop Top Talent and	Cross, Rob, 14
Achieve Higher	Crucial Decisions: Leadership in
Performance, 144	Policymaking and Crisis
Cognitive coaching, 151	Management (Janis), 30
in education, 151–153	Cultural dynamics, 61
Cognitive empathy, 51	Cultural performance attributes,
Cohesion	63
credibility to create, 47	Curiosity, 100, 166
team performance requires,	Cycling and energizing, 81–82
45–46	
Cohesion creation, 5, 6, 166	Daily activities, engage in, 166
Cohesiveness, 45	Debriefing sessions, 103
Commitment, passion and,	Decety, Jean, 51
132-134	Demonstrate empathy, 53
Communicates Clearly, 178	The Denver Post (Denver), 104
Communication, 19–21, 61	Dicklitch, Lee, 126, 127, 128
barriers, 27	Division I Men's Basketball
disaster, 26–27	Championship, 125
effective, 21–23, 26, 31	Doerr, John, 89

Dolly, Thomas C., 105 Domestiques, 82 Dow Jones Industrial Average (DJIA), 129 Doyle, Terry, 151 Drafting, 82 Duckworth, Angela, 134, 135, 136 Dunbar, Jacob P.E., 73 rules, 73–74 Durant, Kevin, 133, 134  Ebbinghaus, Hermann, 99 Edison, Thomas, 161 Education coaching in, 151–153 mentoring in, 151–153 Effective communication, 21–23, 26, 31 Emotional empathy, 51 Emotional intelligence, 52, 154 Emotions negative, 51 performance-suppressing activating and perpetuating, 55–58 preventing/mitigating, 53 turning around, 54 power of, 51–52 Empathy, 52 in action, 49–50 cognitive, 51  Poyle, Terry, 151 Excellence, 129 Experimentation, 104  Excellence, 129 Experimentation, 104  Feedback, 25–26 Follower, 116–117 Following, 111–112 art of, 114–116 in OR, 119–120 in real time, 117 Formal meetings, 92 Friendships, workplace, 64–66 Genesis Award Program, 149 Goleman, Daniel, 52, 132 Graham, Voss, 28 Grammy Awards, 20, 21 Great Places to Work: The Business Case of a High-Trust Culture, 16 Greenberg, Margaret H., 35 Greenleaf Center for Servant Leadership, 118 Grit, passion and, 134–135 Group conformity, 31 Group think, 30–31 Gougothink, 30–31 Groupthink, 30–31 Guest, David, 39
Dow Jones Industrial Average (DJIA), 129  Doyle, Terry, 151  Drafting, 82  Duckworth, Angela, 134, 135, 136  Dunbar, Jacob P.E., 73 rules, 73–74  Durant, Kevin, 133, 134  Ebbinghaus, Hermann, 99 Edison, Thomas, 161 Education coaching in, 151–153 mentoring in, 151–153 Effective communication, 21–23, 26, 31  Emotional empathy, 51 Emotional intelligence, 52, 154 Emotions negative, 51 performance-suppressing activating and perpetuating, 55–58 preventing/mitigating, 53 turning around, 54 power of, 51–52 Empathy, 52 in action, 49–50  Excellence, 129 Experimentation, 104  Excellence, 129  Experimentation, 104  Excellence, 129  Experimentation, 104  Feedback, 25–26 Follower, 116–117  Following, 111–112 art of, 114–116 in OR, 119–120 in real time, 117  Formal meetings, 92 Friendships, workplace, 64–66  Generating momentum, 5, 6,  79–80, 166 Genesis Award Program, 149 Goleman, Daniel, 52, 132 Graham, Voss, 28 Greenberg, Margaret H., 35 Greenleaf Center for Servant  Leadership, 118 Grit, passion and, 134–135 Group conformity, 31 Groupthink, 30–31
(DJIA), 129 Doyle, Terry, 151 Drafting, 82 Duckworth, Angela, 134, 135, 136 Dunbar, Jacob P.E., 73 rules, 73–74 Durant, Kevin, 133, 134 Ebbinghaus, Hermann, 99 Edison, Thomas, 161 Education coaching in, 151–153 mentoring in, 151–153 Effective communication, 21–23, 26, 31 Emotional empathy, 51 Emotional intelligence, 52, 154 Emotions negative, 51 performance-suppressing activating and perpetuating, 55–58 preventing/mitigating, 53 turning around, 54 power of, 51–52 Empathy, 52 in action, 49–50  Excellence, 129 Experimentation, 104  Feedback, 25–26 Follower, 116–117 Following, 111–112 art of, 114–116 in OR, 119–120 in real time, 117 Formal meetings, 92 Friendships, workplace, 64–66  Gaiman, Neil, 37 Generating momentum, 5, 6,  79–80, 166 Genesis Award Program, 149 Goleman, Daniel, 52, 132 Graham, Voss, 28 Grammy Awards, 20, 21 Great Places to Work: The Business Case of a High-Trust Culture, 16 Greenberg, Margaret H., 35 Greenleaf Center for Servant Leadership, 118 Grit, passion and, 134–135 Group conformity, 31 Groupthink, 30–31
Doyle, Terry, 151 Drafting, 82 Duckworth, Angela, 134, 135,
Drafting, 82 Duckworth, Angela, 134, 135,
Duckworth, Angela, 134, 135,
Tollower, 116–117  Dunbar, Jacob P.E., 73 rules, 73–74  Durant, Kevin, 133, 134  Ebbinghaus, Hermann, 99 Edison, Thomas, 161 Education coaching in, 151–153 mentoring in, 151–153 Effective communication, 21–23, 26, 31 Emotional empathy, 51 Emotional intelligence, 52, 154 Emotions negative, 51 performance-suppressing activating and perpetuating, 55–58 preventing/mitigating, 53 turning around, 54 power of, 51–52 Empathy, 52 in action, 49–50  Following, 111–112 art of, 114–116 in OR, 119–120 in real time, 117 Formal meetings, 92 Friendships, workplace, 64–66 Generating momentum, 5, 6, Generating momentum, 5, 6, Genesis Award Program, 149 Goleman, Daniel, 52, 132 Graham, Voss, 28 Grammy Awards, 20, 21 Great Places to Work: The Business Case of a High-Trust Culture, 16 Greenberg, Margaret H., 35 Greenleaf Center for Servant Leadership, 118 Grit, passion and, 134–135 Group conformity, 31 Groupthink, 30–31
Dunbar, Jacob P.E., 73 rules, 73–74 Durant, Kevin, 133, 134 Ebbinghaus, Hermann, 99 Edison, Thomas, 161 Education coaching in, 151–153 mentoring in, 151–153 Effective communication, 21–23, 26, 31 Emotional empathy, 51 Emotional intelligence, 52, 154 Emotions negative, 51 performance-suppressing activating and perpetuating, 55–58 preventing/mitigating, 53 turning around, 54 power of, 51–52 Empathy, 52 in action, 49–50  Following, 111–112 art of, 114–116 in OR, 119–120 in real time, 117 Formal meetings, 92 Friendships, workplace, 64–66 Gaiman, Neil, 37 Generating momentum, 5, 6, 79–80, 166 Genesis Award Program, 149 Goleman, Daniel, 52, 132 Graham, Voss, 28 Grammy Awards, 20, 21 Great Places to Work: The Business Case of a High-Trust Culture, 16 Greenleaf Center for Servant Leadership, 118 Grit, passion and, 134–135 Group conformity, 31 Groupthink, 30–31
rules, 73–74  Durant, Kevin, 133, 134  Durant, Kevin, 133, 134  Ebbinghaus, Hermann, 99 Edison, Thomas, 161 Education  coaching in, 151–153  mentoring in, 151–153  Effective communication, 21–23,  26, 31  Emotional empathy, 51  Emotional intelligence, 52, 154  Emotions  negative, 51  performance-suppressing  activating and perpetuating,  55–58  preventing/mitigating, 53  turning around, 54  power of, 51–52  Empathy, 52  in action, 49–50  art of, 114–116  in OR, 119–120  in real time, 117  Formal meetings, 92  Friendships, workplace, 64–66  Gaiman, Neil, 37  Generating momentum, 5, 6,  79–80, 166  Genesis Award Program, 149  Goleman, Daniel, 52, 132  Graham, Voss, 28  Grammy Awards, 20, 21  Great Places to Work: The  Business Case of a  High-Trust Culture, 16  Greenberg, Margaret H., 35  Greenleaf Center for Servant  Leadership, 118  Grit, passion and, 134–135  Group conformity, 31  Groupthink, 30–31
Durant, Kevin, 133, 134  Ebbinghaus, Hermann, 99 Edison, Thomas, 161 Education  coaching in, 151–153 mentoring in, 151–153 Effective communication, 21–23,
in real time, 117  Ebbinghaus, Hermann, 99 Edison, Thomas, 161 Education coaching in, 151–153 mentoring in, 151–153  Effective communication, 21–23, 26, 31  Emotional empathy, 51 Emotions negative, 51 performance-suppressing activating and perpetuating, 55–58 preventing/mitigating, 53 turning around, 54 power of, 51–52 Empathy, 52 in action, 49–50  in real time, 117 Formal meetings, 92 Friendships, workplace, 64–66  Gaiman, Neil, 37 Generating momentum, 5, 6, Genesis Award Program, 149 Goleman, Daniel, 52, 132 Graham, Voss, 28 Grammy Awards, 20, 21 Great Places to Work: The Business Case of a High-Trust Culture, 16 Greenleaf Center for Servant Leadership, 118 Grit, passion and, 134–135 Group conformity, 31 Groupthink, 30–31
Ebbinghaus, Hermann, 99 Edison, Thomas, 161 Education coaching in, 151–153 mentoring in, 151–153 Effective communication, 21–23, 26, 31 Emotional empathy, 51 Emotions negative, 51 performance-suppressing activating and perpetuating, 55–58 preventing/mitigating, 53 turning around, 54 power of, 51–52 Empathy, 52 in action, 49–50  Formal meetings, 92 Friendships, workplace, 64–66  Gaiman, Neil, 37 Generating momentum, 5, 6, 79–80, 166 Genesis Award Program, 149 Goleman, Daniel, 52, 132 Graham, Voss, 28 Grammy Awards, 20, 21 Great Places to Work: The Business Case of a High-Trust Culture, 16 Greenleaf Center for Servant Leadership, 118 Grit, passion and, 134–135 Group conformity, 31 Groupthink, 30–31
Edison, Thomas, 161 Education coaching in, 151–153 mentoring in, 151–153  Effective communication, 21–23,
Edison, Thomas, 161 Education coaching in, 151–153 mentoring in, 151–153  Effective communication, 21–23,
Education coaching in, 151–153 mentoring in, 151–153 Effective communication, 21–23,
coaching in, 151–153 mentoring in, 151–153 Effective communication, 21–23,
mentoring in, 151–153 Effective communication, 21–23,
Effective communication, 21–23,
Emotional empathy, 51 Emotional intelligence, 52, 154 Emotions negative, 51 performance-suppressing activating and perpetuating, 55–58 preventing/mitigating, 53 turning around, 54 power of, 51–52 Empathy, 52 in action, 49–50  Genesis Award Program, 149 Goleman, Daniel, 52, 132 Graham, Voss, 28 Grammy Awards, 20, 21 Great Places to Work: The Business Case of a High-Trust Culture, 16 Greenleaf Center for Servant Leadership, 118 Grit, passion and, 134–135 Group conformity, 31 Groupthink, 30–31
Emotional empathy, 51 Emotional intelligence, 52, 154 Emotions  negative, 51 performance-suppressing activating and perpetuating, 55–58 preventing/mitigating, 53 turning around, 54 power of, 51–52 Empathy, 52 in action, 49–50  Goleman, Daniel, 52, 132 Graham, Voss, 28 Grammy Awards, 20, 21 Great Places to Work: The Business Case of a High-Trust Culture, 16 Greenberg, Margaret H., 35 Greenleaf Center for Servant Leadership, 118 Grit, passion and, 134–135 Group conformity, 31 Groupthink, 30–31
Emotional intelligence, 52, 154 Emotions  negative, 51 performance-suppressing activating and perpetuating, 55–58 preventing/mitigating, 53 turning around, 54 power of, 51–52 Empathy, 52 in action, 49–50  Graham, Voss, 28 Grammy Awards, 20, 21 Great Places to Work: The Business Case of a High-Trust Culture, 16 Greenberg, Margaret H., 35 Greenleaf Center for Servant Leadership, 118 Grit, passion and, 134–135 Group conformity, 31 Groupthink, 30–31
Emotions  negative, 51  performance-suppressing     activating and perpetuating,     55–58  preventing/mitigating, 53  turning around, 54  power of, 51–52  Empathy, 52  in action, 49–50  Grammy Awards, 20, 21  Great Places to Work: The  Business Case of a  High-Trust Culture, 16  Greenberg, Margaret H., 35  Greenleaf Center for Servant  Leadership, 118  Grit, passion and, 134–135  Group conformity, 31  Groupthink, 30–31
negative, 51 performance-suppressing activating and perpetuating, 55–58 preventing/mitigating, 53 turning around, 54 power of, 51–52 Empathy, 52 in action, 49–50 Great Places to Work: The Business Case of a High-Trust Culture, 16 Greenberg, Margaret H., 35 Greenleaf Center for Servant Leadership, 118 Grit, passion and, 134–135 Group conformity, 31 Groupthink, 30–31
performance-suppressing activating and perpetuating, 55–58 Greenberg, Margaret H., 35 preventing/mitigating, 53 Greenleaf Center for Servant turning around, 54 Leadership, 118 power of, 51–52 Grit, passion and, 134–135 Empathy, 52 Group conformity, 31 in action, 49–50 Groupthink, 30–31
activating and perpetuating, 55–58  preventing/mitigating, 53  turning around, 54  power of, 51–52  Empathy, 52  in action, 49–50  Greenberg, Margaret H., 35  Greenleaf Center for Servant  Leadership, 118  Grit, passion and, 134–135  Group conformity, 31  Groupthink, 30–31
55–58 Greenberg, Margaret H., 35 preventing/mitigating, 53 Greenleaf Center for Servant turning around, 54 Leadership, 118 power of, 51–52 Grit, passion and, 134–135 Empathy, 52 Group conformity, 31 in action, 49–50 Groupthink, 30–31
preventing/mitigating, 53 turning around, 54 power of, 51–52 Empathy, 52 in action, 49–50 Greenleaf Center for Servant Leadership, 118 Grit, passion and, 134–135 Group conformity, 31 Groupthink, 30–31
turning around, 54  power of, 51–52  Empathy, 52  in action, 49–50  Leadership, 118  Grit, passion and, 134–135  Group conformity, 31  Groupthink, 30–31
power of, 51–52 Grit, passion and, 134–135 Empathy, 52 Group conformity, 31 in action, 49–50 Groupthink, 30–31
Empathy, 52 Group conformity, 31 in action, 49–50 Groupthink, 30–31
in action, 49–50 Groupthink, 30–31
•
cognitive 51 (allest David 39)
demonstrate, 53
emotional, 51 Hallowell, Edward, 51
Empowerment, 88 Hamel, Gary, 165
Enthusiasm, "Rah rah", 55 Harmony and Universality
Epiphanies, 160 through Music (HUM),
Ernest Shackleton's leadership, 20
Harvard Business Review (HBR),
Ewing Marion Kauffman 62
Foundation, 35 Harvard Business Review
Excellence, 61, 129–130 (Hill and Lineback), 45
achieving, 125–127 Hayward, Gordon, 76
individual drive for, Healthy culture, 61–63
131–135 Hill, Linda, 45

Hincapie, George, 83, 84	and catalytic teamwork, 2, 5
Hinkle, Tony, 10	optimism, 36
core principles, 11	Leaders, reinforcing, 148–149
Horner, Victoria, 75	Leading, 111–112
Howard, Matt, 77	in OR, 119–120
Hsieh, Tony, 4	in real time, 117
HUM. See Harmony and	Lead-out train, 82
Universality through	Leads and follows, 6
Music (HUM)	Learning
	experiences, 99
Ideas	organizations, 98
imaginative, in practice,	at organization, team, and
160–162	individual levels,
spurring creative, 157–158	105-106
Ideation, 167	ways to, 100–101
Imaginative ideas, in practice,	Lieberman, 75
160–162	Lineback, Kent, 45
Imaginative solutions	Listener, 25
cultivating ability to develop,	Listening, active and reflective,
163–164	23
three-part pattern of, 158–160	Luthans, Fred, Dr., 38
Improv, 109, 110	Lütke, Shopify, 15
Information-generating inquires,	Eucke, onophy, 13
24	Make-A-Wish®, 70–72
Inner-city school, revitalizing an,	Managers, need catalyst, 2–4
95–97	Managers Not MBAs (Mintzberg),
In Search of Excellence, 129	169
Integrity, 12–13, 61	Mankins, Michael, 62, 63
and trust, 16	March Madness, 125, 127, 128
Intelligence, emotional, 52	Marvel Comics, 37
I I D 445	Mastered new skills, 97
James, LeBron, 115	McClelland, David, 85
Janis, Irving, 30	McDonald's, camaraderie at,
Jernstedt, Tom, 125, 126, 127, 128	59-60
Jobs, Steve, 161	Meetings, formal, 92
Jobs theory, 157, 158	Mental models, 98
Johnson, Magic, 126	Mentor, 137
	caring, 10
Kahn, Kamala, 37	skills of outstanding,
Kelleher, Herb, 62	141-143
Kelley, Robert, 115	Mentoring, 139–140
Kouzes, James M., 8	in education, 151–153
	in organizational settings,
LaPorte, Davie, 104	145-148
Leadership, 72–73, 112–114	in practice, 143–144

Michigan State <i>vs.</i> Indiana State NCAA Division I Men's Basketball National	Opposite behavior, 15 Optimism, 33–34 impact of, 34–36
Championship Game,	invigorating with, 36, 38,
126	40–41
Mindedness	McDonald's crew
closed-mindedness, 30	exemplifies, 42–43
open-mindedness, 24	leadership, 36
Mindguards, 30	in practice, 36–37
Mission and vision, 86–87, 89–92	teammate, 36
	Organizational excellence, 130–131
Momentum	
defined, 79	Organizational learning, team
generating, 166 progress requires, 79–80	and, 101–102 Organizational settings, mentoring
Morey, Daryl, 1	and coaching in,
Multiple catalysts propel	145–148
performance, 2	Orwell, George, 57
Multiplier effect, 123–124	The Other Side of Innovation
The Music of Strangers, 19, 20	(Vijay Govindarajan),
The Music of Strangers, 17, 20	162
NBA's Houston Rockets, 1	
NCAA Championship	Partnering, 111–114
Tournament, 2	Passion
NCAA Final Four Championship	and commitment, 132–134
games, 9	and grit, 134–135
NCAA Men's Final Four, 127	Peale, Norman Vincent, 36
NCAA team inspired performance	Peloton, team position within, 82
(2014), 127–128	Performance
Negative emotion, 51	challenges, 52
Netflix, 76	energize to elevate, 85–88
Network mentoring, 144	Performance-suppressing emotions
Nonverbal communication, 23	activating and perpetuating,
Nored, Ron, 9	55-58
enthusiasm, 10	preventing/mitigating, 53
values and skills, 13	turning around, 54
Noyce, Robert, 35	Perlmutter, Isaac, 37
Olt it liv b 1	Personal mastery, 98
Objectives and Key Results	Personal rewards, 87
(OKR), 89, 90	Pessimism, impact of, 39, 42
Olympic athletes, coaching,	Peters, Tom, 129, 130
149–150	Photovoltaic transparent glass
Onex Solar, 159	technology, 159
Open-ended questions, 24	Posner, Barry Z., 8
Open-mindedness, 24	Practices, 102–103

Psychological capital	practice, and more practice,
phenomenon, 38–39	99–100
Psychological dimensions, 86	upgrading and rejuvenating,
Psychological resilience, 38, 42	99–100
	Skyuka mountain, 82-85
Questions, open-ended and	Smith, 72
thought-provoking, 24	The Speed of Trust (Covey), 15
	Sprinters, 82
Race, Kristen, Dr., 132	Stengel, Casey, 101
"Rah rah" enthusiasm, 55	Sterling, Kent, 9
The Rain, 20	Stevens, Brad, 2, 10, 14, 77
Real time, follow and lead in,	Stop, start and continue order,
117	90-91
Real-Time Kinematic (RTK)	Storytelling, 25
technology, 155	Structured educational
Reflective listening, 23	experiences, 101
Respect, 61	Supervising, managing and,
Ross, J., 65	139
	Supervisor, 137–139
Sandeep Das, 19, 20, 21, 26, 31,	Synchronization, 91
32	Systems thinking, 98
Self, importance of putting team	
before, 71–72	The Talent Delusion
Self-assessment, 171	(Chamorro-Premuzic),
Self-efficacy, 42	163
Self-learning, 101	Tanner, Matt, 83
Self vs. other, 72	Taylor, James, 170
Selfless behavior, 75	Team
Selflessness, 74–76	energy, 86
aimed at new teammate,	learning, 97, 98
76–77	and organizational learning,
drivers of, $75-76$	101 - 102
Self-reflection, in practice, 179	on track, 13
Senge, Peter	Teammate optimism, 36
disciplines, 95–98	Team members, mutual
model, 96	respect among,
practices, 98	63-64
Servant leadership, 118	Team milestones, identification,
Shared vision, 96, 98	90
Silk Road Ensemble, 19, 20, 21,	Team performance, 93
31	requires cohesion, 45–46
Skepticism, 27–28	Team problem solving, 103
Skills	Team rewards, 87
curiosity, 100	Team's mission and vision,
experimentation, 100	86-87

individual and team goals with, 89–91	Values, 13 defined, 14
0, , 1	
Teamwork, catalytic leadership	identifying and demonstrating,
and, 4−5	14
Thought-provoking questions,	Veasley, Willie, 76, 77
24	Velocity, 93
Thorne, Jim, 46	Vigilant catalysts, 162
Track, team on, 93	Volume vs. content value, 26
Trust, 12–13	
benevolence-based, 14	Waterman, Robert, 129, 130
integrity and, 16	Wealth of Nations (Adam Smith),
three dimensions of, 14	72
"Trust battery", 15-16	Werthner, Penny, 149
Trust behavior, 15	Wharton@Work, 117
Turning around performance-	White, D.J., 77
suppressing emotions,	Workplace friendships,
54	64–66
Unethical behavior, 12–13	Yo-Yo Ma, 19