

INDEX

Note: Page numbers followed by “*n*” with numbers indicate notes.

- Adverse effects, 16
- Adversity, 144, 150–151, 155,
164–166, 280
 - growth cycle, 151
- Advocacy, senior management, 113–114
- Afghan culture, 129, 131
- After-action reviews (AAR), 137–138
- Agency, 52, 61, 66, 67
 - contextual insight for, 60
 - designing, 54–56
 - reciprocity of, 52–53
 - strengthening, 67
 - “Sweet Spot”, 55
- Agriculture, 130
- Amazon, 13, 146
- Ambiguity, 36, 87, 134, 186, 200, 207,
210, 214, 250, 280, 281
- Analytical leaders, 20
- Apple (Company), 13
- Appreciation, 213, 215, 216
- Art
 - education, 43
 - of jazz, 35, 36, 39, 42–44
 - leadership as, 35–36
- Artistic formation, 37
- Artistic Leadership, 198, 214–220,
221*n*13
- Artists, 43–44
- Attention management, 40–41
- Authentic, Aware, Appreciative,
Reflective, Respectful,
Trusting, Tolerant, Inspiring,
Sincere, Timely, Transparent,
Imaginative, Intuitive,
Curious, Collaborative, and
Courageous Leadership
(AARRTTISTTTIICCC
Leadership), 215
- Authenticity, 37, 43, 59, 179, 215
- Autonomy, 138, 161
- Awareness, 43, 45, 56, 58, 166, 173,
175, 200, 215–216
 - internal, 279
 - lack of, 229
 - self-awareness, 231–232
 - situational, 123, 190
- Backward design, 15
- “Beach”, 257
- “Bistro”, 257
- BP Deepwater Horizon disaster, 79
- Brainstorming, 8, 20–21, 85, 131
- Braintrust, 29–30
- Broader facts, 105
 - barriers undermining Fe+Male
leadership synergy, 106–108
 - context, 105–106
- Building smoke, 185
- Business
 - leaders, 11, 19–20, 120, 132
 - matter in context of, 212–213
- BvS innovation framework, 204
- C-suite leaders, 133–134
- Cardiopulmonary resuscitation (CPR),
227–228
- Coaching researcher Art Costa, 51
- Cognitive freedom, 154–155
- Collaboration, 12, 213–214, 218–219,
264, 279
- Collaborative thinking, 20–21
- Commitment, 128, 163
- Communication, 164
 - by design, 179
- Community, 163
- Compassion, 145
- Competence, 163
- Complex Adaptive System, 82, 84
- Complexity, 121, 201, 250
- Comprehensive design process, 128

- Connections, 163
- Connectivity, 199
- Conservatism, 92
- Consideration, 164
- Consumer healthcare company (CHC), 259–263
- Consumers, 200
- Contemporary leadership research, 49
- Convergence, 199–200
- Convergent thinking, 21, 22
- Coordination, 164
- Cost-effective strategies, 276
- Courage, 219
- Creativity, 10, 14, 24
- Cross-cultural management, 242
- Cultural context, 123, 158
- Cultural dilemma, 224
- Cultural improvisation, 240–241
- Cultural intelligence (CQ), 225, 231–232, 281
 - creating foundation for, 227–229
 - development, 241–243
 - global need, 225–227
 - leader, 236
- Culturally intelligent global leader, 225, 281
- Culturally intelligent leadership
 - by design (*see also* Great leadership)
 - creating foundation for culturally intelligent design, 227–229
 - curiosity, 233–234
 - expatriate success, 234–237
 - going from monocultural to multicultural perspective, 230–233
 - knowledge-building, 237–238
 - patience for knowledge creation, 238–240
- Culture, 120, 249
 - Afghan culture, 129, 131
 - design-friendly organizational, 135–136
 - of empathy, 4
 - flow-based leadership, 175
 - Innovation, 202–203, 207
 - organizational, 207
 - people-focused, 9
 - “Culture determines and limits strategy”, 135–136
 - “Cupcake” approach, 27, 28
 - Curiosity, 218, 233–234
 - Decision-making process, 131
 - Deep presence, 58–59
 - Design approach, 281
 - leadership horizon of presence, 56–59
 - leadership horizon of vision and values, 59–62
 - making meaning in “storied space”, 62–65
 - to strengthening leadership, 56–68, 65–67
 - Design thinking, 9–11, 13, 25, 121, 144, 165, 166, 275, 279, 280
 - build systems and processes, 136–138
 - capacity, 133
 - components, 132–133
 - diverse voices from edge, 135
 - foster design-friendly organizational culture, 135–136
 - garner sponsorship of key C-suite leaders, 133–134
 - ideation, 125–126
 - implementation, 127–128
 - inspiration, 122–125
 - inspire, ideate, and implement, 128–131
 - manage expectations and embrace risk, 134–135
 - outcomes from applying design approach, 132
 - success, 135
 - VUCA, 120
 - for workspace, 267
 - Design-friendly organizational culture, 135–136
 - Design(ing), 11–14
 - design-centric companies, 24
 - framework, 5, 25
 - leadership, 77–79
 - mental mode of design process, 282
 - mindset, 10, 11–14, 140, 279
 - playbacks, 30
 - principles of empathy, 4
 - process, 276, 279
 - stronger self-efficacy and agency, 54–56
 - workspace, 264
 - Designer leadership to leadership by design, 78, 86–87
 - journey from, 82–86
 - questions, 87–89

- Designing leadership for innovation
 - (*see also* Innovation)
 - artistic leadership, 215–220
 - change in perspective, 210–212
 - context of business, leadership, and innovation, 212–213
 - design thinking journey, 197
 - innovation inertia, 210
 - innovation turns into rabbits in headlights, 212
 - leading of and leading for innovation, 214–215
 - obstacles to embracing innovation, 210
 - in twenty-first century, 213–214
- Designing leadership like Jazz music, 35, 279
- leadership as art, 35–36
- leadership formation, 36–38
- leadership formation precedes leadership development, 38–39
- lessons from jazz apply to leadership formation, 39–45
- Digital devices, 199
- Digitized talent management apps, 110–111
- Disappearance of boundaries, 199–200
- Disintegration of boxes, 199–200
- Diversity, 158
 - divergent thinking, 21, 22
 - diverse voices from edge, 135
 - gender, 94
- “Divided life”, 61
- “Dry cake” approach, 28
- Dunning-Kruger effect, 229
- Economic development, 130
- Economist Intelligence Unit, 225, 227
- Economy of encounters, 258
- Emergent leadership
 - designer leadership to leadership by design, 82–88
 - designing leadership, 77–79
 - leadership by design, 79–81
 - questions, 87, 89
- Emotional control, 155
- Emotional intelligence development, 44–45
- Empathy, 4, 9, 12, 97–98, 145, 159, 182, 266, 276, 277–278
 - applying, 184
 - establish design team, 98
 - maps, 17–18
 - skills for design, 99
 - skills to redesign Fe+Male synergy in organization, 99–105
- Employees, 249
- Entrepreneurship, 86
- Ethnic context, 158
- Exceptional leadership, 3–4, 79, 275
 - evaluation by design, 281
- Exceptional Leadership by Design (ELBD), 275, 279
- Expatriate success, 234–237
- External linkages, 208
- Facebook, 24, 146
- Facilitating team flow, 182–183
- Faith-based contexts, 36
- Fe+Male leadership synergy
 - activation in organization, 95–97
 - advance female leadership inclusivity, 111–112
 - broader facts, 105–108
 - case study, 92–95
 - design favorable environment for gender inclusivity, 112–114
 - empathize, 97–105
 - posters of world of women leaders, 108–111
 - reinforcing confidence of highly capable women, 114–115
- Feedback, 161, 166
- Female graduates, 106
- Female leadership inclusivity, advance, 111–112
- Flexibility, 12, 159
- Flow, 173
 - characteristics, 173
 - function, 174
 - leadership and, 175
 - transformation, 174
- Flow-based leadership
 - design flow-based leadership in organization, 183–189
 - gold standard of, 176–177
 - GSD flow-based leadership model, 177–183
 - life cycle of leadership development, 175–176
 - model, 280–281
 - primer on flow and, 173–183
- Ford Motor Company, 41
- Forming individuals into whole persons, 43
- Fusion, 261
- “Future Friday” project, 182

- Garner sponsorship of key C-suite leaders, 133–134
- Gender
 discriminatory practices, 113–114
 diversity, 94
 equality and sensitivity, 113
 gender inclusivity, design favorable environment for, 112
 senior management advocacy, 113–114
- Geographic identity, 159–161
- Georgia Smoke Diver (GSD) (*see also* GSD flow-based leadership model), 176–177, 189, 281
- Global Innovation 1000 Report (2012), 221*n*11
- Global leadership, 242
- Gold standard of flow-based leadership, 176–177
- Google, 13, 24, 146
- Governance, 130
 projects, 130
 structures, 138
- Great leadership (*see also* Culturally intelligent leadership by design), 3, 279
 core design concepts categorized under four buckets, 14
 create, 24–28
 design, design mindset, and leadership, 11–14
 inspirational leadership story, 9–11
 learn, 28–30
 mindset, 30–31
 structural changes, 8
 team's flat hierarchy, 7
 think, 19–24
 understand, 15–19
- Grounded confidence, 51
- “Grunt” jobs, 185
- GSD flow-based leadership model, 177–178
 bind group, 180
 commit to stable infrastructure, 179–180
 communicate by design, 179
 facilitate team flow, 182–183
 honor individual creativity to promote innovation, 180–181
 lead by example, 178–179
 use positive motivation techniques, 181–182
- Hackman and Oldham model, 161
- Harvard's Project Zero, 43
- Healthy detachment, 29
- Hidden bias, 229
- High reliability organizations (HRO), 187–188
- High-performing military units, 138
- Highest paid person's opinion (hippo), 21
- How might we approach (HMW approach), 23–24
- Human agency model, 55, 65
- Human needs satisfaction, 158–159
- Human sciences, research in field of, 58
- Human-centered design approach (HCD approach), 10, 86, 96, 114
- Human-centered lasting solution, 280
- Human-centric design thinking, 280
- Ideation, 10, 121, 125–126, 129–130, 185–186, 266, 278
- Identity grounded in integrity, 43–44
- IDEO, 10, 24, 125, 133
- Imagination, 218
 outcomes as design mechanism, 185–186
- Implementation, 121, 127–128, 130–131
- Improvisation practice, 41–43
- Incremental approach, 26
- Individual resilience, 150, 151
- Industrial Revolution, 161
- Influences, 12
- Innovation (*see also* Designing leadership for innovation), 198
 ability to lead for, 198–203
 culture, 202–203, 207
 excellence, 211
 honor individual creativity to promote, 180–181
 inertia, 210
 leading practice, 208–209
 perspective, 210
 strategies, 205
- Innovation Exchange*, 220*n*10
- Innovation Leading Practice & Future Challenges, 220*n*10, 221*n*12
- Innovative organizations (*SEE also* Designing leadership for innovation), 203
 external linkages, 208
 leadership, 205–206
 organizational culture, 207

- physical work environment, 207
- processes, 206–207
- strategy and vision, 204–205
- Innovators, 208
- Innovators Anonymous*, 220*n*10
- Inspiration, 121, 122–125, 128–129, 217, 257
 - inspirational leadership story, 9–10
- Integrity, cultivating identity grounded in, 43–44
- Intercultural management, 242
- Intercultural sensitivity, developmental model of, 230–231
- Internet, 199
 - Internet-era digital technology, 255
- Intuitiveness, 12, 218
- Iterative approach, 26, 134, 138, 140
- Jazz music, 37–38
 - Jazz artists, 44
 - lessons from Jazz apply to leadership formation, 39–45
- Job design model, 165
- Job Diagnostic Survey, 161
- Johari Window, 235, 236
- Journey maps, 18
- Knowledge creation, patience for, 238–240
- Lateral thinking, 21
- Leaders/leadership, 3–4, 14, 21, 27, 43–44, 51, 75, 149–150, 166–167, 175, 182, 205–206, 275, 276, 279, 281
 - adversity growth cycle, 151
 - as art, 35–36
 - assumptions, 199
 - impact of built environment, 251–254
 - CHC, 259–263
 - choosing mood, 153
 - cognitive freedom, 154–155
 - context, 19
 - by design, 79–81
 - design, design mindset, and, 11–14
 - designer leader to leadership by design, 82–86
 - designer leadership to leadership by design, 86–87
 - designing, 77–79
 - dimensions of resilience, 152
 - evaluation by design, 282
 - gift of resilience, 156–157
 - importance, 212–213
 - for innovation, 213–215
 - Microsoft Finland, 257–259
 - process, 87, 157
 - resiliency, 150–151
 - styles, 3, 249–251
 - traditional paradigms, 31
 - workspace, 255–257, 264
- Leadership, 11–14
 - “Leadership and Systems”, 76
- Leadership development, 184–185, 189
 - leadership formation precedes, 38–39
 - life cycle of, 175–176
- Leadership formation, 36–38
 - cultivating identity grounded in integrity, 43–44
 - developing emotional and spiritual intelligence and literacy, 44–45
 - forming individuals into whole persons, 43
 - lessons from Jazz apply to, 39
 - making improvisation practice, 41–43
 - pay attention, 40–41
- Leadership horizon
 - of presence, 56–59
 - of vision and values, 59–62
- Leadership in Turbulent World*, 150
- Leadership Self-Efficacy (LSE) (*see also* Self-efficacy), 52
- Lean Product Design, 16, 27
- Learning, 14, 28–30
- “Library”, 257
- Line-of-duty deaths (LODDs), 181
- Literacy development, 44–45
- Lived space, 256
- Logistical systems, 132
- Market readers, 205
- MassMutual, 13
- McKinsey study, 182
- Mediocre leadership, 3
- Mental mode of design, 282
- Meta-cognition, 54
- Microsoft Finland, 257–259
- Military application, 120
- Mind mapping, 22–23, 24
- Mindset, 28
 - design, 10, 11–14, 140, 279
 - leadership, 30–31
 - organizational, 159

- Minimum viable product (MVP), 27
- Mo(tivation) Squad (Mo Squad), 181
- Mount Coolool in Australia, 15
- Multicultural perspective, from monocultural to, 230–233
- Musical information, 42

- Need seekers, 205
- Negativity, 147
- Networking, 265–266
- Non-resilient person, 149
- NPS, 19

- Observation, 29
- Open-ended questions, 29
- Openness, 12, 227–228
- Operational excellence, 211
- Organizational/organization(s), 179, 241
 - activating Fe+Male leadership synergy in, 95–97
 - applying empathy, 184
 - behaviors, 206
 - connections with resilient leadership, 157
 - culture, 207
 - design flow-based leadership in, 183–184
 - design models, 160–161
 - growing leaders, 184–185
 - ideation, 185–186
 - intervention, 277
 - leadership, 9, 145, 146
 - mindset, 159
 - prototype development, 187–188
 - resilience, 150
 - restructure, 162
 - skills to redesign Fe+Male synergy in, 99–105
 - testing, 189
 - values, 206
- Outcomes, 12

- Pacific Area Special Operations Conference (PASOC), 124, 127–128
- PayScale, 107
- Peace, 167
- People-focused culture, 9
- Performing artists, 45
- Performing arts, 45
- Personal vision, 60
- Personas, 17
- Physical space, 261

- Physical work environment, 207, 251–252
- Pixar film, 30
- Planned space, 256
- “Playback” and learn together, 29–30
- Political context, 158
- Practical design concepts, 14
- Practiced space, 256
- “Premortem”, 186
- Prototypes, 10, 25, 27, 267, 278
 - development, 187–188
 - impactful responses to VUCA challenges, 125–126
 - testing, 277–278
- Public Information Officer (PIO), 187

- Quantum Corp, 195, 197, 219

- Reciprocity of self-efficacy and agency, 52–53
- Recognition Primed Decision model (RPD model), 186
- Redesigning
 - Fe+Male synergy in organization, 99–105
 - hero leader, 75–89
 - leadership, 279
- Reflection, 216
 - reflective experience, 54
 - reflexive design approach, 50
- Resilient leader, 150, 165
 - connections between organizational design and, 157
- Resilient organization design, 144, 162–165
 - action plan to design resilient organization over time, 165–167
 - out of balance, 147–148
 - connections between resilient leadership and organizational design, 157
 - leader learns to resilient, 150–157
 - leadership, 149–150
 - linkages between adversity, stealing time, and resilience, 144
 - organizational layoff, 143–144
 - socio-economic system components, 158–161
 - stealing time, 145–146

- Resilient/resilience, 144, 145, 160
 - behaviors, 151, 163, 165
 - dimensions of, 152
 - individual, 150, 151
 - organizational, 150
 - spiritual dimension of, 156
 - strategies, 154
 - team, 150
- Respectful, 216
- Rethinking, 162
- Revolutionizing effect, 85
- Rights Revolution, 105
- “Sacred honor”, 180
- Scorecard method, 41
- Seesaw movement, 211
- Self-efficacy, 66–67
 - contextual insight for, 60
 - of inexperienced chess player, 54
 - reciprocity of, 52–53
 - strengthening, 54–56, 67
 - “Sweet Spot”, 55
 - wildcard, 51–52
- Self-organization principle, 258
- Serendipity, 258
- “Seven Streams of Resilient Behavior”, 162–164
- Sharing knowledge, 30
- Sincerity, 217
- Skill acquisition, continuum of stages of, 50
- Skill variety, 161
- Social capital, 87
- Social construct, 77
- Social dimension, 161
- Social networks, 128–129
- Socio-cultural friction, 120
- Socio-economic and cultural context, 123
- Socio-economic system, 157
 - ethnic, cultural, political, and diversity, 158
 - geographic identity, 159–161
 - human needs satisfaction, 158–159
 - transparency and flexibility, 159
- Solidarity, 232
- Spirituality, 156
 - spiritual dimension of resilience, 156
 - spiritual formation, 36–37
 - spiritual intelligence development, 44–45
- Stakeholders, 121, 124, 275–276
- Starbucks, 13
- Stealing time, 145–146, 151, 280
- “Storied space”, 61–65, 66–67
- Strategy
 - cost-effective, 276
 - innovation, 205
 - resilience, 154
 - and vision, 204–205
- Strengthening leadership by design, 51, 65–67, 279
 - applying design approach to strengthening our leadership, 56–68
 - designing stronger self-efficacy and agency, 54–56
 - laying groundwork for, 50
 - new perspective on, 50–51
 - reciprocity of self-efficacy and agency, 52–53
 - self-efficacy wildcard, 51–52
- Stress, 147, 148
- String bass player, 45
- Structural changes, 8
- Structured design process, 9
- Synergy, 93
 - activating Fe+Male leadership, 95–97
 - barriers undermining Fe+Male leadership, 106–108
 - skills to redesign Fe+Male, 99–105
- Talent management systems, 113
- Task identity, 161
- Task significance, 161
- Teacher formation, 37
- Teams, 160
 - members, 144, 159
 - resilience, 150
- Technology, 147, 265
 - drivers, 205
- Testing, 10, 278
 - organizational, 189
 - prototype, 277–278
- “Theory of Practice”, 40
- Thinking, 14, 19–24, 162
- Thumasai Inc., 81, 84
- Time management, 217–218
- Tolerant/tolerance
 - approach, 30, 217
 - for error, 12
 - for risk, 12
- Traditional leadership, 20, 31, 250

- Transparency, 159, 218
- Tribalism, 180
- True empathy, 97
- Trusting, 216–217

- Uncertainty, 200, 250
- “Unconscious Bias” test, 113
- Unconscious incompetence, 229
- Understanding, 14, 15–19
- Underwriters Laboratories (UL), 181
- User Experience Design, 27
- User-Centered Design, 25

- Values
 - leadership horizon of, 59–62
 - organizational values, 206
 - of women leaders, 109
- Vision, 204–205
 - leadership horizon of, 59–62
 - personal, 60
- Visionary leader, 9
- Visualization, 22, 23
- Volatile, Uncertain, Complex, and Ambiguous (VUCA world), 77, 120, 172, 198
 - challenge with inclusive stakeholder involvement, 122–125
 - prototype impactful responses, 125–126
- Volatility, 250

- “Wartime” leader, 78
- Water
 - analogy, 105
 - management, 130
- Wellness, 167
- Women leaders (*see also* Leaders/leadership)
 - need from organizations, 110
 - needs, values, and beliefs of, 109
 - posters of world of, 108–111
 - reinforcing confidence of highly capable, 114–115
 - trends influencing opportunities for, 111
- Work-related performance, 53
- Workflow, 249
- Workplace creation
 - “How”, 265–266
 - “What”, 266–268
 - “Who”, 264–265
- Workplace design, 148, 149, 281
- Workspace, 255–257, 262
- World Economic Forum, 105, 203