

CONTENTS

1. Introduction 1
2. How to Use This Book 10

SECTION 1 CASE STUDY

3. American Woodmark 17

SECTION 2 ESSAYS

- 2.1—The Vision 51**
 4. Yes, Even in Business 52
 5. Nice Guys Finish Last 54
 6. To Be Exceptional 60
- 2.2—The Leader 64**
 7. The Servant as Leader 65
 8. Imagine and Inspire 69
 9. Everyone a Leader 73
- 2.3—Processes and Tools 77**
 10. “What Do I Want?” 78
 11. The Much Maligned Meeting 82
 12. The Survival of the Fittest 85
 13. “*Not Knowing* is Your Friend” 89
 14. Yes, Even for Non-Profits 93
 15. “Maximizing Profits—Isn’t That Our Job?” 96

2.4—The Journey	102
16. Talk is Cheap	103
17. Guidance from Ghandi	107
18. A Bad Plan Poorly Executed	110
19. Right Person / Right Job	114
20. “Why Do Exceptional Organizations Fail?”	117
21. “Any Luck?”	121

SECTION 3
LESSONS

3.1—The Vision	129
22. Vision-Driven Organizations	130
23. Values	141
24. Culture	150
3.2—The Leader	157
25. Leaders and Followers	158
26. Leadership Styles for Decision Making	174
3.3—Processes and Tools	182
27. The 7-Step Process	183
28. Meeting Management	196
29. Understanding Discourse	204
30. Mental Models	210
31. Human Motivation	225
32. Working in Teams	236
3.4—The Journey	243
33. Working in Alignment	244
34. Cultural Change	254
35. Ethical Dilemmas	268

Contents

SECTION 4 AN INTERVIEW

36. An Interview with John P. Howe, III, M.D.	277
---	-----

SECTION 5 IMPLEMENTATION

37. Creating and Implementing Your Plan	295
38. Using Instructional Materials	306
39. Conclusion	307

Endnotes	309
----------	-----

Bibliography	313
--------------	-----

Index	317
-------	-----

Acknowledgments	323
-----------------	-----

About the Author	326
------------------	-----