

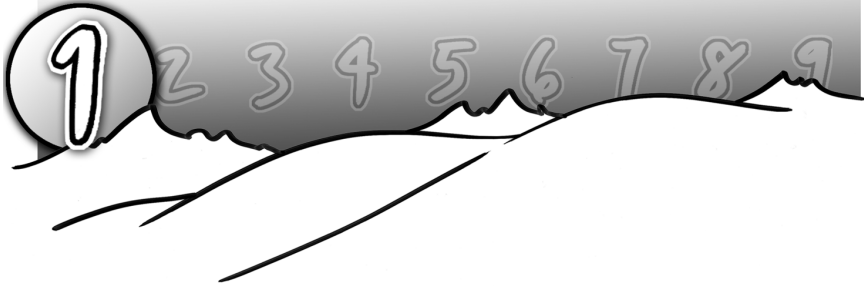
TABLE OF CONTENTS

<i>Preface</i>	viii
<i>Acknowledgements</i>	xiv
1 Introduction	1
1.1 A “considered” approach	3
1.2 Two main ideas	4
1.3 Seeing, being, and doing	5
2 Leadership Landscapes	7
2.1 Leadership is relational	8
2.2 Leadership landscapes master perspective	10
2.3 The most valuable leadership currency: leadership attention units	13
2.4 Functions of the leadership landscapes perspective	13
2.4.1 Atlas function	14
2.4.2 Navigator function	15
2.4.3 Presencing device	15
2.4.4 Zooming lens function	16
2.4.5 Balancing function	16
2.5 Case study	17
2.5.1 Case: outsourcing	19
2.6 Integrated leadership	23
2.6.1 Roots of integration	25
3 The Equanimity Shift to Dynamic Balance	29
3.1 The pieces of equanimity	33
3.1.1 An eye for possibility	35
3.1.2 Reframing	36
3.1.3 Being present and projecting presence	39
3.1.4 Recovering oneself	40
3.1.5 Enduring commitment	41
3.2 The whole of equanimity	44

4 Leadership Seeing: How We Enact an Eye for Possibility and Reframe	45
4.1 Eye for Possibility	46
4.2 Sharpening an Eye for Possibility	48
4.3 The art of reframing	50
4.4 Key principles of reframing	54
4.4.1 Key principle 1: honoring diversity	55
4.4.1.1 The explorer mentality	56
4.4.1.2 Team diversity	57
4.4.1.3 Failing diversity	59
4.4.2 Key principle 2: the safe space to create	61
4.5 Working across the landscapes	63
5 Leadership Being: Commitment	67
5.1 Enduring Commitment	68
5.2 Episodic Commitment	68
5.3 Immediate Intent	69
5.4 <i>Common Fire</i>	70
5.5 Working with commitment	71
5.6 Sustaining commitments	72
6 Leadership Doing: How We Recover and Radiate Presence	77
6.1 Action and decision taking	80
6.2 Making conscious decisions (or not), and the risk of slipping into irrecoverable territory	81
6.3 Being Present and Projecting Presence	84
6.3.1 Presence in relationship to leadership landscapes	84
6.4 Recovery	87
6.4.1 The remarkable Dr Juan Rada	88
7 Moments of Truth: Putting It to Practice	95
7.1 Recognizing Moments of Truth	96
7.2 Rising to the leadership challenge in our Moments of Truth	99
7.2.1 Seeing	100
7.2.2 Being	101
7.2.3 Doing	102
8 Toward Mastery: How to Do This?	105
8.1 Mastery	106
8.2 Practice	107

8.3	Practice 1: Landscape balancing diagnostic	110
8.3.1	Leadership landscapes default behavior	112
8.4	Practice 2: Inquiry mapping	114
8.4.1	Step 1: discover issues	114
8.4.2	Step 2: cluster per landscape	115
8.4.3	Step 3: create dimensions	115
8.4.4	Step 4: discuss dimensions and relations	116
8.4.5	Why inquiry mapping?	118
8.4.6	Optional extensions	118
8.4.7	Examples of inquiry mapping and powerful dimensions	119
8.4.8	Why is this technique any different from just brainstorming or other workshop tools?	120
8.5	Practice 3: The Reflective Moment	121
8.5.1	Personal reflection	124
8.6	Practice 4: Conversational partnerships	125
8.6.1	Margaret Mead and Gregory Bateson	125
8.6.2	Steve Jobs and Steve Wozniak	127
8.6.3	Initiating conversational partnerships	129
8.6.4	Coaching as conversational partnership for reflective practice	130
8.7	Practice 5: FutureFacts	132
8.7.1	Phase 1: creating futurefacts	133
8.7.2	Phase 2: storyboarding futures	133
8.7.3	Phase 3: drawing implications	134
9	Classical Illustration	137
9.1	The Northwest Passage	138
9.2	The man who ate his boots	140
9.3	Franklin's perspective	141
9.4	Amundsen's breakthrough	142
	<i>Notes</i>	149
	<i>Index</i>	153

C H A P T E R



INTRODUCTION

Introduction

In a breathtakingly high-paced world where some brave leaders are trying to drink from the fire hose of the Google,* a new set of leadership tools for their career might not be very helpful and may even draw the wrath of those who are already disoriented. It is for that reason that we have written a book that develops fresh concepts by building on and integrating a number of existing theories and tools. To do this we draw our inspiration from leadership in real time, from the real lives of existing leaders and those that are on the way to become the next generation of leaders. We have put ourselves in their shoes and wondered whether they need new tools and practices or whether they need a way to frame their lives. Or both.

Take, for example, Alex, a 42 year old Belgian Canadian business leader – one of the most confident people we know – who has served in postings from Sao Paulo to Seattle to Singapore, each one more successful than the last. His professional moves in the financial markets demonstrate substantial talent. Nominated to the management committee, a posting he has desired for nearly 20 years, he now considers his options.

His partner, Saskia, is also a leader in her field. She amazes people with her careful interpretations of corporate law. She is frequently demanded for testimony in New York and London, the headquarters of her recently

* As of this writing a search on “leadership” produced 163,000,000 citations in 0.1 seconds.

2 LEADERSHIP LANDSCAPES

acquired firm. She has developed a mastery around conference calls for some of the biggest M&A deals in the world. Each deal reveals an artfully choreographed dance in a virtual world with global partners and clients. She knows the players. She controls the flow of the dance. She does not like to lose.

Saskia and Alex have two beautiful children in the proper schools, an au pair, and a half-a-million Euro mortgaged house in the right part of the village. Their double income makes it possible for them to go on expensive holidays. Everything perfect? No worries?

Even as we read these words we wait for the other shoe to drop. We anticipate another side to this story. Perhaps there are many possible “other sides” to this story. Yet consider that these other sides of the story may not be other sides at all but different aspects of the same landscape, different fractals of the same lives. Of course they want more. The trajectory of their lives points to more. At the same time doubts creep in, sometimes subtle, sometimes born of crisis. They know their capabilities, yet, increasingly a sense of limits dawns in their awareness or breaks into their consciousness:¹ limits to their own energy, limits to their ambitions, regrets at time away from home and family, and maintaining their finely tuned balances in the face of unrelenting demands and challenges.

Then there are the landscapes of performance. What’s happening with the immediate work projects? What’s going on with the teams they lead and the teams they are part of and with their relationships with colleagues and clients? How is all this affected by larger organizational concerns? How are they managing the limits of time and attention on these fronts?

And perhaps way in back of their minds lies more uncertainty regarding the limits and risks of the business cycles they are operating in and even limits to their belief that they can continue to do well and ignore the impact of their work on the social and ecological conditions in other parts of the world.

Saskia and Alex are not the only ones troubled with doubts like these. In our practice they come up regularly among current and aspiring leaders. A key developmental challenge of midcareer is how to step up to them, and a central challenge of sustainable leadership is how to remain engaged with them over the long haul.

In the face of these challenges some leaders take the approach of trying to do more and do it harder. Most who try more and harder find themselves sinking at the deep end of the pool swamped by energies that are overwhelmed, attention that has become unfocused or overfocused or dragged down by a tool kit that has become threadbare and heavy with predictability. Other leaders opt for simplicity by crowning one value king or by sacrificing one area of life to another.

1.1 A “considered” approach

The kind of leader we focus on takes a more considered approach that seeks integration and balance in the face of limits. This approach welcomes doubts as questions to be lived with and taken seriously. Our study of this “considered approach” to leadership has been oriented by questions such as, why do some leaders have an ability to integrate the landscapes of their work and lives while others do not? How do some leaders possess the composure to stay in balance yet adapt to changing circumstances? How does one build and sustain an integrated leadership practice that can both respond and adapt to the most urgent challenges while weaving their actions into a coherent framework – especially one that serves the world as the enduring signature of both their work life and their life’s work?

Take the case of Christine Loh, a civic activist and business leader in Hong Kong. We visited Christine in Hong Kong in April 2007. Looking out across Hong Kong Harbor in the direction of Kowloon, the Star Ferry cuts a low bow wave that ripples out toward the bridge and off into the South China Sea. The boat is full, the streets are full, and life is full speed ahead in Hong Kong. A seemingly unstoppable force of human nature caught in a cycle of creative destruction and renewal. Centuries of history lock relationships into ritual and rivalry. Christine Loh knows. She was once an eager young trader working for a global investment bank, who wanted to learn skills that could be used to make a difference. Then at a certain moment she realized that any wealth she created could not be passed on in a proper way because the law forbade female involvement in the “males-only” inheritance laws. Over time she became a member of the Hong Kong legislative council. She led the charge that changed that law. In the meantime she saw other laws that excluded people, laws that led to unintentional consequences and simply “did not make sense.”

Along the way, she developed a conscious practice to integrate her experiences, from the most spiritual to the most practical. When we asked Christine Loh to describe her considered approach she responded with an elegance that speaks to the core of what this book is about. “It is simple” she said.

Many of my colleagues see me working on a very diverse agenda, and wonder: how do you link it all together? How can you take so many diverse themes and find a red thread? How do you find balance in your varied lifestyle of travel, family, public policy and business leadership? I’m 51. That’s important stage wise in terms of my perspective, my views, my understanding of people. I always try to maintain the big

picture. But along with the big picture, I always need to verify. For that I go to the microcosm, and look for scenarios and shifts in the system. I find this intellectually exciting, as everything shifts all the time. I need to know how people feel, beyond the expert view. I know how to shape my presentations to serve multiple perspectives. I am genuinely excited when I am working with people to develop new hunches and then verify them – sometimes with very surprising results. At a recent conference I worked with a lighting engineer on the question of how we can price clean air. We had the same perspective coming from completely different worlds.

Are these skills and competences that everyone can learn? The most basic skill is to suspend the judgement part of my mind, the part that says “no” when I engage in a conversation or lead a workshop. People want to distil without listening. They want to map what is being said to their own experience. Can we learn how to suspend judgement, start with a “yes” and always feel excited about what is presented to us in a way that we feel “let’s try it, or try to imagine the outcomes.”

I have been deeply immersed in high profile issues that required me to change the interest structure. To do this I have had to stay one step ahead of the others and thoroughly understand the issues at hand. Inheritance rights involve history, politics, issues and awareness of the changing dynamics as this became a public issue. I admit that to handle that issue I had to exercise tremendous detachment to both keep physically healthy while constantly assessing new openings, new risks, while maintaining a situational awareness that could both pinpoint specific issues while showing that in the wider picture, there were much bigger issues at play. It is not just a moving target. You and others are shaping it at the same time.

Leaders who, like Christine Loh, take a considered approach live busy and full lives but for the most part do not seem particularly daunted by it all. They are clearly aware both of limits and of costs. They have achieved great heights yet hold their work and themselves in perspective. For Saskia and Alex the development of a more considered approach could be the best way to catch the shoe as it is dropping.

1.2 Two main ideas

There are two main, interrelated ideas that lie at the heart of this considered approach. The first is an image of a landscape. It is a natural metaphor to draw our attention to an emerging view of leadership in a world where

everything connects, at speed, to everything and everyone else. At the same time, by having an integrated view, expressed through landscapes, we can find fresh words and images to support a new generation of leaders who, in our care, are looking for inspiration, clarity, and direction. This group, many of whom are already masters in their fields of work and occupation, shows us their fatigue and dislike for management frameworks that have too many dimensions, too many variables, and too many choices when navigating in an increasingly connected world. It is through our development work with many fine leaders that we have come to know their practices and understand their emergent ways of working. For them we strive to share some of their signposts and milestones along the way and link the disparate roadmaps to an overall image of the leadership landscape.

A second and important aspect of the considered approach is to take enough time to explore the inner landscapes of leaders' work and lives so that the reader can place their stories into a new perspective. Through our research on the qualities that sustain leaders and hold them to their wider commitments, we discover that a part of the genius of leaders such as Juan Rada at Oracle, Rattan Chada at Mexx, or Christine Loh at Hong Kong's Civic Exchange is their unique ability to hold the foreground while staying conscious of wider perspective on the landscape and, when necessary, to reconfigure and rapidly rebalance in the face of new challenges and trade-offs. In every case, this "rapid recovery" did not come without powerful experiences and conscious practice. It was often developed through the integration of their learning into a wider frame of life's experiences that helped them to "make sense" of what happened while "feeling a shift" in their perspective. They became conscious of what they were doing – and then were able to develop a mastery of a different sort.

In this book we do not dwell on complexity and turn it into a nemesis of every choice or situation that leaders face. Instead we choose to recognize the "buzzing, blooming reality" present in every organization and boardroom we visit. Our purpose is not to shy away from complexity but to consider more hidden pathways through the maze. Throughout our narrative, we draw attention to masterful leaders whose art form is their ability to see and stay open to a rich mix of colors and broad strokes across the landscape, while sustaining a presence of mind for the details of their most pressing challenges.

1.3 Seeing, being, and doing

This has led us to the notion that leaders need to build maps of the landscape that help them to discover and "see" where they currently

6 LEADERSHIP LANDSCAPES

put their energy and attention. Through collaborative map-making one recovers a perspective on one's work and life. We explain that the next logical step in the leader's journey is to make conscious choices about where one wants to "be" in terms of intentions and commitments, before deciding what to "do." The sequence of "seeing," "being," and "doing" takes us to our central thesis: if leaders fail to combine an understanding of the wider landscape, their sense of where they are playing most powerfully, and the capacity to stay in balance, they have not entered the black belt level of leadership mastery.

We invite you to a new practice field for leaders, a gymnasium that starts with the art of rebalancing, of living comfortably in continuous motion on the landscapes of our work and our lives. We challenge you as a reader to develop your own unique and creative path back to equanimity or to use another phrase, to seek your own "dynamic balance" through some well-described practices. The masters of these integrative leadership practices have shown us the way. It is our ambition to capture the essence of their ideas, place it in a business context, and share it with a wider public. For some it will be a useful tool box, for others it has become a way of life.

I N D E X

- Abilene Paradox*, 83
 Adair, John, 152
 Adams, James 150
 African National Congress (ANC), 73–74, 123
 Aikido, 106
 Aldair, 99
 Aldi, 60
 Allende, Salvador, 88
 Allison, Graham, 83, 151
 American Museum of Natural History, 7
 Amundsen, Roald, 56–57, 137–139, 142–148, 152
 Antarctic, 57–59, 138–148
 Apartheid, 73–75
 Apple Computers, 127–128
 Archer, Colin, 145
 Aristotelian and Cartesian Rules, 25–27
 Artic, 138–148
 ASDA, 59
 Astin, Alexander 150
 atlas function of leadership landscapes perspective, 13–14

 Bakker, Peter, 31
 balance, *see* equanimity
 balancing function of leadership landscapes perspective, 16
 see also, leadership attention units (LAUs)
 Bateson, Gregory, 125–127, 152
 Bateson, Mary Catherine, 126
 Battle of Trafalgar, 140
 beauty backlash, 53
being, 101
 see also, *commitment*, *presence*
being present, *see presence*
 Belenky, Mary, 150
 Belgian Post, 86–87
 Bennink, Jan, 37–39, 50–51
 Bird, Larry, 77–79, 84
 Bjaaland, Olav, 144
Blue Ocean Strategy, 51–52, 64
 Borges, Jorge Luis, 59
 Boston Celtics, 77–79
 Botkin, James, 149
 Boulding, Kenneth, 149
 brainstorming, 120–121
 see also, *inquiry mapping*
 brand, 52–54
 Breeden, Richard, 91
 Bremen University, 59
 British Admiralty, 139, 141–142
 Brown, Bradford K., 40
 Buffett, Warren, 83, 91–92
 business creative, 135–135
Business Week, 81

 Campaign for Real Beauty, 52–54, 61
 Campbell, William, 42
 Carlson, Jan, 95
 Cartier-Bresson, Henri, 102, 152
 Catholic University of Santiago, 88
 Celente, Gerald, 53–54
 Chada, Rattan, 5, 80, 83
 change process, 36
The Changing Culture of an Indian Tribe, 126
 Civic Economy, 31
 Clinch, Blythe, 150
 Club of Rome, 88
 coaching, 129–132
 Code Tabaksblatt, 38–39
 Collins, Jim, 27, 70, 101, 149, 151, 152
Coming of Age in Samoa, 126
commitment,
 case study, 73–76
 and coaching, 130–131
 enduring, 67–68, 72–73, 90, 101
 episodic, 67–68
 immediate intent, 67–70, 74–76
 meaning and purpose, 130–131
Common Fire: Leading Lives of Commitment in a Complex World, 29–30, 39–41, 70–72
 common space, 63
 competency gaps, 105–107

- Compernelle, Theo, 85
 complexity, 5, 9, 17, 23–27, 63–65, 100
 managing, *see inquiry mapping; leadership landscapes*
 conversational partnerships, 49–50, 125–129
 case studies, 125–128
 coaching, 129–130
 initiating, 129
 see also, deep listening
 corporate HR (human resources), 9–10
 Cortés, Hernán, 138
 critical thinking, 25
 crowdsourcing, 63
Culture and Commitment, 126
 Cummings, Tom, 150
The Cybernetics of “Self”: A Theory of Alcoholism, 126
- Daloz, Laurent, 149, 150, 151
 Davis, John, 138
 decision taking, 80–83
 see also, *the moment of truth*
 deGeus, Arie, 152
 deJong, Rob-Jan, 45
 deKlerk, F.W., 75
 Detroit Pistons, 77–79
 dialogue, 65
 see also, conversational partnerships; coaching
Dictionary of Canadian Biography, 140
Did the Pedestrian Die?: Insights from the World’s Greatest Culture Guru, 83
 diversity, 55–63
 case studies, 56–61
 cultural 59–61
 honoring, 55–56
 safe space to create, 61–63
 team, 57, 62–63
doing, 102–103
 see also, *presence*, *sweet spot*, *moment of truth*
 Donaldson, Rodney, 149
 Dorgan, Byron, 59
 Dove, 52–54, 61
 DPG, 41
 dualism, 25–26
 dynamic balance, *see* equanimity
 Dyson, Goarge, 55–56, 59
- ecology, 25
 ecology of the mind, 125
 Elmandjra, Mahdi, 149
 emotion, 97
enduring commitment, *see* *commitment*
episodic commitment, *see* *commitment*
 equanimity, 29–110
 development of, 30
 elements of, 33–103
 introduction, 29–31
 mastering, 105–110
 see also, *commitment*, *the eye for possibility*, *presence*, *recovery*, *re-framing*
Essence of Decision: Explaining the Cuban Missile Crisis, 83
 EuroNext, 31, 37
 executive compensation, 38–39
 the explorer mentality, 56–57
 see also, Amundsen, Roald
 Explorers Club, 58
eye for possibility, 33–35, 45–50, 71, 79, 89
 and *commitment*, 71
 introduction, 33–35
 sharpening of, 48–50
 see also, *reframing*
- falsification, 26
 Federal Reserve (US), 82
 Feinman, Richard, 49–50
 Fisher, Roger, 150
 Flat Earth Society, 23
Forbes, 32, 91
 Fortune 500, 128
 Fram, 144–145
 Frankl, Victor, 35, 47–48, 150
 Franklin, John, 56, 140–143, 145–147
 free will, 47
 Friendman, Thomas, 30, 150
 Frobisher, Martin, 138
A Furniture Dealer’s Testament, 32
 FutureFacts, 65, 132–135
- Gandhi, 73
 Ghoshal, Sumantra, 107
Gjoo, 143–145, 147
 globalization, 9, 30–31, 100
 GMB, 59
 GNC, 37
 Goldberger, Nancy, 150
 Google, 1
 Goshan, Carlos, 90
 Greenpeace, 9
 Gutfreund, John, 81–83, 91
- Hall, Richard, 97–98, 151
 Hampden-Turner, Charles, 149
 Hanks, Tom, 8
 Harvard University, 53

- Harvey, Jerry, 83, 151
 Hawrylyshyn, Bodan, 88
 Hayden Planetarium, 7
 Hegel, Georg Wilhelm Friedrich, 26
 Henry, Thierry, 109
 Hong Kong's Civic Exchange, 3–5
 Hong Kong Legislative Council, 3–5
 Hudson, John, 139
 human resources, 9, 107
 Hunter, Roland, 146–147
- ignosecond, 97–98
 life contours and balances, 131–132
 IKEA, 31–32
 imagination, 45–47
 IMD, 88
 immediate intent, *see commitment*
 Indiana State University, 78
individual landscape, 87, 98
 and diversity, 65
 and *inquiry mapping*, 119, 130–132
 introduction to, 13
 see also, commitment
industry and market landscape, 12, 37, 83, 87
 and *inquiry mapping*, 120
 introduction to, 12
 see also, future facts
Infinite in Three Directions: In Praise of Open Thinking, 55
 influence, *see presence*
 Infosys, 32
 InnoCentive.com, 63
inquiry map,
 of commitment, 71–72
 of the *individual landscape*, 130–132
 of organization dimensions, 21, 116–117, 119
inquiry mapping,
 case study, 19–23
 instructions, 114–121
 introduction, 17–19
 INSEAD, 101
 instrumental reason, 24–27
 integration of experiences, 3–6
 integrative thinking, 23–27
 interconnected world, 7–8
 interimpacts, *see inquiry mapping*
 International Labor Office, 90
 International Management Institute, 88
 International Union for the Conservation of Nature, 90
 Internet, 30–31, 63
 Ivermectin, 42–44
- James, William, 25, 149
 Jobs, Steve, 127–128
 Johnson, Dennis, 78, 84
 Jones, Janet, 40
 Juan Rada at Oracle, 5
 Just Ask a Woman, 53
- Kamprad, Ingvar, 31–32
 Keen, Cheryl, 149–151
 Keen, James P., 149–151
 Kennedy, Robert, 46
 Kim, W. Chan, 51–52, 150
 Kissinger, Henry, 43
 Knight, Bobby, 78
 Koerber, Hans-Joachim, 60
 Kreuser, David, 102
- Laban Movement Analysis, 85
 Laban, Rudolf, 85–86
 Lagando, Silvia, 52–54
 Lambeer, Bill, 78–79
Lancet, 43
Leadership Aikido, 106
leadership landscapes,
 balancing the landscapes, 110–113
 bumping up challenges, 36–37
 chart, 12
 default behavior, 112–113
 and commitment, 71
 and diversity, 63–65
 and *enduring commitment*, 41–42
 and equanimity, 29
 functions, 13–16
 implicit use of, 27
 and *inquiry mapping*, 19–20, 23
 introduction, 5–6
 introduction to the landscapes, 11–12
 leadership programs, 36, 109
 and presencing, 84–87
 and *reframing*, 36–37, 64–65
 shifting between, 97–98
see also, individual landscape; industry and market landscape; Leadership Attention Units (LAUs); macro business landscape; organization landscape; reframing; team landscape
- leadership,
 case study, 142–148
 and commitment, 68
 in *moments of truth*, 95
 reframing, 1–13

- leadership – *continued*
 situational, 99–100
 tools, 1
see also being; doing; leadership landscapes; Leadership Attention Units (LAUs); equanimity; practice; *seeing*
- leadership approaches
 considered, 3–6
 dolphin, 18
 holistic, 17
 integrative, 24–27
 just do it, 9, 19–20, 102
 old model, 10
 relational, 8–10
- Leadership Attention Units (LAUs), 14, 16, 110–113
Leadership Moments, 42–44, 81
 leadershiplandscapes.com, 14, 110
 learning, *see* reflection; practice
 Lennon, John, 87
 level 5 leaders, 27, 101
 Lewis, Michael, 81
 Liars Poker, 81
 Lidl, 60
 life contours and balances, 131–132
 listening, 49
 Loh, Christine, 3–5
 London School of Economics, 53
Long Walk to Freedom, 123
 Loo, Eric van der, 102
 Los Angeles Lakers, 78
- macro business landscape*,
 and diversity, 64–65
 and *inquiry mapping*, 120
 introduction to, 11
see also FutureFacts
- Male and Female*, 126
 Malitza, Mircea, 149
 Mandela, Nelson, 73–76, 123–124, 151
 Massachusetts Institute of Technology (MIT), 102
mastery, 106–110
 case study, 107
see also practicing
- materials, 132
 Mauborgne, 51–52, 150
 Maughan, Deryck, 83
 McHale, Kevin, 78
 McKinsey and company, 105
 McMonagle, Ian, 25
 Mead, Margaret, 125–127, 152
- meaning and purpose, 130–131
see also, commitment
- Mear, Roger, 57
 Merck & Company, 42–44, 69
 Meriwether, John, 81–82
 Metro, 60
 Mexx, 5, 80
 Mintzberg, Henri, 107
moment of truth, 83–84, 91, 95–103
 Moore, Michael, 152
 Mount Everest, 58
 Mozer, Paul, 81–83
 Muir, John, 128
 Murthy, Narayana, 32
- Nansen, Fridtjof, 57, 143–146
 National Basketball Association (NBA), 77–79
 navigator function of leadership landscapes
 perspective, 15
see also, seeing
- Net Impact, 31
 New Year's Resolution Trap, 19, 121
 Nike, 102
 Nobel Peace Prize, 75–76
 noble causes, 31
see also, commitment
- Northern Passage, 56–57, 138–148
 map of, 139
 North Pole, 57–58, 143–146, 148
 Numico, 37–39
- The Odyssey*, 146
 O'Neil, John, 106, 149, 152
 Oracle, 5, 88–91
 organization centric perspective, 10
 organizational feedback, 86
organization landscape, 20, 83–85, 99
 and bumping up, 36–37
inquiry map, 21, 116–117, 119–120
 introduction to, 12
see also, FutureFacts
- outsourcing, 19–23
 ozone layer, 58
- Palazzi, Marcello, 31
 paradigm shift, *see reframing*
- Parks, Sharon, 149–151
 Pearl, David, 41
 Peary, Robert, 144
 peer reflection, *see* conversational partnerships
- Philips, 85

- Pinochet, Augusto, 88–89
 practice, 107–110
 case study, 108–109
 and equanimity, 30
 pragmatic integration, 26
presence, 15, 33–34, 39–40, 77–87
 case studies, 77–79, 81–83
 developing, 86
 introduction, 15, 39–40
Problems in Cetacean and Other Mammalian Communication, 126
 Procter & Gamble, 63
 the project, 131
 public affairs, 9–10
- Quinlan, Mary Lou, 53
- R&D, 63
 Rada, Juan, 5, 88–91
 Rae, John, 141
The Real Truth about Beauty, 53
recovery, 5, 33–34, 40, 87–93, 99
 case studies, 88–92
 reflection, 49, 121–126
reflective moment, 121–122
reframing, 33–34, 36–65
 case studies, 37–39, 50–54
 key principles of, 55–65
 see also inquiry mapping; leadership landscapes
 relationship-centric model, 10
 Renault, 90
 resource-based strategy, 107
 Rexall Sundown, 37
 river blindness, 42–44
 Rorty, Richard, 149
 Ross, John, 139, 140
- safe space to create*, 61–63
 Salomon Inc., 81–83, 91–92
 SAS airlines, 95
 Scenario Planning, 64–65
 see also, future facts
 Scott, Robert Falcon, 144, 148
 Securities and Exchange Commission (SEC), 82, 91
seeing, 5–6, 11, 97, 100–101
 see also eye for possibility; reframing; leadership landscapes
 Senge, Peter, 22, 149
 sense making, 17, 36, 50–52, 100, 121
Sex and Temperament in Three Primitive Societies, 126
- Shackleton, Ernest, 145
 Sharpsville massacre, 74
 Shell, 9–10, 107
 SHV, 86
 Smart sourcing, 19
 sniglits, 97
 South Pole, 57–58, 138, 143–147
The South Pole, 137
 Spar, Brent, 9
 stakeholder management, 9–10
 storyboarding, 133–134
 stress, 85
 Swan, Robert, 57–59
 sweet spot, 68, 71
 SWOT analysis, 64
- Take This Job and Ship It*, 59
 talent, 105–106
 Tambo, Oliver, 73
 Tarule, Jill, 150
 Taylorism, 10, 106
team landscape,
 and *inquiry mapping*, 120
 introduction to, 12–13
 telescoping, 16
 thesis, 6
 Thjis, Johnny, 86
 Thomas, Isiah, 78
 Tiger Investments and Quantum Fund, 82
 time management, *see* leadership attention units
 timing, 102
 see also the moment of truth
 TNT, 31
 transformation project, 19–20
 Trends Research Institute, 53
 Treasury (US), 82, 91
 Trompenaars, Fons, 83, 149, 151
 Truth and Reconciliation Commission, 123
 Tutu, Desmond, 76, 123
- Ulloa, Francisco de, 138
 Unilever, 52–54
 University of Indiana, 78
 Ury, William, 150
 Useem, Michael, 42, 81, 150–151
- Vagelos, Roy, 42–44, 69–70
 value innovation, 51
 vision, 45
 see also eye for possibility; reframing
 Vlissingen, Paul Frentener van, 86

158 INDEX

- Wal-Mart, 59–61
- Wal-Mart: the High Cost of Low Price*, 59
- Walton, Bill, 78
- Warburg, S.G., 81
- War for Talent, 105–106
- Wedman, Scott, 78
- Whole Systems perspective, 22
- Wielen, Hans van der, 37
- Wikipedia, 30, 128
- Wilber, Ken, 56
- Wood, Gareth, 57
- works council, 60
- World Bank, 81
- World Health Organization, 42
- Wozniak, Steve, 127–128