INDEX

A
accountability, ensuring with blogs, 36-37
action versus traction, 20
ad hoc tactics, 188
Affiliative leadership style, 83
Affymetrix case study, 150-152
amplifying good news, 91
AOL
  case study, 213-216
  OEP (Operational Effectiveness Program), 126
Apple, 118
authenticity, 60-61
Authoritative leadership style, 83
knowing your goals, 274-275
long-term perspective, 278-279
tips and guidelines, 277-278
Bards, middle managers as
  power of, 207-208
story-telling (corporate history)
  applying to decision-making, 216-219
  motivating and inspiring with, 213-216
  preserving corporate history, 219-221
  researching corporate history, 224-225
types of storylines, 221, 224
value of institutional memory, 211-213
Beavis, Ian, 33
Beinhocker, Eric, 188
benefits of success, 258
The Bigger Yes, 83-89
blogs, 36-37, 180-182, 185
Bogre, Jeanne, 97, 99
Bonrud, Quanah, 33
bosses
  altering expectations of, 22-23
  communicating messages to, 161-164
  educating about customers, 171-173
  needs
    confidence, 24
    explicit needs, 23-24
B
backstories, 218
bad news
  communicating, 164-166
  reacting to, 89-92
balance, achieving, 271-274
caring for yourself, 276-277
creating and working with personal board of directors, 276
developing personal scale of measurement, 275-276
developing plans to reach goals, 275
generosity and giving back, 279-280
importance of family, 273
implicit needs, 24-25
understanding, 27
selling solutions to, 267-270
understanding needs of, 46-48
bottom-up communication,
161-164
Bruch, Heike, 202
building trust, 60-61
business reasons, identifying,
31-33
Byrne, David, 59

C
career baseline, determining,
13-16
career coaches, 28-29
caring for yourself, 276-277
Case, Steve, 213
Cassandras, 193-194
CAVE (Citizens Against Virtually
Everything), 33-35
change
change for the sake of change,
209-211
power of, 109-111
choice, power of, 103
clarity in communication, 166
Coercive leadership style, 83
coercive power, 83, 107
cognitive dissonance, 63
collaboration between departments,
128-132
Columbia space shuttle case study,
239-240, 243
committed team members, 35
communication, 143
blogs, 36-37, 180-182, 185
bridging gaps, 27-29
direct communication, 67-69
Manager's Universe map, 45-46
messages
adjusting for different
teams/departments, 158-161
clarity, 166
communicating to bosses/executives, 161-164
creating and selling, 155-158
power of Translators, 153-155
unwelcome messages, 164-166
problems, communicating,
193-194
company-tilted managers, 93
complaints, investigating, 175
complexity of business world,
impact on middle management, 8
compliant team members, 35-36
compressing bad news, 91
confidence, needs for, 24
conscious memory, 217
consistency, 61-63
constructive criticism, providing,
232-234
consultative selling, 261-263
core competencies, 141
corporate change, 2-4
corporate disconnection, 5
corporate history
applying to decision-making,
216-219
change for the sake of change,
209-211
motivating and inspiring with,
213-216
power of, 207-208
preserving, 219-221
researching, 224-225
types of storylines, 221, 224
value of institutional memory,
211-213

282  IGNITED
corporate legacies, updating, 190-193
Coulter, John, 49
courage, 234-239
Cover, Stephen, 84
criticism, offering, 159
customers
  educating colleagues about, 171-173
  turning into partners, 173-175
  understanding, 169-171

D
Danly IEM, 97
decision-making, guiding with corporate history, 216-219
defining problems, 257
Democratic leadership style, 83
demographic change, impact on middle management, 8
departments, collaboration between, 128-132
designing personal project portfolios, 31-33
direct communication, 67-69
Dixon, Lance, 178
doing versus knowing, 29-31
dot-coms, 209-210
Drake, Michael, 84, 87-88, 229-231
Drucker, Peter, 169
Dunn, Marcia, 240

E
E.Q. (emotional intelligence), 80-83
Edmondson, Brad, 148-150
emergent strategy, 187-190
emotional dynamics
  consequences of ignoring, 239-243
  emotional sensitivity, 231-234
feedback, giving, 232-234
insight and courage, 234-239
leading with the heart, 243
making positives out of negatives, 231-234
motivation, 228-231
power of, 227-228
emotional intelligence, 80-83
Emotional Intelligence: Why It Can Matter More Than IQ, 81
emotional sensitivity, 231-234
emotions, managing, 79-80
  bad news, reacting to, 89-92
  The Bigger Yes, 83-89
  emotional intelligence, 80-83
  maintaining balance between company and team, 92-95
employees
  employee satisfaction, 4
  motivating, 72-75
empowerment
  coercive power, 107
  example of self-empowered manager, 97-99
  excuses for lack of empowerment, 99-101
  expert power, 107
  information power, 107
  legitimate power, 107
  power of change, 109-111
  power of righteousness, 112-113
  referent power, 107
  reward power, 106
  seizing tools of empowerment, 101-104
  sources of power, 106-109
  Wagon Train Effect, 104-106
Engel, Dan, 52
Enthusian, 33
expert power, 107
explicit needs, 23-24
F
failure, cost of, 257
family, importance of, 273
fear-mongering, 89-92
feedback, giving, 232-234
Ferrazzi, Keith, 54
fighters, 94
firing, power of, 103
French, John, 106
fulcrum (power base), 9-10

G
GE/RCA merger case study, 156-158
The General Managers, 7
generosity and giving back, 279-280
Ghoshal, Sumantra, 202-203
giving back to others, 279-280
Gladwell, Malcolm, 74
goals
   developing plans to reach, 275
   identifying, 274-275
Golden Rule, 69-72
Goleman, Daniel, 81
good business reasons, identifying, 31-33
Graeber, Tom, 261
gratitude, 277
Grove, Andy, 193

H
Hale, Wayne, 240-241
Harrah’s Entertainment case study, 203, 206
Haughton, Laurence, 34, 187
Healers, middle managers as
   emotional sensitivity, 231-234
   feedback, giving, 232-234
   insight and courage, 234-239
   leading with the heart, 243
making positives out of
   negatives, 231-234
motivation, 228-231
power of Healers, 227-228
Hershey, Milton S., 213
hiring, power of, 103
history (corporate)
   applying to decision-making, 216-219
   change for the sake of change, 209-211
   motivating and inspiring with, 213-216
   power of, 207-208
   preserving, 219-221
   researching, 224-225
types of storylines, 221, 224
value of institutional memory, 211-213
Hobbes, Thomas, 61
honesty, 63-67
Huy, Quy Nguyen, 5, 140

I
implicit needs, 24-25
indirect communication, problems with, 67-69
information gathering, 252-255
information power, 107
insight, 234-239
inspiring colleagues with stories (corporate history), 213-216
institutional memory
   conscious memory, 217
   preserving, 219-221
   value of, 211-213
interpersonal relationships. See Linkmakers
InterVarsity Christian Fellowship/USA case study, 195-198

It’s Not What You Say… It’s What You Do: How Following Through at Every Level Can Make or Break Your Company, 34

J
Jao, Greg, 195-198
Jennings, Jason, 31
JIT (“Just-in-Time”) II supply management system, 178-180
job satisfaction
employees, 4
managers, 2
Jobs, Steve, 118

K
Kanter, Rosabeth Moss, 99
Kaplan, Sarah, 188
Karnedy, D. Scott, 67
Katzenberg, Jeffrey, 53-54
Kaufman, Jonathan, 211
Kelleher, Herbert D., 138
Kia Motor, 33
Kitter, John, 7
knowing versus doing, 29-31
Kranz, Gene, 240

L
labels/stereotypes, 248-249
lack of empowerment, 99-101
Lal, Paraag, 198-201
Landscape
blogs, 180-182, 185
customers
educating colleagues about, 171-173
turning into partners, 173-175
understanding, 169-171
definition of, 168
power of Scouts, 167-169
vendors
learning from, 176-177
relationships with, 177-180
leadership
authenticity and trust, 60-61
consistency, 61-63
direct communication, 67-69
honesty, 63-67
The Leadership Dilemma, 57-58
leading in situations where you are not in control, 57-58
leading with the heart, 243
making little things count, 72-75
New Golden Rule, 69-72
optimism, 75-77
resilience, 75-77
styles, 83
transparency, 61-63
Leavitt, Harold J., 234-236
legitimate power, 107
LinkedIn, 52
Linkmakers, middle managers as building and using networks, 145-147
communication, 143-144
definition of, 138
importance of people skills, 148-150
power of, 137-140
role of, 139
skills, 140-142
tips for creating connections with people, 144-145
trust, 150-152
lovers, 94
M
Maine Medicaid case study, 255-256
maintaining balance between
corporate and team, 92-95
making little things count, 72-75
making positives out of negatives,
231-234
Management Value Added (MVA),
25-29
Manager’s Universe map
as communications tool, 45-46
creating, 40-42, 46-48
how and when to use, 43-45
illustrated, 41
as self-diagnostic tool, 42-43
managing
emotions, 79-80
bad news, reacting to, 89-92
\textit{The Bigger Yes}, 83-89
emotional intelligence, 80-83
maintaining balance between
corporate and team, 92-95
your managers, 22-23
mapping relationships, 40-43
Martin, Tad, 129
McGuire, Shari, 68
meeting people’s needs, 50-52
Mehrotra, Sunil, 130-132, 155-157
memory
conscious memory, 217
preserving, 219-221
value of, 211-213
mergers, 133-136, 156-158
messages, communicating
adjusting communication for
different teams/departments,
158-161
clarity, 166
communicating to bosses/
executives, 161-164
communicating unwelcome
messages, 164-166
creating and selling, 156-158
creating and selling
messages, 155
power of Translators, 153-155
middle managers
balance, achieving, 271-274
caring for yourself, 276-277
creating and working with
personal board of
directors, 276
developing personal scale of
measurement, 275-276
developing plans to reach
goals, 275
generosity and giving back,
279-280
importance of family, 273
knowing your goals, 274-275
long-term perspective, 278-279
tips and guidelines, 277-278
career baseline, determining,
13-16
challenges of, 1-2
corporate change and, 2-4
fulcrum (power base), 9-10
future of, 8
impact on corporate strategy
Harrah’s Entertainment case
study, 203, 206
identifying and communicating
problems, 193-194
InterVarsity Christian
Fellowship/USA case study,
195-198
middle managers as strategic linchpins, 195-198
Rawlings Sporting Goods case study, 190-193
strategic space, creating, 201-206
white space, creating business in, 198-201
importance of, 5
job satisfaction, 2
leadership
authenticity and trust, 60-61
consistency, 61-63
direct communication, 67-69
honesty, 63-67
The Leadership Dilemma, 57-58
leading in situations where you are not in control, 57-58
making little things count, 72-75
New Golden Rule, 69-72
optimism, 75-77
resilience, 75-77
styles, 83
transparency, 61-63
maintaining balance between company and team, 92-95
managing your managers, 22-23
MiddleShift Quiz, 13-16
motivation of, 6-7
networking
importance of, 48-50
meeting people’s needs, 50-52
power of, 56
social networking websites, 52-53
speed networking, 53-56
relationships
importance of, 39-40
Manager’s Universe map, 40-43
mapping, 40-43
self-empowerment
coercive power, 107
example of self-empowered manager, 97-99
excuses for lack of empowerment, 99-101
expert power, 107
information power, 107
legitimate power, 107
power of change, 109-111
power of righteousness, 112-113
referent power, 107
reward power, 106
seizing tools of empowerment, 101-104
sources of power, 106-109
Wagon Train Effect, 104-106
sense of corporate disconnection, 5
time management, problems with, 21-22
MiddleShift Quiz, 13-16
Miller, Jon, 213-216
Mintzberg, Henry, 189
Monahan, Brian, 171-173
motivating colleagues, 36, 228-231
making little things count, 72-75
with stories (corporate history), 213-216
motives, examining, 250-252
Mummolo, Steve, 145-147, 158
muscle memory, 217
MVA (Management Value Added), 25-29
NASA case study, 239-240, 243

needs
  boss’s needs, understanding, 27
  confidence, 24
  explicit needs, 23-24
  implicit needs, 24-25

negative feedback, giving, 232-234

networking
  building and using networks, 145-147
  communication, 143-144
  importance of, 48-50
  importance of people skills, 148-150
  meeting people’s needs, 50-52
  power of, 56, 137-140
  skills of successful networkers, 140-142
  social networking websites, 52-53
  speed networking, 53-56
  tips for creating connections with people, 144-145
  trust, 150-152

Neustadt, Richard, 218
New Golden Rule, 69-72

Pacesetting leadership style, 83
Parsons, Bill, 240
partners, turning customers into, 173-175
Pawlowski, Andy, 190-193
people, linking with one another
  building and using networks, 145-147
  communication, 143-144
  definition of Linkmakers, 138
  importance of people skills, 148-150
  power of Linkmakers, 137-140
  role of Linkmakers, 139
  skills of Linkmakers, 140-142
  tips for creating connections with people, 144-145
  trust, 150-152
personal project portfolios, designing, 31-33
Peters, Tom, 88
Pfeffer, Jeffrey, 31
Pilots, middle managers as
  definition of, 189
  impact on corporate strategy
  InterVarsity Christian Fellowship/USA case study, 195-198
  middle managers as strategic linchpins, 195-198
  Rawlings case study, 190
  strategic space, creating, 201-206
  problems, identifying and communicating, 193-194
plans, selling
common misconceptions, 260-261
consultative selling, 261-263
selling to senior executives, 267-270
plans, working, 255-260
Plishner, Elias, 72-75
politicians, 249
power. See empowerment
preserving corporate history, 219-221
problem-solving
building value for solutions, 264-267
defining problem, 257
exploring benefits of success, 258
exploring costs of failure, 257
identifying and communicating problems, 193-194
information gathering, 252-255
outlining solutions, 258
selling the plan, 260
common misconceptions, 260-261
consultative selling, 261-263
selling to senior executives, 267-270
working the plan, 255-260
Process Masters, 119-122
processes, 117-119
collaboration between departments, 128-132
harnessing knowledge of, 122-125
mergers, 133-136
Process Masters, 119-122
questioning, 125-127
streamlining, 125-127
ProfitBuilders.com, 28
project portfolios, designing, 31-33
public blogs, 183
Puckett, Dan, 150
Q-R
questioning processes, 125-127
Raven, Bertram, 106
Rawlings Sporting Goods case study, 190-193
RCA/GE merger case study, 156-158
Redmond, Ambrose, 84
red tape, 101
referent power, 107
relationships
importance of, 39-40
Manager’s Universe map
as communications tool, 45-46
creating, 40-42, 46-48
how and when to use, 43-45
illustrated, 41
as self-diagnostic tool, 42-43
mapping, 40-43
networking
importance of, 48-50
meeting people’s needs, 50-52
power of, 56
social networking websites, 52-53
speed networking, 53-56
researching corporate history, 224-225
resilience, 75-77
reward power, 106
Right Management Consultants (RMC), 134
righteousness, power of, 112-113
Ripp, Joe, 47, 110-111, 126
*The Rise and Fall of Strategic Planning*, 189
RMC (Right Management Consultants), 134
Rockefeller, John D., 121
Rosen, Keith, 28, 101

S
Sandler, Herb, 32
Sandler, Marion, 32
Sattelberger, Thomas, 202-203
scale of measurement, developing, 275-276
Schaffer, Jim, 277
schmoozers, 249
Scouts, middle managers as blogs, 180-182, 185
customers educating colleagues about, 171-173
turning into partners, 173-175
understanding, 169-171
as educators, 171-173
power of, 167-169
vendors learning from, 176-177
relationships with, 177-180
seizing tools of empowerment, 101-104
self-empowerment coercive power, 107
example of self-empowered manager, 97-99
excuses for lack of empowerment, 99-101
expert power, 107
information power, 107
legitimate power, 107
power of change, 109-111
power of righteousness, 112-113
referent power, 107
reward power, 106
seizing tools of empowerment, 101-104
sources of power, 106-109
Wagon Train Effect, 104-106
self-evaluation, 248-252
selling the plan, 260
common misconceptions, 260-261
consultative selling, 261-263
selling to senior executives, 267-270
Shanks, Ginny, 253
Sherman, Bob, 278
Sherrard, John, 231-234
slippage versus traction, 29-31
social networking websites, 52-53
solving problems building value for solutions, 264-267
defining problem, 257
exploring benefits of success, 258
exploring costs of failure, 257
information gathering, 252-255
outlining solutions, 258
selling the plan, 260
common misconceptions, 260-261
consultative selling, 261-263
selling to senior executives, 267-270
working the plan, 255-260
Southwest Airlines, 138
speed networking, 53-56
spirit. See emotional dynamics
stereotypes, 248-249
Sternberg, Marc, 91
stories (corporate history)
applying to decision-making, 216-219
change for the sake of change, 209-211
motivating and inspiring with, 213-216
power of, 207-208
preserving, 219-221
researching, 224-225
types of storylines, 221, 224
value of institutional memory, 211-213
strategic space, creating, 201-206
strategy
ad hoc tactics, 188
demergent strategy, 187-190
impact of middle managers on Harrah's Entertainment case study, 203, 206
identifying and communicating problems, 193-194
InterVarsity Christian Fellowship/USA case study, 195-198
middle managers as strategic linchpins, 195-198
Rawlings Sporting Goods case study, 190-193
strategic space, creating, 201-206
white space, creating business in, 198-201
top-down strategy, 187
traditional strategic planning, 187
updating corporate legacies, 190-193
streamlining processes, 125-127

success. See also balance, achieving benefits of, 258
measuring, 275
motives, 250-252
problem-solving building value for solutions, 264-267
defining problem, 257
exploring benefits of success, 258
exploring costs of failure, 257
information gathering, 252-255
outlining solutions, 258
selling the plan, 260-263, 267-270
working the plan, 255-260
self-evaluation, 248-250
Sutton, Robert, 31

T

Tall Poppy Syndrome, 253-254
team-tilted managers, 94
teams
CAVE (Citizens Against Virtually Everything), 33-35
committed team members, 35
compliant team members, 35-36
motivating, 36
tips for success, 33-35
technical team members, communicating with, 159
10e20, 37
Thinking in Time: The Uses of History for Decision-Maker, 218
Thompson, Gary, 203, 206
time management, problems with, 21-22
The Tipping Point: How Little Things Can Make a Big Difference, 74
top-down strategy, 187

Touchstones
Landscape
blogs, 180-182, 185
customers, 169-175
definition of, 168
power of Scouts, 167-169
vendors, 176-180
messages
adjusting for different
teams/departments, 158-161
clarity, 166
communicating to bosses/executives, 161-164
communicating unwelcome
messages, 164-166
creating and selling, 155-158
power of Translators, 153-155
people
building and using networks,
145-147
communication, 143-144
definition of Linkmakers, 138
importance of people skills,
148-150
power of Linkmakers, 137-140
role of Linkmakers, 139
skills of Linkmakers, 140-142
tips for creating connections
with people, 144-145
trust, 150-152
processes, 117-119
collaboration between
departments, 128-132
harnessing knowledge of,
122-125
mergers, 133-136
Process Masters, 119-122
questioning, 125-127
streamlining, 125-127

spirit (emotional dynamics)
consequences of ignoring,
239-243
emotional sensitivity, 231-234
feedback, giving, 232-234
insight and courage, 234-239
leading with the heart, 243
making positives out of
negatives, 231-234
motivation, 228-231
power of, 227-228

stories
applying to decision-making,
216-219
change for the sake of change,
209-211
motivating and inspiring with,
213-216
power of, 207-208
preserving, 219-221
researching, 224-225
types of storylines, 221, 224
value of institutional memory,
211-213

strategy
ad hoc tactics, 188
emergent strategy, 187-190
impact of middle managers
on, 190-198
middle managers as strategic
linchpins, 195-198
strategic space, creating,
201-206
top-down strategy, 187
traditional strategic
planning, 187
updating corporate legacies,
190-193
white space, creating business
in, 198-201
traction
achieving with blogs, 36-37
achieving with Management Value Added (MVA), 25-29
definition of, 20
effective teams and, 33-35
CAVE (Citizens Against Virtually Everything), 34-35
committed team members, 35
compliant team members, 35-36
motivating teams, 36
maintaining, 37
personal project portfolios, designing, 31-33
versus slippage, 29-31
traditional strategic planning, 187
Translators, middle managers as messages
adjusting for different teams/departments, 158-161
clarity, 166
communicating to bosses/executives, 161-164
communicating unwelcome messages, 164-166
creating and selling, 155-158
power of, 153-155
transparency, 61-63
trust
building, 60-61
importance of, 150-152
Tu, Brian, 48
Twomey, Kamile, 129

U
Universal McCann case study, 171-173
unwelcome messages, communicating, 164-166
updating corporate legacies, 190-193
US Search case study, 145-147

V
Value Equation, 264
value, building for solutions, 264-267
vendors
learning from, 176-177
relationships with, 177-180
venting sessions, providing, 231
victims, 249

W-X-Y-Z
Wagner, Christine, 91
Wagon Train Effect, 104-106
Wall, Steve, 134
weblogs, 180-182, 185
websites, social networking websites, 52-53
whiners, 249
white space, creating business in, 198-201
wise guys, 249
working the plan, 255-260
World Savings, 32
Young, Tim, 220
Ziglar, Zig, 59