

# Index

## #

- 101<sup>st</sup> Airborne Division, 96, 97, 99, 101
- 326<sup>th</sup> Medical Battalion, 99
- 360 degrees of trust, 51, 133, 135, 138–145, 148, 163–164, 174, 188, 240, 250
- 5 Trust Vital Signs, 135, 138–145, 149, 163, 188

## A

- Academy of Health Sciences, U.S. Army, 141
- acceptance, 68–69
- accomplishment, 231
- Advanced Individual Training (AIT), 22–24, 33, 39, 82
- affirmation, 86
- after-action review (AAR), 195–196
- agile, being, 183, 192–197
- Air Station New Orleans, 143–144
- altruism, 239
- Anderson, Philip, 55–56
- appreciation, praise vs., 169
- Aristotle, 38
- Army of the Republic of Vietnam (ARVN), 54–55, 98
- aspirations, 225–226
- assumptions, 168, 195
- attention, 87–88, 230
- attributive statements, 171–173
- authority, 43, 162
- availability, 189–190

## B

- Barnes, Jim, 35
- Basic Combat Training, 15–19, 21, 59–60, 62–63, 84
- Basic Training. *See* Basic Combat Training
- Beach, Amy, 113–119
- Beach, Brandon, 34, 106, 111
- Beach, Charles, 1
- Beach, Charles A., 11
- Beach, Charles L., 11
- Beach, Emily, 154–156
- Beach, Jacky, 111–114
- Beach, Maureen, 10, 22, 25, 33–35, 106
- Beach, Pierce, 113–118, 120
- Blondin, The Great. *See* Gravelet-Blondin, Francois
- bonds, building, 173–174
- Brown, Arthur “Charlie,” 40–41, 66
- Brown, Michael, 145, 204
- business acumen, 184, 186

## C

- Cadet Leadership Development System (CLDS), 182
- Camp Bullis (Texas), 84–85
- Camp Campbell (Vietnam), 97
- Camp Eagle (Vietnam), 42, 99
- Camp Stanley (Texas), 85

- capable, being, 183, 184–187
- caring, 56–57, 107, 109, 152–153, 155, 189, 190, 192, 232–233, 252. *See also* 5 Trust Vital Signs
- Carter, Jimmy, 141–142
- Catskill (New York), 10
- Catskill Mountain House, 11
- Center for Creative Leadership (Greensboro, North Carolina), 194
- Center for Leadership Development (Stillman School of Business, Seton Hall University), 241
- chain of command, 145, 150, 151, 208, 235, 257
- Chaleff, Ira, 207
- challenge, embracing, 184
- Chertoff, Michael, 145
- choice, 153
- Christopherson, Chris, 36, 99
- Churchill, Winston, 229–230
- clarity of purpose, 194
- Cloonan, Bill, 15, 17, 18
- Coast Guard. *See* U.S. Coast Guard; U.S. Coast Guard Academy
- Cohen, Kenneth P., 184–185
- Colcord, Harry, 241
- collective leadership, 203, 205, 208–209, 249
- combat medic training, 24, 28, 82, 96
- common good, 206
- communication, 190–191
- Community Mental Health Clinic (Fort Dix, New Jersey), 59
- compensation, 157, 174–175, 177–179
- competencies. *See* IBM Competencies
- conceptual controls, 133, 134, 140, 143, 144, 148, 155, 191
- confidence, 90, 151, 183, 187–192, 195
- Conger, Jay A., 206
- control, 13, 150–151
- Cooper, James Fenimore, 11
- Copland, Stan, 35
- Crespo, Michael, 90
- cultural differences, 196–197. *See also* diversity

## D

- Demar, Gregg, 80
- Deming, W. Edward, 177
- Department of Behavioral Sciences and Leadership (U.S. Military Academy), 9, 107, 181
- Department of Homeland Security, 144
- derailment factors, 179, 247, 251–253
- DeSerio, Rich, 86
- developmental moments, 18
- Dialogue and the Art of Thinking Together*, 202
- diversity, 237–238
- Donofrio, Nick, 37

## Leadership in My Rearview Mirror

Doyle, Michelle, 207  
Driscoll, Louise, 226

### E

Eddy (fellow draftee), 12–14, 46  
Employee Engagement, 158–159, 254–255  
empowerment, 49–50, 118, 151, 155, 191–192, 226  
enablement, 148  
The Engaging Leader's Dozen, 159–180  
Enron, 38  
evaluation  
    criterion-based vs. norm-referenced, 175, 177  
expectations, 38  
experience  
    learning from, 2–3, 6  
    making sense of, 4–5  
    reflection on, 3, 6  
    Skinner box, comparison with, 2–3  
extrinsic motivation, 153, 178, 179, 227  
ExxonMobil, 184–185

### F

Federal Emergency Management Agency (FEMA),  
    143, 144, 145, 148, 150–151, 204  
feedback, 18, 38, 86–87, 149–150, 165–169  
figure-ground phenomenon, 87  
Finkelstein, Sydney, 55–56  
Fire Support Base (FSB) Ripcord (Vietnam), 100–  
    103, 108  
Flagg, James Montgomery, 12  
flexibility, 145  
Fort Dix (New Jersey), 16, 59, 60, 61  
Fort Lewis (Washington), 104  
Fort Ord (California),  
Fort Sam Houston (Texas), 23, 24, 82–85, 96, 99, 141  
Fourth Class System, 182  
Frankl, Viktor, 226  
Friedman, Thomas, 134  
functional skills, 184, 186

### G

Gardner, John, 191, 224, 225  
generative dialogue, 206  
Geronimo, 82–83  
Gerstner, Lou, 43, 215, 216  
Giuliani, Rudy, 204  
goals, 178–179, 238–239  
Goett, Bob, 132  
Gravelet-Blondin, Francois, 241–242  
Greenough, Jim and Margaret, 106  
Grover, Steven, 234–235  
guidelines, 162

### H

"Hamburger Hill" (Hill 937, Vietnam), 102–103  
*Harvard Business Review*, 55–56  
Hennessey, Mark, 221  
*Henry V*, 227, 232–233  
Henshaw, Todd, 222  
*High Flyers*, 245  
Hoey, Bob, 125–156  
honesty, 18

Honoré, Russel, 204  
humility, 128

### I

I Corps, 99  
IBM  
    centennial observations regarding, 5  
    Competencies. *See* IBM Competencies  
    dedication to client success, 238  
    Derailment Factors, 179, 247, 251–253  
    Employee Engagement, 158–159, 254–255  
    employees. *See* IBMers  
    Integration and Values Team Initiative, 199–200  
    leadership development at, 2, 125–126  
    Leadership Framework, 158, 179, 218, 247–255  
    Leadership Strategy and Research Group, 9  
    Microelectronics Division, 218, 219  
    Organizational Climate, 180, 253–254  
    straight talk concept, 18  
    values, 36–37  
    Values Jam, 37, 43  
IBM Competencies  
    about, 3–6, 179–180, 184–186, 218, 243–244,  
        247, 248–251  
    Act with a systemic perspective, 4, 5, 249  
    Build mutual trust, 250  
    Collaborate globally, 249  
    Communicate for impact, 251  
    Continuously transform, 4–5, 250  
    Embrace challenge, 184, 249  
    Help IBMers succeed, 185, 251  
    Influence through expertise, 250  
    Partner for clients' success, 248–249  
IBMers, 3, 4, 5, 36–37, 57, 131, 152, 161, 184, 185,  
    243, 244, 248–253, 255  
in-process review (IPR), 195–195  
inspiration, 148, 227  
Integration and Values Team Initiative (IBM),  
    199–200  
integrity, 188, 234  
intellect, 55–57  
intrinsic motivation, 57, 153–156, 160, 176–179, 227  
involvement, 120  
Irwin, James "Georgia Peach," 66–67  
Isaacs, William, 202, 205

### J

judgment, 150, 152

### K

Katrina, Hurricane, 143–144, 148, 151, 153, 204  
Kegan, Robert, 166, 169, 170, 206  
Kellogg, Harold, 96  
Kelly III, John, 215–216, 217–219  
Klann, Gene, 194–195  
Koch, Ed, 38  
Kouzes, James, 240

### L

La Rue Sans Joie (Street Without Joy), 98  
Lahey, Lisa Laskow, 166, 169, 170, 206  
Law, Brent, 36, 96, 97, 99, 100–102, 103, 104

- leadership
- 360 degrees of trust and, 51, 133, 135, 138–145, 148, 163–164, 174, 188, 240, 250
  - 5 Trust Vital Signs and, 135, 138–145, 149, 163, 188
  - acts of, 187
  - authority and, 43, 162
  - business acumen and, 184
  - caring and, 56–57, 107, 109, 152–153, 155, 189, 190, 192, 232–233, 252. *See also* 5 Trust Vital Signs
  - collective, 203, 205, 208–209, 249
  - competencies, 184–187
  - conceptual controls and, 133, 134, 140, 143, 144, 148, 155, 191
  - control and, 13, 150–151
  - and creating the conditions for success, 119–120
  - developmental moments, 18
  - empowerment and, 49–50, 118, 151, 155, 191–192, 226
  - The Engaging Leader's Dozen and, 159–180
  - experience and, 2–3, 4–5, 6
  - feedback and, 18, 38, 86–87, 149–150, 165–169
  - functional skills and, 184, 186
  - fundamental attributes of, 3
  - and giving responsibility, 120
  - as group activity, 118–119, 151, 174
  - honesty and, 18
  - humility and, 128
  - importance of, 42
  - meaning and, 44, 53–54, 153, 155–156, 160–161, 164–165, 173, 226–227, 253–254
  - passion and, 159–160, 214–215
  - performance and, 18, 88–90, 108–109, 150, 175–179, 235–236
  - personal costs and, 31
  - philosophy, 221–245
  - power and, 27–28, 31
  - purpose and, 53–54, 73, 75, 121, 126, 150–152, 153, 161, 162, 177, 194, 207, 222, 226–227, 237, 242, 251, 254
  - principle-based, 133–135, 139, 143–144, 148–150, 152, 155
  - reflection and, 3
  - and staying involved, 120
  - systemic perspective and, 120–121
  - in tough times, 181–197
  - trust and, 18, 30–31, 42, 43, 46–51, 53, 79–80, 135, 138–145, 151, 154, 186, 188, 240–241, 243
  - uncommon response and, 42
  - values and, 36–38, 121, 133, 236–237
- learning, 149, 150, 164–165
- Leatherstocking Tales*, 11
- Lebouef, Maureen, 221
- legacy, 224–225
- Leon Springs Military Reservation (Texas), 84–85
- Lerner, Alan Jay, 92
- Lewis, Mark, 241–242
- Lowe, Frederick, 92
- M**
- MACV (Military Assistance Command Vietnam), 54
- Mau, Brad, 34, 35
- McCall, Morgan, 245
- McDonald, Keenie, 38
- McGuire Air Force Base (New Jersey), 59
- meaning, 44, 53–54, 153, 155–156, 160–161, 164–165, 173, 226–227, 253–254. *See also* purpose
- MEDCAPS (Medical Civic Action Programs), 54–55, 57
- meetings, 202–203
- Memorial Day, 111–113
- money. *See* compensation
- Moorman, Robert, 234
- Motarama, Alfred, 29–30, 35
- motivation, 56–57, 153–155
- My Fair Lady*, 92–93
- N**
- Nagin, Ray, 204
- Napoleon, 237–238
- nonattributive statements, 171–173
- norms, 236–237
- Nuremberg Trials, 27–28
- O**
- Officer Efficiency Report (OER), 82
- On the Waterfront*, 223–224
- on-scene initiative, 145
- OPEC, 141
- Ord, Edward, 82
- organizational climate, 131–135, 180, 253–254
- ownership, 153, 154, 163, 207
- P**
- Palmer, Dave, 181
- Palmisano, Sam, 43, 57, 200, 201
- passion, 159–160, 214–215
- Peace Corps, 227
- Pearce, Craig L., 206
- Pelino, Dan, 38
- perception, 47, 87–88, 91–93
- performance, 18, 88–90, 108–109, 150, 175–179, 235–236
- Pierce, Julia, 111
- The Pioneer*, 11
- Posner, Barry, 240
- praise, appreciation vs., 169
- presence, 189
- Primary Leadership Development Course (PLDC), 23–28, 82, 83
- Prince, Howard, 74–75, 109, 152
- principle-based leadership, 133–135, 139, 143–144, 148–150, 152, 155
- principles, operational, 144
- principles, Coast Guard. *See* U.S. Coast Guard
- principles
- problems, recognizing and addressing, 193–194
  - purpose, 53–54, 73, 75, 121, 126, 150–152, 153, 161, 162, 177, 194, 207, 222, 226–227, 237, 242, 251, 254. *See also* meaning
- Pygmalion. *See* *My Fair Lady*
- Q**
- Quinn, James, 55–56

## Leadership in My Rearview Mirror

### R

recruiting, 19  
reflective dialogue, 206  
resiliency, 194–195  
respect, 79–80  
responsibility, 120  
Reuter, Michael, 241  
the “right” people, 44  
Rogers, Ira M., 36, 54  
roles, 48  
Rosenthal, Robert, 91–92  
Ross, Nancy Wynkoop, 1

### S

sacrifice, 229, 230  
Saint Paul’s Cathedral (London), 161  
Scott, Brad, 95, 104  
self-acceptance, 68–69  
self-fulfilling prophecy, 91–93  
sense making, 4–5, 53  
sense of meaning. *See* meaning  
sense of purpose. *See* purpose  
September 11, 2001, 240  
SERTS (Screaming Eagle Replacement Training School), 98  
Shakespeare, William, 227  
Shaw, George Bernard, 92  
Shayes, Christopher, 204  
Shearer, Mark, 215  
Short, Alvin, 40  
Silas B. Hays Army Hospital (Fort Ord, California), 74  
Skinner box, 2–3  
Smith, Mark, 207  
Smith, William, 12  
SMUBA (seeing, mapping, understanding, believing, and acting), 6  
Snook, Scott, 140–141  
Stillman School of Business (Seton Hall University), 241  
straight talk, 18  
Su, Lisa, 14  
success  
    creating conditions for, 119–120  
    helping others toward, 185–186  
systemic perspective, 120–121

### T

Tet Offensive, 74  
Thanksgiving, 33–35  
thinking  
    creative, 194  
    critical, 195–196  
“Three Minute Leadership,” 241  
Tichy, Noel, 224  
transform, continuously, 185  
Travis Air Force Base (California), 96, 99  
trust, 18, 30–31, 42, 43, 46–51, 53, 79–80, 135, 138–145, 151, 154, 186, 188, 240–241, 243. *See also* 360 degrees of trust; 5 Trust Vital Signs

truth, 86–88, 89–90  
turbulence, 181–197

### U

“Uncle Sam,” 12  
uncommon response, 42  
U.S. Army  
    Academy of Health Sciences, 141  
    Advanced Individual Training (AIT), 22–24, 33, 39, 82  
    Basic Combat Training/Basic Training, 15–19, 21, 59–60, 62–63, 84  
    combat medic training, 24, 28, 82, 96  
    draft, 10  
    drill and marching, 25–27  
    haircut, 15–16, 19  
    Initial Entry Training, 84  
    leadership framework, 184  
    Medical Training Center, 28  
    military academy. *See* U.S. Military Academy  
    NCO Candidate Course, 22, 23, 24  
    NCO shortage, 24  
    Primary Leadership Development Course (PLDC), 23–28, 82, 83  
    returning veterans, 104–107  
    Screaming Eagle Replacement Training School (SERTS), 98–99  
    slogan, 227  
U.S. Coast Guard, 114, 133, 140, 143–145, 147, 148–149, 150–153, 257–258, 259  
    motto, 147  
    principles, 144, 148–149, 257–258  
    values, 148–149, 259  
U.S. Coast Guard Academy, 133, 140, 145  
U.S. Military Academy, 9, 74, 77, 81, 95, 109, 140, 181, 237

### V

value, adding, 163  
values, 36–38, 121, 133, 236–237  
values, Coast Guard. *See* U.S. Coast Guard values  
Vietnam, 10, 22, 33, 36, 39–43, 45–51, 53–55, 57, 60, 66–68, 74, 95–103, 104–107  
Vietnam Veterans Memorial (Washington, D.C.), 95–96, 103  
visibility, 189  
VUCA (volatility, uncertainty, complexity, and ambiguity), 3

### W

Walson Army Hospital (Fort Dix, New Jersey), 59, 61  
Watson, Tom, 216  
Wayne, John, 204–204  
West Point. *See* U.S. Military Academy  
Wiley, Ray, 66  
Wilson, Samuel, 12  
World War II, 229–230  
Wren, Christopher, 161