

Contents

<i>About the Author</i>	<i>ii</i>
<i>Acknowledgments</i>	<i>vii</i>
<i>Foreword</i>	<i>xi</i>
<i>Preface</i>	<i>xix</i>
<i>Introduction Title Fight</i>	<i>1</i>

PART I: The Reflective Leader: Leadership and Other Things I Learned Along the Way

Chapter 1: Out of Control.....	9
Chapter 2: The Face in the Mirror.....	15
Chapter 3: The Cost of Leadership.....	21
Chapter 4: Values: It's All in the Feet.....	33
Chapter 5: Leader of Rebels	39
Chapter 6: Trusting the Untrustworthy	45
Chapter 7: "I Am—Somebody!"	53
Chapter 8: It's All You.....	59
Chapter 9: Of Frogs and Leaders.....	71
Chapter 10: Talk.....	77
Chapter 11: It Pays to Treat People Unjustly	81
Chapter 12: Just Names.....	95
Chapter 13: On Leadership and Kite Flying	111

PART II: Leaders in Search of Leadership

Chapter 14: Leader in Search of Leadership..... 125

Chapter 15: Packing Parachutes—Leadership Isn’t
What It Used to Be..... 129

Chapter 16: Leading Kindergarten Recess 137

Chapter 17: On Their Knees at 2 A.M. in the Drugstore..... 147

Chapter 18: “I Can’t Get No Satisfaction” 157

Chapter 19: Turbulence Creates Leaders /
Leaders Create Turbulence..... 181

Chapter 20: Leadership: It’s Just Talk..... 199

PART III: Leaders in Their Own Words

Chapter 21: Leaders Are Full of Hot Air!..... 213

Chapter 22: Crisis at 35,000 Feet..... 217

Epilogue: Your Leadership Book.....221

Appendix I: IBM’s Leadership Framework.....247

Appendix II: U.S. Coast Guard Principles.....257

Appendix III: U.S. Coast Guard Values259

Index.....261