

## Notes

**Note:** All interview comments from experts are taken from interviews with the author conducted in Fall 2013.

### Chapter 1

1. *2013 Best Companies for Leadership*, Hay Group, 2013, <http://www.haygroup.com/bestcompaniesforleadership/media-fact-box/index.aspx>. The Best Companies for Leadership Study, developed by the Hay Group, surveyed nearly 18,000 individuals at more than 2,200 organizations worldwide. The 2013 study is the eighth in an annual series that began in 2006.
2. Adapted from the following sources: John Carlin, *Playing for the Enemy: Nelson Mandela and the Game That Made a Nation* (New York: Penguin, 2008); *Invictus*, directed by Clint Eastwood and written by Anthony Peckham, starring Morgan Freeman and Matt Damon, 2009.
3. John Baldoni, “Few Executives Have Self-Awareness but Women Do Better,” *Harvard Business Review* (May 9, 2013), <http://blogs.hbr.org/2013/05/few-executives-are-self-aware/>.
4. Baldoni, “Few Executives Have Self-Awareness but Women Do Better.”
5. 2012 Hay Group Study based upon review of Emotional and Social Competency Index, <http://www.businesswire.com/news/home/20120327005180/en#UxSo-9wrdo0>; also Baldoni, “Few Executives Have Self-Awareness but Women Do Better,” <http://blogs.hbr.org/2013/05/few-executives-are-self-aware/>.
6. Donald Altman’s reference to Velcro comes from neuropsychologist Rick Hanson, who said, “Your brain is like Velcro for negative experiences and Teflon for positive ones—even though most of your experiences are probably neutral or positive ... and in relationships, it typically takes about five positive interactions to overcome the effects of a single negative one,” Donald Altman, *One-Minute Mindfulness* (Novato, CA: New World Library, 2011), 30.
7. Joel Stein “The Real Terminator: How Jerry Brown Scared California Straight,” *Bloomberg/Businessweek* (May 5, 2013), <http://www.businessweek.com/articles/2013-04-25/jerry-brown-californias-grownup-governor>.
8. Stein, “The Real Terminator: How Jerry Brown Scared California Straight.”
9. Stein, “The Real Terminator: How Jerry Brown Scared California Straight.”

10. Stein, “The Real Terminator: How Jerry Brown Scared California Straight.”

11. Stein, “The Real Terminator: How Jerry Brown Scared California Straight.”

12. *Lincoln*, written by Anthony Kushner and directed by Steven Spielberg, 2012.

13. Dan Damon, “Judith Tebbutt: My Six Months Held Hostage by Somali Pirates,” *BBC News Magazine* (July 26, 2013); See also Judith Tebbutt, *A Long Walk Home* (London: Faber and Faber, 2013).

14. Doris Kearns Goodwin, *Team of Rivals: The Political Genius of Abraham Lincoln* (New York: Simon & Schuster, 2005).

### Chapter 2

1. *2013 Best Companies for Leadership*, Hay Group, 2013, <http://www.haygroup.com/bestcompaniesforleadership/media-fact-box/index.aspx>.
2. David Barrett, *Miracle at Merion: The Inspiring Story of Ben Hogan’s Comeback and Win at the 1950 U.S. Open* (New York: Skyhorse Publishing, 2010), 285–86.
3. Based on Curt Sampson, *Hogan* (New York: Broadway Books, 1997); David Barrett, *Miracle at Merion: The Inspiring Story of Ben Hogan’s Comeback and Win at the 1950 U.S. Open* (New York: Skyhorse Publishing, 2010).
4. James M. Kouzes and Barry Z. Posner, *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*, Fifth Edition (New York: Jossey-Bass, 2012).
5. Susan Berfield, “Why the McWrap Is So Important to McDonald’s,” *Bloomberg Businessweek* (July 3, 2013).
6. Ashlee Vance, “Electric Car Company Chic,” *Bloomberg/Businessweek*, July, 28, 2013; Ashlee Vance, “Elon Musk: The 21<sup>st</sup> Century Industrialist,” *Bloomberg Businessweek* (September 13, 2012).
7. David Carr, “TV Foresees Its Future. Netflix Is There,” *New York Times* (July 22, 2013).

8. Adam Hartung, "Netflix: The Turnaround Story of 2012," *Forbes.com* (January 29, 2013), <http://www.forbes.com/sites/adamhartung/2013/01/29/netflix-the-turnaround-story-of-2012/>.

9. Carr, "TV Foresees Its Future. Netflix Is There."

10. Carr, "TV Foresees Its Future. Netflix Is There."

11. Susan Dominus, "Is Giving the Secret to Getting Ahead?" *New York Times Magazine* (March 27, 2013); Adam Grant, *Give and Take: Revolutionary Approach to Success* (New York: Viking, 2013).

12. Daniel Isenberg, *Worthless, Impossible, and Stupid: How Contrarian Entrepreneurs Create and Capture Extraordinary Value* (Boston: Harvard Business Review Press 2013) 142.

13. Isenberg, *Worthless, Impossible, and Stupid*, 144–151.

14. Isenberg, *Worthless, Impossible, and Stupid*, 179–189, 193–210.

15. Isenberg, *Worthless, Impossible, and Stupid*, 208–210.

### Chapter 3

1. Matt Paese, "Why Executives React: Personality Patterns that Survive at the Top" Developmental Dimensions International, Inc. (2013) [http://www.ddiworld.com/DDIWorld/media/pov/whyexecutivesreact\\_pov\\_ddi.pdf?ext=.pdf](http://www.ddiworld.com/DDIWorld/media/pov/whyexecutivesreact_pov_ddi.pdf?ext=.pdf)

2. Adapted from the following materials: "A Look at Thatcherism, the Polarizing Legacy of the 'Iron Lady' " with Gwen Ifill (host), John Burns (*New York Times*), and Rana Foroohar (*Time*), *PBS NewsHour* (April 9, 2013); Joseph R. Gregory, " 'Iron Lady' Who Set Britain on a New Course," *New York Times* (April 8, 2013); Alistair MacDonald, "Former British Prime Minister Margaret Thatcher Dies," *Wall Street Journal* (April 8, 2013); David Brooks, "The Vigorous Virtues," *New York Times*, April 9, 2013; A.C. Grayling, "Thatcher's Divided Isle," *New York Times* (April 9, 2013). Additionally, this profile drew inspiration from three fictional films: *The Iron Lady* (2011) starring Meryl Streep, written by Abi Morgan and directed by Phyllida Lloyd; *Margaret Thatcher: The Long Walk to Finchley* (2008), produced by Robert Cooper, Kate Triggs, Bethan Jones, BBC Films; *Margaret* (2009) written by Richard Cottan and directed by James Kent BBC Films.

3. Jeffrey Kruger, "Assessing the Creative Spark," *Time.com* (May 9, 2013). Survey data drawn from infographic based upon research by the Time/MPAA/Microsoft Survey conducted by Penn Shoen Berland, April 2013, No. 2040 adult consumers, <http://business.time.com/2013/05/09/assessing-the-creative-spark/>.

4. Howard Gardner *Frames of Mind: Theory of Multiple Intelligences*, Third Edition (New York: Basic Books, 2011); Howard Gardner, *Multiple Intelligences: New Horizons in Theory and Practice* (New York: Basic Books, 2006).

5. John Baldoni, "5 Questions Every Leader Needs to Ask," *Forbes.com* (September 17, 2013), <http://www.forbes.com/sites/johnbaldoni/2013/09/17/character-5-questions-to-ask-yourself/>. The questions emerged from comments made by Jeff Nelson, director of OneGoal, quoted in Joe Nocera, "Reading, Math and Grit," *New York Times* (September 7, 2012).

6. John Baldoni, "Ronald Reagan's Secret to Great Leadership," *FastCompany.com* (February 11, 2011), <http://www.fastcompany.com/1725652/ronald-reagans-secret-great-leadership>.

7. Thomas J. Figueira, T. Corey Brennan, and Rachel Hall Sternberg, *Wisdom from the Ancients* (New York: Perseus Publishing, 2001), 206–7; Alexander the Great, [https://en.wikipedia.org/wiki/Alexander\\_the\\_Great](https://en.wikipedia.org/wiki/Alexander_the_Great).

### Chapter 4

1. *2013 Best Companies for Leadership*, Hay Group, 2013, <http://www.haygroup.com/bestcompaniesforleadership/media-fact-box/index.aspx>.

2. Adapted from Jennifer Clark, *Mondo Agnelli: Fiat, Chrysler, and the Power of a Dynasty* (Hoboken, NJ: John Wiley & Sons, 2011); John Baldoni, "What It Takes to Lead a Turnaround," CBSNews Moneywatch, (January 24, 2012).

3. Drew Boyd and Jacob Goldenberg, "Think Inside the Box," *Wall Street Journal*, (June 14, 2013).

4. "Innovation Pessimism," *The Economist* (January 12, 2013).

5. "Innovation Pessimism," *The Economist*.

6. Robert J. Gordon, "Why Innovation Won't Save Us," *Wall Street Journal* (December 21, 2012).

7. Boyd and Goldenberg, "Think Inside the Box."

8. "Titans of Innovation," Schumpeter, *The Economist*, (April 27, 2013).

9. Brad Stone, "Inside Google's Secret Lab," *Bloomberg Businessweek* (May 22, 2013).

10. "Venetian Glass: Blow Up," *The Economist*, (July 6, 2013).

## Chapter 5

1. *2013 Best Companies for Leadership*, Hay Group, 2013, <http://www.haygroup.com/bestcompaniesforleadership/media-fact-box/index.aspx>.
2. Adapted from Dolly Parton entry, [Biography.com](http://www.biography.com); “Country Music Legend Dolly Parton’s New Role: ‘Book Lady,’ ” *PBS NewsHour* (May 29, 2013); Dana McMahan, “Dollywood to Get \$300 Million Upgrade,” *Today* (August 21, 2013); John Baldoni, “The Leadership Lessons of Dolly Parton,” [HBR.org](http://www.hbr.org) (March 25, 2008).
3. Thomas Williams, Christopher G. Worley, and Edward E. Lawler, “The Agility Factor,” *strategy+business* (April 15, 2013).
4. John Baldoni, *Lead with Purpose: Giving Organizations a Reason to Believe in Themselves* (New York: AMACOM, 2011), 66–70.
5. Robert Caro, *Lyndon Johnson: The Passage of Power*, vol 4. (New York: Alfred A. Knopf, 2012), 446–51.
6. Dennis Seeds, “Scott Moorehead Uses Culture to Drive Success at The Cellular Connection to the Tune of \$600 Million in Sales,” *SmartBusiness/Indianapolis* (November 24, 2013).
7. Seeds, “Scott Moorehead Uses Culture to Drive Success at The Cellular Connection to the Tune of \$600 Million in Sales.”
8. Seeds, “Scott Moorehead Uses Culture to Drive Success at The Cellular Connection to the Tune of \$600 Million in Sales.”
9. Christopher Seaman, “What Is That Conductor Up To?” *Wall Street Journal* (August 3, 2013).

10. Andrew St. George, “Leadership Lessons from the Royal Navy,” *McKinsey Quarterly* (January 2013). See also Andrew St. George, *Royal Navy Way of Leadership* (London: Cornerstone Publishing, June 2012).

11. Gary Hamel “First, Let’s Fire All the Managers,” *Harvard Business Review* (December 2011). [For more information on this approach, read Gary Hamel, *What Matters Now* New York: Jossey-Bass, 2012).

12. Richard Sheridan, *Joy, Inc.: How We Built a Workplace People Love* (New York: Portfolio/Penguin, 2014).

## Appendix

1. Jim Haudan’s comments excerpted from “Blake’s Story,” a presentation about overcoming adversity. Used with permission. The theme “Faith, Fire, and Focus” is attributed to the author and consultant Alan Fine, [www.alan-fine.com](http://www.alan-fine.com).
2. “Venetian Glass: Blow Up,” *The Economist* (July 6, 2013).