

Index

- AAR. *See* After Action Review
- abilities, 161
- accountability: employee, 199; trust and, 108–9. *See also* mutual accountability
- actions, 86–87
- adaptability, 182
- Adaptable Leadership, 39–40
- Adaptive Leaders, 6
- adaptive thinking training, 20
- ADP, 166
- The Adult Learner* (Knowles), 10
- After Action Review (AAR), 86–87, 120
- aiCIO*, 119–20
- airplane checklists, 129
- air service, 181–82
- Algoe, Sara B., 26
- Allen, Woody, 72
- Amazon.com, 142
- anchoring bias, 16
- anxiety, 27
- apologies, 154
- appeals systems, 154
- approach, 33
- Argyris, Chris, 11, 18–19
- Armour & Company, 181
- Army, 7; CSF and, 26; hardiness and, 39–40; positive psychology and, 195–96; Special Forces, 40
- Army Training and Doctrine Command, 6
- arrogance, 59; intellectual, 81
- asking, 66–67
- assumptions: big, 85–86; execution, 85; retesting of, 98; testing of, 17; unpacking, 75, 81–86, 169
- attention, 30
- attitudes, 7
- attributes, 161
- authority, positional, 195
- autonomy, 55; self-determination theory and, 34
- autopilot, 104
- availability bias, 15

- Bain & Company, 165
 balance, 100
 Bandura, Albert, 34–35, 57
 Barber, Benjamin, 38
 Baseball Cards, 152–54
 Bazerman, Max H., 15, 76
 behaviors, 7; changing, 85, 164;
 fundamental to learning, 48;
 measuring feedback and, 195
 beliefs, 10; culture reflecting, 131; of
 Dalio, 124–26; without data, 97–98;
 testing, 75
 Believability Index, 147, 153
 Berns, Gregory S., 27
 Best Buy, 54
 Bezos, Jeff, 98, 142
 bias, 15–16. *See also specific bias types*
 Blank, Steve, 168–69
 body language, 68
 Bourne, Lyle, Jr., 83
 brain, network linkages in, 10
 Bridgewater Associates, LP, 7, 107, 113–16;
 culture of, 131–41; functional groups
 of, 130; growth of, 120–22; hiring
 at, 142–43; machine of, 127–31;
 mistakes at, 136–41; people and,
 142–62; principles of, 122–24;
 truth at, 132–33
 broaden-and-build theory, 25–26
 brutal facts, 52, 57
 Buckingham, Richard G., 59
*Built to Last: Successful Habits of
 Visionary Companies* (Porras and
 Collins), 50–51
 business learning organization, 5
 business process improvements, 83

 “Caesar is dead” principle, 170, 194
 capital, reducing, 4
 Caruso, David, 29
 case method, 10
 Casey, Jim, 179, 183, 186–87, 197
 categories, confidence with, 9–10

 change: of behaviors, 85, 164; of mindsets,
 102; necessity of, 109, 195; pace of,
 102; resistance to, 108
 Chase, William G., 19
 checklists, 13; airplane, 129; critical
 thinking questions, 196; HPLO, 112;
 learning and, 17
 China, 190–91
 Churchill, Winston, 92
 CIO magazine, 189
 classifications, dichotomies and, 36
 client-centered therapy, 55
 cognition: emotions and, 22–24;
 learning and, 10–13. *See also*
 metacognition
 cognitive biases, 15, 74; mitigating, 84;
 RPD model and, 76
 cognitive blindness, 14–15, 74
 cognitive dissonance, 12, 74
 cognitive systems, emotions overriding,
 29
 collaboration: decision making through,
 58; in Design Thinking process, 57;
 time and, 199
 Collins, Jim, 50–52, 57, 175
 Combs, Arthur W., 18–19
 commodities, 118
 common carrier, 181
 communication: failure of, 63–66.
 See also metacommunicating
 compensation plans, for UPS, 188
 complacency, 59; constructive paranoia
 and, 81
 Comprehensive Soldier Fitness (CSF),
 26–27, 40
 confidence, 157
 confirmation bias, 15, 90, 97–98;
 mitigating, 84
 conflict, 156
 connections, high-quality, 68–71
 constructive dissatisfaction, 180
 constructive paranoia, 81
 context, sensitivity to, 30

- conversations: calm, 132; diagnostic, 128–30; difficult, 160; emotional engagement in, 69; face-to-face, 69; framework of, 67; getting-in-synch, 158–60; institutionalization of, 109; reflection on, 156–57; System 2, 62–63; Theory X and, 41–42
- Cook, Scott, 19–20, 165, 169–73, 175–76
- core values, 55
- corporate stock, holding period of, 6
- “Creating a Culture of Experimentation” (Hanson), 172
- Creative Confidence: Unleashing the Creative Potential Within Us All* (Kelley, D. and Kelley, T.), 56–57
- critical inquiry, 11
- critical thinking: institutionalization of, 109; irrational emotions and, 86; logic of, 128; questions, 196; tools, 74–75
- Critical Thinking: Tools for Taking Charge of Your Professional and Personal Life* (Paul and Elder), 74–75, 86
- CSF. *See* Comprehensive Soldier Fitness C-Suite, 79
- culture: Bridgewater, 131–41; employee-centric, 180; fit, 52; innovation, 167; reflecting beliefs, 131; team, 133–34
- curiosity, 59; facets of, 104
- customers: empathy, 168; unpacking assumptions and, 85
- Daily Observations*, 122
- Dalio, Ray, 18, 31, 113–14, 136; beliefs of, 124–26; “forks in the road” of, 126; history of, 116–22; motivations of, 123; principles of, 122–24
- Damasio, Antonio, 23
- Darden School of Business, 62–63, 82–83
- Darwinism, 51
- data: access to, 4; anomalous, 98; beliefs without, 97–98; decision making and, 99; disconfirming, 75–81; gathering, 84; historical, 121–22; macroeconomic, 122
- Davidson, Richard J., 30
- Davis, Scott, 185
- debates, 128
- de Bono, Edward, 11, 19
- Deci, Edward L., 33–34
- decision making: adaptive, 90; through collaboration, 58; data and, 99; data-driven, 4; naturalistic, 75; negative emotions and, 27; questions in, 131, 196; RPD model, 75–78; sample size and, 130; speed of, 76
- decision matrix, 91
- decisions, learning from, 75
- defending, 193
- defensive reasoning, 19
- deflecting, 193
- delivery consolidation, 181
- Delivery Information Acquisition Devices (DIADs), 184
- Dempsey, Martin E., 6
- denying, 193
- Department of Labor, 190
- Design for Delight (D4D), 166–68, 171
- Design Innovation Group, 167
- Design Thinking process, 57
- D4D. *See* Design for Delight
- DIADs. *See* Delivery Information Acquisition Devices
- dichotomies, 36
- disagreement, 96–97, 132–33
- disclosure, 69–70
- discovery: through humble inquiry, 66; process, in litigation, 84
- discussions, 128; of feedback, 146
- dissatisfaction, 180
- Dot Collector, 147–49
- Dot Connector, 147–49
- Dotting, 154
- doubt, 196
- down arrow syndrome, 101
- driver service providers (DSPs), 184

- Durant, Ariel, 121
 Durant, Will, 121
 Dutton, Jane, 68
 Dweck, Carol, 30, 37–39, 57
- ease of use, 169
- Edison, Thomas, 136*n*2
- Edmondson, Amy, 52–53
- education, learning environment and, 46–47
- effectiveness, self-determination theory and, 34
- efficacy beliefs, 34–35
- efficiency: learning and, 197; studies, 183; of System 1 thinking, 14
- ego, 17–20; barriers, 123, 139; defenses, 74, 141; disagreement and, 96; weaknesses and, 140*n*5
- EI. *See* emotional intelligence
- 80–20 rule, 131
- Einstein, Albert, 143
- Einstein's Mistakes: The Human Failings of Genius* (Ohanian), 137*n*3
- Elder, Linda, 74–75, 86
- elitism, 194–95
- emotional engagement, 55, 69
- emotional intelligence (EI), 29–30
- emotional rewards, 47
- emotional style, 30
- emotional thought, 23
- emotions: awareness of, 67; cognition and, 22–24; comprehending, 24–25; controlling, 24–25; irrational, 86; listening to, 99–100; managing, 28–30; negative, 27; in organizational environment, 30; overriding cognitive systems, 29; perceiving, 29; positive, 25–28; understanding, 28–30; using, 29. *See also* metaemotions
- empathy: customer, 168; humility and, 57
- employee-centricity, 56
- employees: accountability, 199; Baseball Cards, 152–54; centric culture, 180; evaluations, 145–46; exemplar profile of, 162; personal growth tools, 147–54; questions on experiments for, 174; retention, 71; turnover, 142
- Encyclopedia Britannica, 102
- energy consumption, 11
- engagement: balancing, 100; emotional, 55, 69; personal, 68–69; rules of, 96. *See also* high employee engagement
- environmental feedback, 11
- environments: ambiguous, 89; enabling insights in, 101–2; learning, 46–47, 176; organizational, emotions in, 30; permission to speak freely and, 92–93; sensitivity to, 91; suppressing insights in, 101
- Ericsson, K. Anders, 19
- Eskew, Mike, 185
- Eustice, Jim, 38
- evaluations, employee, 145–46
- evolution, 51; personal, 146
- exemplar employee profile, 162
- experiences, 86–87
- experimentation: failures, 173; leadership by, 169; learning by, 53, 57; loop, 172; questions on, 174; rapid, 168–75
- Experiment step, 171–73
- expertise, 19
- face-to-face interaction, 69
- facts, brutal, 52, 57
- factual learning, 15
- failures: of communication, 63–66; Edison on, 136*n*2; experimentation, 173; hitting bottom and, 140; owning, 57; PreMortem and, 78–79; short-term, 139*n*4. *See also* mistakes
- farming, 170–71
- Fast Company*, 184
- fear, 17–20; of direct constructive feedback, 115; managing, 134;

- negative emotions and, 27;
overcoming, 28, 195; power of
hierarchy and, 52; of punishment,
52–53; stress and, 27–28
- FedEx, 182
- feedback, 38; database, 148; direct
constructive, 115; discussion of,
146; environmental, 11; loop,
127–28; measuring, 195; negative,
155; personal, 98; quality of, 144; as
threat, 156; top-down learning and,
175
- “Field Guide to Rapid Experimentation,”
173
- The Fifth Discipline: The Art & Practice of
the Learning Organization* (Senge),
5, 114
- Firestein, Stuart, 123
- First Who, Then What, 51–52
- Five Step Process, 152
- 5 Whys, 54, 82
- fixation, 91; recognizing, 102
- focus, 101
- Ford Motors, 181
- “forks in the road,” 126
- 40-30-20-10 plan, 176
- Franklin, Benjamin, 143
- Frederick, Shane, 11
- Fredrickson, Barbara L., 25–26
- Freud, Sigmund, 18
- Gabbert, John, 69
- Gallup, Inc., 42
- Gallup Q12, 48–49, 109
- Gardner, Steve, 38
- Garvin, David, 53
- geographic expansion, 181
- Gerstner, Lou, 198
- getting above yourself, 156
- getting in synch, 158–60
- globalization, 4
- goals, 123; orientation, 36–37
- Goizueta Business School, 55
- Good to Great: Why Some Companies
Make the Leap...And Others Don't*
(Collins), 51, 175
- Gore, Bill, 57–59
- Gore, Vieve, 57–59
- GORE-TEX, 57
- Growth Mindset diagnostic, 30
- growth mindsets, 57, 143; fixed versus,
37–38; learning environment and,
46–47
- Guiding Principles*, 70–71
- gut feelings, 23
- Hanson, Kaaren, 165–69, 172
- hardiness, 39–40
- Harvard Business Review*, 53
- Harvard Negotiations Project, 67
- Healy, Alice, 83
- heuristics, 11–12, 15
- Hidden Value: How Great Companies
Achieve Extraordinary Results with
Ordinary People* (O'Reilly and
Pfeffer), 50
- hierarchy: devaluation of, 54; power of,
52–53
- high employee engagement: employee
accountability and, 199; facilitating,
54; high-engagement learning and,
49; high performance and, 50–56;
learning and, 48–50; Room & Board
and, 71; at UPS, 186–91
- high-engagement learning, 49
- high performance: high employee
engagement and, 50–56; long-term,
50–51
- High-Performance Learning
Organization (HPLO), 7, 32;
building, 197–99; checklist,
112; development of, 179; Right
Environment and, 45; Right People
and, 43; Theory Y and, 43
- high-performing businesses, 49–50
- high-quality connections, 68–71

- hiring, 39–40; at Bridgewater, 142–43;
for culture fit, 52; by managers,
51–52; proper, 161–62; by test scores,
135; at W. L. Gore & Associates,
Inc., 58–59
- hitting bottom, 140
- holding period, of corporate stocks, 6
- Holsen, Jim, 184
- honesty, 55, 132–33
- HPLO. *See* High-Performance Learning
Organization
- HR policies, 54
- humanistic psychology, 13; fear and, 18
- humanness, 12, 114; overcoming, 13–16
- humble inquiry, 66–67
- humility, 53–54; empathy and, 57; humble
inquiry and, 67
- IBM, 198
- Idea Jams, 167
- ideas, 174
- Idea step, 171
- IDEO, 7, 56–57
- ignorance, 104–5, 123–24; illuminating,
196. *See also* not knowing
Ignorance: How It Drives Science
(Firestein), 123
- Immordino-Yang, Mary Helen, 23
- Immunity to Change* (Kegan and
Laskow), 85
- industrial engineering, 183
- information, controlling emotions and,
24
- initial public offering (IPO), 185
- innovation, 3; culture, 167; insight process
and, 80; insights, 103; network,
167–68; organizational size and, 103;
process, 174
- Innovation Catalysts, 167
- insights: enabling, 101–2; innovation, 103;
managers and, 101; process, 80–81;
suppressing, 101
- Intel, 102
- intellectual arrogance, 81
- Intuit, Inc., 7–8, 19–20, 107, 164–65; D4D
and, 166–68; insight process and,
80–81
- Intuit Fasal, 170–71
- IPO. *See* initial public offering
- IQ, 36
- Isen, Alice M., 26
- Israeli Defense Force, 98
- issue diagnosis meetings, 128–29
- Issue Log Diagnosis Card, 149, 150
- Issues Log, 149
- Jaques, Elliott, 147
- Jensen, Greg, 133, 158
- Jim Casey: Our Legacy of Leadership*
(Casey), 187
- job mobility, 179
- Jobs, Steve, 143
- Johnson, R. W., Jr., 51
- Jordan, Michael, 137
- Judgment in Managerial Decision Making*
(Bazerman & Moore), 15
- Kahneman, Daniel, 11–13, 76, 97–98
- Kegan, Robert, 85
- Kelleher, Herb, 55
- Kelley, David, 56–57
- Kelley, Tom, 56–57
- Klein, Gary, 7, 23, 75–81, 89–105
- Knowles, Malcolm S., 10
- Kodak, 102
- Kopp, Mary Kay, 190
- Kuehn, Kurt, 189
- Lambe, Patrick, 104–5
- Langer, Ellen, 72
- language, 68
- Laskow, Lisa, 85
- Lateral Thinking: Creativity Step by Step*
(de Bono), 19
- law practice, 38
- laziness, 11

- leadership: development programs, 144;
distributed, 58; by experiment, 169;
humility, 53; learning capabilities,
110; Level 5, 51; servant, 133;
stewardship-type, 54
- Lean Start-Up: How Today's Entrepreneurs
Use Continuous Innovation to Create
Radically Successful Businesses*
(Ries), 168–69
- Leap of Faith step, 171
- learning: accelerating, 107; behaviors
fundamental to, 48; checklists
and, 17; cognition and, 10–13; core
values and, 55; from decisions, 75;
by doing, 174; effects of stimuli and,
9; efficiency and, 197; environment,
46–47, 176; by experimentation,
53, 57; high employee engagement
and, 48–50; high-engagement, 49;
individual, 3; journey, 199; leadership
capabilities, 110; machines, 11;
mental models and, 61–62; mindsets,
33–38, 193; mistake-based, 135; from
mistakes, 182–83; operationalizing,
46; operations for, 13; organizational,
33; overcoming humanness and,
13–16; pain versus pleasure, 33–34;
performance-oriented, 38; saboteurs
of, 17–20; science of, 4–6; stories
and, 193; System 2 thinking and, 15;
systems approach to, 45–46, 195;
team, 141; themes of, 8; to think,
20–21; top down, 175–77. *See also*
high-engagement learning; *specific
learning disciplines*
- Learning Launch, 79, 82–83, 131
- learning organizations: blueprint for, 108;
building, 6–8; diagnostics, 53; self-
efficacy and, 35–36; structuring, 109;
transformation into, 194–95
- Learn step, 173
- The Lessons of History* (Durant, W. and
Durant, A.), 121
- Level 5 leadership, 51
- Liedtka, Jeanne, 62–63, 167–68
- limbic system, 27–28
- limitations, 177
- listening, 65; to emotions, 99–100
- litigation, 84
- logic, 128
- logistics, 185
- machine, of Bridgewater, 127–31
- MacroCognition LLC, 89
- macroeconomic data, 122
- Management Fundamentals, 152
- Management Principles, 114–15
- managers: hiring by, 51–52; insights and,
101; mindsets, 41–43; Theory X,
41–42; Theory Y, 42–43
- Maneuver Warriors, 144
- Marine Corps, 133, 144–45
- Maslow, Abraham, 13, 18–19, 58
- mastery learning, 46–47
- Mauboussin, Michael J., 15
- Mayer, John, 29
- Mayer-Salovey-Caruso Emotional
Intelligence Test (MSCEIT), 29–30
- McGregor, Douglas, 41–42, 57–58
- meaning, making of, 14
- measurements: of feedback, 195; mutual
accountability through, 180
- meditation, 118–19
- mental inquiry, 10
- mental models, 10; challenging, 14;
focus and, 101; learning and, 61–62;
re-examining, 95–96; value of,
94–96
- meritocracies, 115, 154, 169
- metacognition, 16–17, 109, 193–94
- metacommunicating, 109, 193–94
- metaemotions, 109, 193–94
- metamessages, 68
- Mezirow, Jack, 14, 19
- military, speaking freely in, 93–94
- mind-brain-body connection, 23–24

- mindfulness, 103–4; controlling emotions and, 24; meditation and, 119; open-mindedness and, 94; sense making and, 71–72
- mindsets: changing, 102; communication failure and, 65; growth versus fixed, 37–38; learning, 33–38, 193; manager, 41–43. *See also* growth mindsets
- Mindset: The New Psychology of Success* (Dweck), 39
- mistakes: admitting, 195; at Bridgewater, 136–41; conditional permission to make, 55–56, 135–36; learning environment and, 47; learning from, 182–83; patterns of, 138–39; personalizing, 139. *See also* failures
- Moore, Don A., 15
- motion studies, 183
- motivations, 7; of Dalio, 123; extrinsic versus intrinsic, 36–37; intrinsic, 47, 108
- MSCEIT. *See* Mayer-Salovey-Caruso Emotional Intelligence Test
- mutual accountability, 54, 59; disclosure and, 70; through measurements, 180
- Myer-Briggs Type Indicator, 147
- Navy SEALs, 133–34, 143
- Net Promoter Score (NPS), 165
- network: innovation, 167–68; linkages, 10
- neurons, 10
- The New Yorker*, 119
- New York Stock Exchange, 119
- New York University of Law, 38
- nine-dot problem, 95
- Northeast Airlines, 118
- not knowing, 155–57
- NPS. *See* Net Promoter Score
- Ochoa-Brillembourg, Hilda, 120–22
- Ohanian, Hans C., 137*n*3
- on-road integrated optimization and navigation (ORION), 184
- open-mindedness, 91–92, 94
- operating efficiencies, 66
- operating systems, 10
- operational excellence, 3
- opportunity, 59
- O'Reilly, Charles, III, 50
- organic growth, 53
- organizational environment, emotions in, 30
- organizational leaders, 7
- organizational size, 103
- organizational willpower, 102
- ORION. *See* on-road integrated optimization and navigation
- Ostby, Signe, 165
- overconfidence, 79
- ownership, 128
- pain: documenting, 151; pleasure versus, 33–34; progress and, 129; reflection on, 139
- Pain Button, 149–51
- P&L. *See* profit and loss
- paranoia, 98–99; constructive, 81
- pattern matching, 92, 122
- Paul, Richard W., 74–75, 86
- Pellican, Suzanne, 167
- people, 142–62
- perception, 72
- perceptual psychology, 18
- performance. *See* high performance
- permission to speak freely, 55–56, 89, 109, 195; environments and, 92–93; in military, 93–94
- personal evolution, 146
- personal growth tools, 147–54
- Pfeffer, Jeffrey, 50
- pleasure, pain versus, 33–34
- Porras, Jerry, 50–51
- positional authority, 195
- positive psychology, 25–28, 195–96
- positivity, 110, 195–96; learning environment and, 47

- Powell, Colin, 99
The Power of Mindful Learning (Langer), 72
 practice, deliberate, 19–20
 PreMortem, 78–80, 102
 presence, 68–69
Principles (Dalio), 113–14, 122–24, 136
 processes, 13, 109; improvement, 180; innovation, 174; insights, 80–81
 Procter & Gamble, 165
 productivity, pressure on, 65–66
 profit and loss (P&L), 135
 progress, 129
 promotion-from-within policies, 54, 59
 Proulx, Tom, 165
 psychological safety, 53
 public companies, 197–98
 punishment, fear of, 52–53
 Pure Alpha fund, 120–21
- questionnaires, 83–84
 questions: critical thinking, 196; in decision making, 131, 196; on experiments, 174
 QuickBooks, 164, 173
 Quicken, 164, 173
- Radical Transparency, 115–16, 134–35, 144
 rapid experimentation, 168–75
 recalling, 13–14
 Recognition-Primed Decision (RPD) model, 75–78, 90–91
 reflection, 129; on conversations, 156–57; on pain, 139; Pain Button and, 151; self-reflection and, 140
 reflexes, slowing, 75
 relatedness, 34
 relationships, meaningful, 133
 reorganization, 65–66
 resilience, 30, 57
 respect, 63
 responsibility, 42
 reviews, 144
- Ries, Eric, 168–69
 Right Environment, 32; HPLO and, 45; System 2 conversations and, 63
 Right People, 32; HPLO and, 43; Theory Y and, 45
 Right Processes, 32, 61–62
 Ritz-Carlton Hotel, 55
 Rogers, Carl, 18–19, 55
 role models, 198
 Romans, 10
 Room & Board, 7, 69–71
 Rose, Charlie, 121
 Ross School of Business, 68
 route-planning tools, 185
 RPD model. *See* Recognition-Primed Decision model
 rules of engagement, 96
 Ryan, Richard M., 33–34
- SaaS. *See* software as a service
 Salovey, Peter, 29
 sample size, 130
 S&P 500, 6
 Santa Fe Institute, 103
 scale, 197
 scenario planning tools, 79–80
 Schein, Edgar, 66–67
 Schulze, Horst, 55
 Schwartz, Anne, 189
 science: implementing, 107–8; of learning, 4–6; listening to emotions and, 100
 Securities and Exchange Commission, 121
Seeing What Others Don't See: The Remarkable Ways We Gain Insights (Klein), 89, 98, 101
 self-awareness, 30
 self-defensiveness, 18
 self-determination: hardiness and, 40; learning environment and, 47; theory, 33–34, 36
 self-development, 176
 self-efficacy, 34–36, 40, 57

- self-image, 75
- self-improvement, 115
- self-interest bias, 15
- self-management skills, 109, 193–94
- self-reflection, 140
- self-worth: intrinsic motivations and, 36;
testing beliefs and, 75
- Seligman, Martin E. P., 26
- Senge, Peter, 5, 45, 114
- sense making, 71–72; open-mindedness
and, 94
- sensitivity: to context, 30; to
environments, 91
- Shell Oil, 79–80
- short-termism, 198
- showing up, 72
- Simon, Herbert, 19
- simulations, 77
- situations: ambiguous, 89; dynamic, 89
- Skinner, B. F., 18
- Smart Growth* (Hess), 46, 198
- Smith, Brad, 19–20, 165–66, 170–71, 176
- social intuition, 30
- Socratic method, 10
- software as a service (SaaS), 4, 165
- Southwest Airlines, 55
- speaking freely. *See* permission to speak
freely
- Stanovich, Keith, 11
- stimuli: effects of, 9; selective processing
of, 14
- stock ownership, 54, 198
- stories: confidence with, 9–10; learning
and, 193
- storytelling, 79–80
- strategies, 80
- Stratified Systems Theory, 147
- Street Lights and Shadows: Searching
for the Keys to Adaptive Decision
Making* (Klein), 90
- stress: fear and, 27–28; testing, 123;
thinking and, 23–24
- stress-response system, 27–28
- stupidity, 104–5
- supply chain management, 185
- surprises, 173–74
- Synchronized Commerce, 185
- synchrony, 158–60
- System 1 thinking, 11–13; efficiency of, 14;
emotions and, 23
- System 2 thinking, 11–13; conversations,
62–63; emotions and, 23; learning
and, 15; metacognition and, 16–17;
perception and, 72; RPD model
and, 76
- systemic orientation, 45
- Tannen, Deborah, 68
- teachers, in learning environment, 46
- teaching moments, 128
- “Teaching Smart People How to Learn”
(Argyris), 18
- team: culture, 133–34; learning, 141
- Team Dimensions Profile, 147
- technology, speed of, 4
- telling, 66–67
- 10,000 hours, 19
- tenure rates, 6, 142
- test scores, 135
- Theory X, 41–42
- Theory Y, 42–43; employee-centricity, 56;
Right People and, 45
- thinking: adaptive, 20; design, 167;
dispositions, 39; learning, 20–21; out-
loud, 82; paradigms, 11; stress and,
23–24; stress testing, 123
- Thinking, Fast and Slow* (Kahneman), 11
- Thinking Qualities, 153
- “Think Like a Commander,” 20
- Think Twice: Harnessing the Power of
Counterintuition* (Mauboussin), 15
- threats: efficacy beliefs and, 35; feedback
as, 156
- 340 methods, 184
- tidbit comments, 129
- Tiffany & Company, 54
- time: allocation, 176; collaboration and,
199; studies, 183

- Toyota Production System, 54
 training, 39–40
Train Your Mind for Peak Performance
 (Bourne and Healy), 83
 transformation, 65–66, 145; difficulties
 in, 155; into learning organizations,
 194–95
 transformative learning, 14
 transparency. *See* Radical Transparency
 true self, 158
 trust, 195; accountability and, 108–9;
 disclosure and, 69–70; mutual, 55;
 System 2 conversations and, 63
 truth: at Bridgewater, 132–33; feedback
 loop and, 127–28
 TurboTax, 164
 turnover rates, 142

 United Parcel Service, Inc. (UPS), 8,
 107, 197; background of, 179–80;
 compensation plans for, 188–89;
 DNA of, 180–86; high employee
 engagement and, 186–92; logistics
 and, 185
 UPS Logistic Group, 185
 UPS University, 189

 valence, 25
 values, 161; core, 55; valence and, 25
 Values Fundamentals, 152
 variance, reducing, 103
 visualization, 77
 Volcker, Paul, 122

 Waterline Principle, 59
 weaknesses, 138–39; common, 156; ego
 and, 140n5; processing, 155–62
 Weick, Karl, 71–72
 West, Geoffrey, 103
 West, Richard, 11
 willpower, organizational, 102
 W. L. Gore & Associates, 7, 57–59,
 108–9
 work-life balance, 70
 Work Place Personality Inventory,
 147
 World Bank, 120

 X Corp, 79

 Yom Kippur War, 98

 Zonana, Victor, 38

