

# CONTENTS

---

Foreword	ix
----------	----

## PART 1: OUR NEED TO FEEL SAFE

1. Protection from Above	3
2. Employees Are People Too	10
3. Belonging	23
4. Yeah, but . . .	31

## PART 2: POWERFUL FORCES

5. When Enough Was Enough	40
6. E.D.S.O.	47
7. The Big C	65
8. Why We Have Leaders	77

## PART 3: REALITY

9. The Courage to Do the Right Thing	89
10. Snowmobile in the Desert	94

## PART 4: HOW WE GOT HERE

11. The Boom Before the Bust	101
12. The Boomers All Grown Up	112

## **PART 5: THE ABSTRACT CHALLENGE**

13. Abstraction Kills	121
14. Modern Abstraction	128
15. Managing the Abstraction	136
16. Imbalance	154

## **PART 6: DESTRUCTIVE ABUNDANCE**

17. Leadership Lesson 1: So Goes the Culture, So Goes the Company	159
18. Leadership Lesson 2: So Goes the Leader, So Goes the Culture	171
19. Leadership Lesson 3: Integrity Matters	185
20. Leadership Lesson 4: Friends Matter	198
21. Leadership Lesson 5: Lead the People, Not the Numbers	208

## **PART 7: A SOCIETY OF ADDICTS**

22. At the Center of All Our Problems Is Us	227
23. At Any Expense	235
24. The Abstract Generation (Revised and Expanded)	243

## **PART 8: BECOMING A LEADER**

25. Step 12	272
26. Shared Struggle	277
27. We Need More Leaders	286

Appendix: A Practical Guide to Leading Millenials	289
---	-----

Acknowledgments	307
-----------------	-----

Notes	311
-------	-----

Bibliography	337
--------------	-----

Index	339
-------	-----