

Index

- adjustments, the necessity of
 - constant 73, 85
- alternatives 57
 - the best time to generate 58
 - choosing reversible 92–93
 - doable 57, 64
 - failures regarding 64–65
 - having a range of significantly different 59
 - having innovative 59
 - the importance of 58–59
 - quality 59–60
 - questions that test whether we have enough 65
- AlwaysOpen case study 94–97
- assumptions
 - the danger of unstated 32, 61
 - monitoring 93
- backcasting 62
- baseline, having a 40–42
- best of breed solutions 20
- bias 10, 36, 103
- Bible, the 25
- brainstorming 61–62, 63, 65
- Brochner, Joel xii
- Brothers, Dr. Joyce 77
- budget cuts, dealing with 16–19
- buy-in, getting 103
- car accident story 14–15
- Case Studies in International Management* 33
- change, the value of phasing in 91
- children’s clothing company story 29
- Churchill, Winston 119
- Clarke, Arthur C. 61

- coaching, through asking
 - questions 108
- competition, internal 24
- complacency 60–61
- composite ideas, *see* best of breed solutions
- Comtec Corporation case study 79–84
- conflicts of interest 31, 32, 102
- consequences, taking into account 75, 76, 77, 78, 83–84, 103, 108, 124
- content quality xv, 123
- continuous improvement xiii, 7, 43–44, 54, 58, 92, 121, 123
- courage 7–8
- creativity 61

- decision maker, definition 4–5
- decision making 13
 - conditions for 1
 - and execution 3, 4
- decision-making framework 6–7
 - the importance of making public a 120
 - objections to a common 6
- decision-making process, definition 5
- decision-making traps
 - anchoring trap 10
 - confirming evidence trap 12
 - dichotomy opportunity trap 19–20
 - estimating and forecasting 13
 - framing trap 12–13
 - overconfidence 13
 - overprudence 13
 - pass-the-buck trap 21
 - problem-solving trap 14–19
 - recallability trap 13
 - status quo trap 10–11
 - sunk cost trap 11–12
- decisions
 - definition 2, 3–4
 - questions to ask to assess 122
- dependencies, allowing for 44
- diet soda story 86
- “The Discipline of Innovation” article 60
- diversification 50, 55–56
- dividing and conquering 76
- Drucker, Peter F. 60

- emergencies 106

- “face” in Asia 74
- failures regarding
 - the need for 122
 - partial 86–87
 - questions that help us collect relevant 108
 - questions that identify what information to collect 93–94, 97
 - questions that should not be answered 94
- Fitzhenry, R. I. 90
- forced association 62
- framing 9, 12–13
- “frogs in a well” analogy 60
- Fuller, Thomas 91
- future
 - assumptions about the 2, 32, 36, 89
 - versus facts 2, 36, 88, 89

- go/no-go decisions 19
- goals
 - communicating 24, 30–31
 - failures regarding 31–32
 - “fancy” 32
 - goal quality 25–30
 - the importance of a shared goal 23–25

- long-term 27, 28, 30, 39, 42, 44, 48, 58
- versus objectives 25–28
- Goleman, Daniel 104, 106
- GPA
 - abbreviation 23, 39, 57
 - GPA questions 27, 31, 49, 65, 71–72
 - summary of 71–72
- GPA IPO
 - making GPA IPO a habit 121
 - summary of 45, 106, 120
- Hammond, John 9
- Hanover Public Systems case study 109–117
- Harriman, Edward H. 90
- Harvard Business Review* xii, 60, 104
- IBM
 - discretionary funds conference story 45–46
 - Y2K story 90, 91–92
- idea-killers 63
- important versus urgent 43–44
- inertia 10
- information 12, 73, 85–97, 108–109, 123
- initial public offering analogy 74
- innovation
 - as a discipline 44
 - definition 60
 - encouraging 61–64
 - in goals 32
 - seven sources of 60
- intangible resources 2, 3, 4, 101
- interdependence for success, the importance of 23–25
- intuition vii, xiii, 6
- IPO
 - abbreviation 73, 85, 99
 - questions 94, 97, 108, 109
- Keeney, Ralph 9
- Kennedy, President John F. 40
- Kouzes, James M. 25
- laziness, in idea generation 64
- leaders, role of xii, xiii, 11, 12, 23, 24, 61
- Leadership Challenge, The* 25
- leadership styles xviii, 104
 - appropriate for the GPA framework 106–109
 - matching to situation and person 16, 105–106
 - versus personality 105
- “Leadership that Gets Results” article 104
- Leclerc Machines de Cuisine case study 66
- Leonard, Dorothy A. 61
- “light/heavy, fast/slow” in Chinese 40
- Lovins, Amory 62
- luck vii, xiii, 58, 78
- market research 87, 94, 95
- means versus ends 31–32
- measuring progress, the importance of 24, 44, 93, 96, 123
- medicine study story 59–60
- Millars Bank Ltd. case study 33–37
- Narita airport 10, 12
- negativity, in idea generation 64, 77

- objective reasoning
 - failures regarding 78–79
 - the importance of 75
 - the process 75
 - risk versus value matrix 75–77
 - steps 76
- objectives, having clear 25–28
- observe-think-experiment cycle 7, 43–44, 121–123
- office politics 117, 120
- operational decisions
 - definition 2, 5–6
- opportunities
 - justification 20
 - and unmet needs 19, 69
- opportunity gaps 42–43
- O’Reilly, Charles A. 43
- orientation, the importance
 - of 24, 88
- Osborn, Alex Faickney 62
- outsiders, the value of in idea-generation 58, 102

- participants
 - in alternatives-generation 102
 - in decision making 99, 102, 103
 - in objective reasoning 103
- passing the buck 13, 21
- people 109
 - failures regarding 104
 - types involved in decision making 58, 99
- perfection 72, 121
- performance gaps 42–43
- perspective, adopting a conscious 25, 29–30
- Posner, Barry Z. 25
- power 101, 119, 120
- practice, the importance of 44, 120
- pride of ownership, in idea generation 65

- prioritization 123
 - failures regarding 48–49
 - and goals 39, 45, 48
 - hints for 47–48
 - questions that test for correct 49
- problem solving
 - justification 15
 - preventing 16
- process quality 73, 123–124
- progress, measuring 24, 44, 93, 96, 123

- questions
 - “stupid” 87
 - that waste corporate resources 13

- rabbits and generals story 26–27
- Radford, Arthur W. 88
- Raiffa, Howard 9
- recognition systems 7, 24
- Redmoon, Ambrose 7
- resource allocation, the importance
 - of 2, 3, 75
- resource requirements, taking into account 77
- responsibility, and
 - consequences 78–79
- risk, managing 2, 79, 90–92
- Roosevelt, Theodore 72

- Sawyer-Laucanno, Christopher 33
- scope, defining 25, 28–29, 30
- sequences, allowing for 44, 107
- Serenity Prayer, the 8
- Shaw, George Bernard 65
- Smart Choices* 9, 57
- specialization 50, 56
- statistical analysis 89
- strategic decisions 2
 - definition 5–6

- Strategic Decisions Group 5
- strategy, definition 2, 5
- supporters, in decision making 99, 100–102
- Swap, Walter C. 61

- Tanaka Komuten Company case study 49–56
- tangible resources 4, 101
- teams
 - multicultural 7
 - team decision-making versus individual decision-making 24, 120
- teamwork 24, 30–31, 37, 117
- test runs, the value of 89, 90
- Thatcher, Baroness Margaret 119
- Thoreau, Henry David 25
- time, as a finite resource 26
- total picture, the importance of
 - examining the 85, 87, 93
- trade-offs 39, 41
- Tushman, Michael L. 43

- unknowns
 - converting into risks and managing those 90–92
 - handling 88–93
 - knowable 89
 - turning knowable into knowns 89–90
 - unknowable 89
- urgency 14
 - resulting from fear 54

- value, creating 28, 32, 119
- vision and mission statements 28
- voting system, using a xii, xiii

- Welch, Jack 28
- When Sparks Fly* 61
- willing and able, being 4, 7–8, 99, 100, 105, 119
- windows of opportunity 45, 49
- Winning Through Innovation* 43
- wisdom 8, 63
- Wooden, John R. 78

