

CONTENTS

About the author x

Acknowledgements xi

Introduction 1

PART ONE

THE DHARMA IMPERATIVE 7

Social Responsibility 2.0 9

Capitalism's Higher Purpose 13

Decoding Dharma 15

The Dharma Stock Index 21

West Meets East 23

PART TWO

THE DHARMA TOOLBOX 27

The Dharma Diagnosis 29

The Three Modes 31

Dharma in Practice 35

Downstream Dharma 37

Goodness and Conscience 40

A Sample Dharmic Dilemma 44

PART THREE

THE DHARMA USER'S GUIDE 47

- The Ignorance of the Lambs 49
- Pharma Dharma: Wages of Ignorance 53
- The Passion of the Capitalist 56
- Dharma Drama: AOL Time Warner 59
- Dharma Goodness: The Patience Payoff 62
- Dharma Exposed: A Kodak Moment 66
- The Three Modes, in Mind and Motion 68
- Dharma Mumbo Jumbo 70

PART FOUR

DHARMA IN ACTION 73

- Purpose-Driven Dharma 75
- The Four Pillars of Goodness 77
- Dharma Versus Dharma 79
- Invisible Dharma 82
- Know Your Mode 84
- The Dharma of Human Resources 90
- Getting The Dharma Boot 92
- Dharm-anthropy 94

PART FIVE

THE DHARMA OF LEADERSHIP 103

- The Pull of Dharma 105
- Delegating Dharma 108
- Corporate Dharma 117
- Dharma Field Report 118
- Dharmic Reset 120

Goodness Is In The Details	123
Leading In Style	125
The Five Roles of Successful CEOs	127
Accidental Leaders	129
You Are Here	130
Take The Best, Leave The Rest	131