Contents

Acknowledgments		xii xv
Introduction: Heart Over Head		
Part I: Passion	n Over Knowledge	1
Chapter 1	Defining Passion	3
	The Nature of Positive Passion	4
	The Power of Passion	6
	The Passionate Organization	8
	What Passion Is Not	10
	Negative Passion	11
	The Absence of Passion	13
	Conclusion	13
Chapter 2	The Limitations of Reason	17
	The Role of Presuppositions	18
	The Speculative Nature of	
	Inductive Thinking	20
	The Narrowness of Education and	
	Experience	21
	The Non-Self-Evident Nature of	
	Truth	23
	The Paradoxical Nature of Reality	25
	The Inability of Reason to Correct Its	
	Own Errors	25
	Reason's Inability to Be Foolproof	27
	The Unreasonableness of the Hard	
	Thing	27

viii Contents

	Is It Hard or Is It Soft? Conclusion	28 29
Chapter 3	The Misleading Comfort of	
	Strategic Planning	30
	What Is Strategic Planning? Strategic Planning As the Impossible	32
	Dream	33
	Strategy As Organizational Process Rather Than Planning Process	35
	Strategic Vision and Strategic Thinking	36
	A Different Kind of Planning	39
	Conclusion	40
Chapter 4	The Siren Song of the Learning	
	Organization	42
	What Is Learning?	42
	The Components of Learning	43
	Why Should We Learn?	44
	Why Don't We Learn?	46
	How Will We As Individuals	
	Learn?	47
	The True Learning Organization	49
	The Teaching Organization Threats to the Passionate Organization's	50
	Ability to Learn	51
	Protecting the Passionate Organization's	
	Ability to Learn	53
	Conclusion	54
Chapter 5	The Uncontrollable Nature of Fire	56
	Bound by the Chain of Command	58
	Tools of the Chain of Command When True Merit and Freedom Come	59
	to Organizations	60
	But Passion Is So Unplanned The Nonrational Labors of	61
	<i>Imagination</i>	62
	The Death of Determinism	63

Contents ix

	Passion Capital Passion Direction	64 64
	Conclusion	66
Part II: A Pass	ionate People	67
Chapter 6	Clues to the Presence of Passion	69
	Willingness to Confront Reality Ability to Discern the Truth About Who We Are and What We Want	70
	and Need	73
	Capacity to Transform Information and	
	Knowledge Into Wisdom	74
	Alignment Between Personal and	
	Organizational Aspirations	75
	Desire to Make a Difference	76
	Love for Labor	77
	Indignation Over Conditions	78
	Evidence of Battle Scars	79
	An Amateur's Orientation	80
	Being Young at Heart Conclusion	81 84
Chapter 7	The Role of the Soul	95
Chapter 7		85
	Soul and Spirituality	85
	What Does This Stuff Mean to My	86
	Organization? The Reality of Spirituality	86
	The Reality of Spirituality The Red Herring of Religion	87
	Tapping Into the Spiritual Core	88
	Things to Avoid	91
	Spiritual Intelligence	93
	Conclusion	94
Chapter 8	Commitment to a Greater Goal	96
·	Internal Marketing	97
	Internal Alignment	99
	A Case Study in Alignment	100
	Elements of a Heroic Effort	102
	External Alignment	103

x Contents

	Conclusion	104
Chapter 9	The Need to Make a Difference	106
	The Need to Leave a Legacy The Seven Steps of a Decent	107
	Organizational Legacy Legacy for All by Organizational	108
	Design	112
	Commitment	115
	Conclusion	117
Chapter 10	Balanced People With Multiple	
	Passions	118
	The Balanced Polymaniac	121
	Balance Between People	124
	Balance Between Work and the Rest	
	of Life	125
	Balance Between Work and Rest	127
	Opening the Floodgates of Whole-Life	
	Passion Conclusion	128 129
Part III: The Pa	ssionate Organization	131
_		
Chapter 11	Pick and Prepare Passionate	
	People	133
	The Passion Match	134
	How Do We Hire for Passion?	135
	Build a Farm Team	137
	Let Them Learn by Passion	139
	Learning by Teaching	140
	Evaluating Passion Conclusion	141 142
	Conclusion	142
Chapter 12	Encase Passion in Vision and	
	Mutual Trust	144
	The Problem	145
	Encasing Passion	1 4 5
	Vision	145
	Mutual Trust	153

Contents

	The Future of Organizational	
	Design	155
	Conclusion	158
Chapter 13	Building Passion for Stakeholders	160
	A Passion for Customers	161
	A Passion for Shareholders	165
	A Passion for Helpers	167
	A Passion for the Food Chain	168
	Evaluate Passion for Stakeholders	169
	Conclusion	170
Chapter 14	Stoke the Fire of Waning Passion	171
	Avoid the Myth of Motivation	172
	Stoking the Fire	174
	Obstacles to Passion	177
	Conclusion	180
Chapter 15	Deal With Negative and Missing	
	Passion	182
	The Shadow	182
	The Petty	184
	The Indignant	185
	The True Believer	188
	Can Positive Passion Ever Be	
	Wrong?	190
	Conclusion	190
Chapter 16	Kill the Concept of "Management"	191
	The Illusion of Management	193
	The Problems of Management	194
	Killing the Concept of	
	Management	196
	The Advantages of Leadership for the	
	Passionate Organization	199
	Conclusion	200
Chapter 17	Know It's Better to Stub Your Toe	
	Than to Lose Your Leg	201
	Creativity at the Core	202
	Mavericks Matter	204

xii Contents

	Safety for Risk Takers	206
	Conclusion	208
Chapter 18	Use Crises and Obstacles to	
	Increase Passion	210
	What Crises and Obstacles Reveal	212
	Understanding Responses to	212
	Change	213
	Using Crises and Obstacles to Increase	
	Passion	215
	Conclusion	216
Chapter 19	Spiritual Leadership in Secular Places Seven Pillars of Spiritual Leadership in Secular Places	218 219
	What Spiritual Leaders Don't Do	222
	Conclusion	223
Epilogue: The Trium	ph of the Passionate Organization	224
Bibliography		226
Index		229
Other Reading by James R. Lucas		236