CONTENTS

Introduction: Success is a Career of High Emotional Energy	8
PART I. HOW TO GROW WINNING NETWORKS BY EMOTIONAL ENERGY: STEVE JOBS AND YOU	12
1. Emotional Energy in Yourself The EE (Emotional Energy) Thermometer Steve Jobs Affects Everyone's EE	14
Careers: A Marathon Coach's Advice about Not Sleeping Before the Race	18
2. Emotional Energy in Groups: Collective Effervescence Warning: Collective Effervescence Has a Short Shelf-life	19
3. High Attunement builds EE, Low Attunement lowers EE	22
4. People and Situations that Bring You Down	24
5. What About People Who Seem Energetic But Don't Get Things Done? The Fourth Dimension of EE: Rhythm/Sync	26
6. EDOM: Emotional Domination	27
Careers: Caesar Faces Down a Mutiny	31
Did Steve Jobs ever Hesitate?	
7. Energizing Networks of Allies Heavyweight and Lightweight Networks Six Degrees are Useless: What You Need is a Two-link Heavyweight Network What You Know Is Not Separate from Who You Know	34
Careers: Not Just Any Mentor	40
8. Dangerous Networks: Rivals and Opponents The Raid on Xerox Bill Gates as Turncoat Insider	42

9. What Money is Good For: Freedom to Build Your Own Networks How did Steve Jobs Recover from Being Exiled?	49
10. Inner and Outer Networks Inner Circle: Networks of EE Networks of EDOM: Allies, Deal-Making Networks, Rivals Outer Ring: Pseudo-networks of Reputation	53
Time-Line: Steve Jobs' Career and Turning Points	59
Careers: Insiders in Sports: Winners See It Differently	62
PART II. NAPOLEON AS CEO	65
1. A Career of Emotional Energy	66
2. Starting Young in the Adult World	68
Careers: Building Momentum against Easy Competition: Sam Walton in Arkansas	70
3. Luck is Location at the Cusp of Change	72
Careers: Networks at the Edge of Danger: Michael Collins Takes Over the Irish Revolution	74
4. Networks That Made Napoleon	76
Careers: Marrying (and sometimes divorcing) the Boss's Daughter	78
5. Napoleon's Winning Style	80
Always active, never passive Speed is organization-wide Morale over material Mobile firepower	
Careers: Caesar is Prepared to Have Trouble	82

6. On a Roll	84
Careers: The Reputation Multiplier: Caesar's famous Fortune	85
7. Dilemmas	88
Overextension Opponents catching up	
Careers: Ulysses S. Grant Deflates the Magic of Robert E. Lee The creep of formalities	90
8. Napoleon's Down Moments	92
Careers: Re-launching on the Rebound: Building IKEA	96
9. Endgame: Losing Emotional Energy	98
10. Ability, What is It?	99
Careers: Genius is How You Look at It	100
PART III. WHAT MADE ALEXANDER GREAT?	104
1. Launching from the most Advanced Platform	106
Careers: If You Can't Inherit It, Join It	108
2. Tiger Woods Training	110
Careers: Avoiding the Bureaucratic Ladder, Side-stepping the Credential Queue	111
3. The Ideal Target for Takeover	115
Careers: Making a Killing: Piecing Together the World's Largest Insurance Company	117
4. A Growing Resource Beats a Stagnant Resource	120

5. The Difference-maker: Logistics-plus-Diplomacy	122
6. Alexander's Victory Formula	124
Cautious Timing, Explosive Action Observe Weakness and Attack It	
Careers: Superior Troops Have Empowered NCOs	126
Emotional Domination is More Decisive than Trickery	
7. Alexander's Dilemmas	128
The Impetuous Leader A Drunken Killing and a Management Dilemma	
Careers: The Old and New Management Teams	130
Two Mutinies	
8. Partying to Death	134
Why did Alexander Sleep Well, but Napoleon Never Slept?	
Careers: Carousers and Workaholics	135
PART IV. ELEVEN PRINCIPLES OF WINNING BIG	138
EE: emotional energy EDOM: emotional domination	
Gain EE from successful encounters; avoid energy-draining encounters	
2. Keep checking micro-social attunement and disattunement	
3. Energizing the group energizes yourself	
4. Details are never boring when they have trajectory;	
successful people are never bored	
5. Start early in the adult world:	
skip the credential queue and the bureaucratic ladder	
6. Build momentum where it's easy but with a path to big leagues 7. The big battle, the big deal; monitor rivals, identify weakness and evert EDOM.	
7. The big battle, the big deal: monitor rivals, identify weakness and exert EDOM	

8. Build inner circle and alliance networks by EE, deal-making networks by EDOM, and outer reputational networks by collective effervescence	
9. Heavyweight networks are dangerous: expect volatility 10. Luck is location at the cusp of change;	
launch from the most advanced platform	
11. Ideological rigidness limits success; other people's rigidness is your opportunity	
Knowing What Arena You're Playing In	146
War	
Business empire-building	
Politics and social movements	
Scientific, intellectual and artistic worlds	
REFERENCES	149