

Excellence.
NO EXCUSES!

57 Ways to Launch Your Journey.
NOW.

Tom Peters

06 March 2014

*This plea for **Excellence** is a product of Twitter, where I hang out. A lot. Usually, my practice is a comment here and a comment there—driven by ire or whimsy or something I’ve read or observed. But a while back—and for a while—I adopted the habit of going off on a subject for a semi-extended period of time. Many rejoinders and amendments and (oft brilliant) extensions were added by colleagues from all over the globe.*

*So far, some **57** “tweetstreams” (or their equivalent from some related environments) have passed (my) muster—and are included herein.*

*There is a lot of bold type and a lot of **RED** ink and a lot of (red) exclamation marks (!) in what follows. First, because I believe this is important stuff. And second, because I am certain there are no excuses for not cherrypicking one or two items for your T.T.D.N. list. (Things To Do NOW.)*

Excellence.

No Excuses.

Now.

Epigraph: The **ACCELERATING** Rate of Change

*“The greatest
shortcoming of the
human race is our
inability to
understand the
exponential
function.”* —Albert A. Bartlett*

*from Erik Brynjolfsson and Andrew McAfee, *The Second Machine Age*,

“Moore’s Law and the Second Half of the Chessboard”/“Change” is **not** the issue—change has always been with us. But “this time” may truly be different. The ACCELERATION of change is unprecedented—hence, the time for requisite action is severely compressed.)

Excellence 57. **NO EXCUSES.**

1. **Change.** Focus/obsess on allies. And allies and allies. And MORE allies. Don't allow yourself to be distracted or sidetracked by foes.
2. **Do good work.** You'll spend most of your waking hours at work. Make the best of it—or you will have thrown away your life. (Strong words. Warranted.)
3. **Start the day on a high/Close the week with a bang.** Bring a SMILE to work. IMMEDIATELY get out and about (MBWA). Etc. Call it “the little BIG things starter kit.” First TEN MINUTES determine the flow of the day. Day's end: More MBWA. Offer thanks for a job well done—“little stuff” more than big stuff. Call three customers. Thank two people in other functions who lent a hand.
4. **Time spent on relationships/network building.** It's the ... ULTIMATE CAPITAL INVESTMENT.
5. **Training.** Training must go from “second best” to the very top of the heap. The training boss should sit next door to the CEO. Training courses should unfailingly make you gasp at their quality.
6. **People development.** Priority #1 is no less than a ... MORAL OBLIGATION ... to let nothing get in the way of helping our people—each and every one—grow and prosper and achieve beyond their wildest dreams. (Hint: You'll make a lot of money along the way.)
7. **The “BIG DUH.”** Taking care of people—“even” in retail—PAYS!
8. **Joy.** Damn it. (Why not?)
9. **WOW-ification.** Ugly word. Magnificent aspiration. (Necessary, too, in a hyper-competitive world.)
10. **First-line LEADERSHIP matters—a lot!** The #1 variable determining enterprise productivity is the quality of the full cadre of 1st-line leaders. (Recruit 'em and train 'em accordingly.)
11. **Get aboard the “S-train” or else.** SM/Social Media. SX/Social eXecutive/SE/Social Employees. SO/Social Organization. (ALL HANDS.) SB/Social Business. Cacophonous engagement of one—AND ALL!—with every aspect of the enterprise, inside and out, is determining the difference between winners and losers.
12. **The “sharing economy.”** Sharing pays! Sharing (more) pays (more)!
13. **The “hang out factor.”** Little or nothing is more important than MANAGING your “Hang Out Portfolio”! We are indeed what we eat—and who we spend time with.
14. **Calendar supremacy.** You ARE how you spend your time. PERIOD.

15. **Civility.** Civility allows you to sleep at night. Civility is (also) a STUNNING competitive advantage.
16. **Politics.** IMPLEMENTATION is ... politics. (Get over it.) (Master it.)
17. **“EXCELLENT” Meetings.** Meetings are what bosses “do.” Meetings are de facto Leadership Opportunity #1. Act accordingly. (Few do.)
18. **Email EXCELLENCE.** Why not?
19. **The reaction is more important than the action.** The problem is rarely the problem. The RESPONSE to the problem is invariably the problem.
20. **Thank you!** “Acknowledge” and “Appreciate” are perhaps the two most powerful words in the leader’s language.
21. **ACKNOWLEDGEMENT Power.** (Continued. Why? Said power is AWESOME.)
22. **Listen up!** Make 2014: The Year of the EAR. Listening = Skill #1.
23. **TALK. LISTEN. WRITE.** The UN-studied “big three.”
24. **“Have you ...”** The 50 “Have Yous.”
25. **2013-14/New Year’s Week.** BEGINNINGS and ENDINGS matter. A LOT.
26. **The delicacy of the helping process.** We suck at giving criticism. (It matters. A LOT.)
27. **EXCELLENCE.** The 5-minute Rule. (PLUS more.)
28. **Organizations exist to SERVE. PERIOD.**
29. **Shareholder value MYTH.** Shareholders need not come 1st among corporate priorities.
30. **Putting People REALLY First.** (REALLY.)
31. **Limits to “strategy.”** Winners focus on EXECUTION.
32. **“Only one can be the cheapest.”** DESIGN as D.I.C./Differentiator-In-Chief.
33. **RADICAL Personal Development.** It’s the only survival strategy amidst the economic/tech tsunami. Start ASAP.
34. **100% of us ... ENTREPRENEURS.** We are ready! (It turns out.)
35. **Benchmarking.** Effective “benchmarking” is NOT about copying—it IS about learning and adapting to circumstances.
36. **B-I-G? Over-rated!**

37. **Judgment.** OUR JUDGMENT STINKS. PERIOD. (And there are tons of research to prove that VERY uncomfortable point.)
 38. **Culture comes FIRST.** If (hyper-hardnosed) former IBM CEO Lou Gerstner says it, it must be so!
 39. **“This will be the women’s century.”** Women BUY. Women RULE.
 40. **The THREE Rules.** Taking the high road to success.
 41. **The “PI6.”** Or: Personal Impact SIX. Short and (I hope) sweet.
 42. **BIGGEST Life Decision.** Your call ... ONE DAY AT A TIME.
 43. **Read! Read! Read some more!** One of the premier investment bankers in the world declares CEOs’ #1 problem to be a failure to read enough.
 44. **The Middle Class Is Toast.** (Ye gads.) (And then an antidote!)
 45. **WOW. NOW.** The Project 50. The Brand You 50. The Professional Service Firm 50.
 46. **Full STEAM Ahead.** Call for an Education Revolution. ASAP.
 47. **47 questions for newly anointed CEOs.** Do you leave 50% of your time unscheduled? (And 46 others.)
 48. **Ready. Fire. Aim.** The ACTION Imperative—now more than ever.
 49. **The LAST word.** (For now.)
 50. **The LAST word (Version TWO).** People REALLY First—or else.
 51. **The LAST word (Version THREE).** Do (NOW) or Die.
 52. **The LAST word (Version FOUR).** Implementation: The “last 99%.”
 53. **The LAST word (Version FIVE).** The only thing we have to fear is the absence of fear.
 54. **The LAST word (Version SIX).** We ALL have what it takes to be entrepreneurial.
 55. **PSF or bust!** Becoming a (full-fledged) PROFESSIONAL SERVICE FIRM.
 56. **The LAST word (Version SEVEN).** Nothing half way! Use your last ounce of energy!
 57. **The LAST word (Version EIGHT).** Nobody knows anything. Hmmmmm
- Appendix: Systems Have Their Place: SECOND Place.**

I. Change/Change Agents

The A-squared Approach: Allies & Action

Not sure what triggered it, but I went on a Twitter rampage this morning (Thursday, 11/21/13) on the topic of change. Herewith, FYI:

Change agency: Forget the word “enemies.” Focus on/obsess on ...

ALLIES.

Big change is not about fighting the bad guys. It’s about surrounding them with your continuously recruited allies.

Success at change: Building a stable of allies. Failure: Pissing and moaning and picking fights.

Change agent time distribution: 50% recruiting Allies. 40% tending Allies. 10%

other. **0%** fighting enemies.

Change: Allies do not automatically remain allies. Tend them and do NOT NOT NOT neglect them—the latter is a common sin.

Change the 4F Way: **F**ind a **F**ellow **F**reak **F**araway.

(Change agents *need* playmates and *distant* playpens.)

Change: Rack up and log ... **“small
wins”** ... like a ... *maniac*.

Change you want: **It’s already happening *somewhere*. Find it!**

Change the Bob Stone way: **“*Some people look for things that went wrong and try to fix them. I look for things that went right, and try to build off them.*”**

Losses as critical as wins: ***Dotcom movement worked big time. Astonishing amount of experimentation in brief period. “LS” as/more important than “WS.”***

Change is about end runs—not a smash-mouth plunge down the middle.

Allies: Recruit the quiet ones as much or more than the noisy ones.

If you can’t find allies, you’re probably perceived as too far out. Find the sweet spot: Exciting/edgy w/o scaring the shit outta people.

A rigid stance nearly always generates an equally rigid response.

Change: Making loud noises is usually a loser’s strategy.

If you are really passionate, you tend to confront. Confrontation NEVER results in victory; it just entrenches your opponents and increases their determination to stop you. You play into the bad guys’ hands: “I knew he was a jackass. Never put him on the agenda again.”

Action Rules! 1 Thing (Only) I've Learned in 48 Years!

A Bias for Action. (No. 1/"Basics of Excellence"/*In Search of Excellence*/1982)

"Ready. Fire. Aim."

(H. Ross Perot on EDS; as compared to GM's "Ready. Aim. Aim. Aim. Aim. Aim. ...")

Just do it! (Nike)

Move fast, break things. (Facebook)

Experiment fearlessly. (Trait #1/Great innovator companies/*Bloomberg Businessweek*)

Relentless trial and error. (Corporate Survival Trait #1 in crazy times/*Wall Street Journal*)

"You miss 100% of the shots you never take." (Wayne Gretzky)

Fail. Forward. Fast. (Tech exec/Philadelphia)

CAN YOUR BUSINESS FAIL FAST ENOUGH TO SUCCEED? (*Economist* conf. title)

"Fail faster, succeed sooner." (David Kelley/IDEO)

"No matter. Try again. Fail again. Fail better." (Samuel Beckett)

"Reward excellent failures. Punish mediocre successes." (Phil Daniels/Australian businessman)

Whoever Makes the Most Mistakes Wins. (Richard Farson/book title)

"The Silicon Valley of today is built less atop the spires of earlier triumphs than upon the rubble of earlier debacles." (Paul Saffo/tech futurist/Palo Alto)

"The secret of fast progress is *inefficiency*: fast/furious/numerous failures." (K. Kelly)

S.A.V./Screw Around Vigorously (TP: only possible success strategy for crazy times)

Demo or die. (MIT Media Lab credo)

"Don't 'plan.' Do stuff." (David Kelley/IDEO)

"Effective prototyping may be the most valuable core competence an innovative organization can hope to have."/"Minimize 'mean time to prototype.'" (M. Schrage/MIT)

"This is so simple it sounds stupid. You only find oil if you drill wells." (J. Masters/wildcatter)

"We have a 'strategic plan.' It's called 'doing things.'" (Herb Kelleher/Southwest Airlines)

"Can do!" (Motto/U.S. Navy Seabees/my starting point in 1966 in Vietnam)

"Execution is strategy." (Fred Malek)

WD40 (Water Displacement, 40 tries to get it right)

BLAME NO ONE. EXPECT NOTHING. DO

SOMETHING. (NFL coach Bill Parcells/locker-room poster)

"Quality is a probabilistic function of quantity." (M. Gladwell/"Creation Myth"/re J.S. Bach)

"Ever notice that 'What the hell' is always the right decision?" (Anon. screenwriter)

W.T.T.M.S.W. /Whoever Tries The Most Stuff Wins.

WTTMSASTMSUW/Whoever Tries The Most Stuff And Screws The Most Stuff Up Wins.

WTTMSASTMSUTFW/Whoever Tries The Most Stuff And Screws The Most Stuff Up The Fastest Wins.

WTTMSW:

Whoever

Tries

The

Most

Stuff

Wins.

*(“Trying a lotta stuff”/WTTMSW writ large: Trial and error, many many many trials and many many many errors very very very rapidly will be the rule—think dotcom boom and bust and the incredibly valuable residual in terms of entrepreneurial training and ideas surfaced and approaches rejected. Tolerance for rapid learning—and unlearning—will be a, even **THE** most valued skill. FYI: “Gamers” instinctively “get” this—lots of trials, lots of errors, as fast as possible—in ways their error-avoiding elders can only imagine; hence, for this reason among many, “the revolution” is/will be to a very significant degree be led by youth.)*

Change: Recruit allies 2 or 3 levels “down” ... the magicians who reside where the real work is done and the place from which the system can be indirectly manipulated. I.e., “Suck down” for success/Make friends in “low” places.

Change: **ALLIES. ALLIES. ALLIES. ALLIES.**
ALLIES. ALLIES. (Then more **ALLIES.**)

Change agents: Commit no minor sins. Don’t let the bad guys find a narrow opening and bring you down for trivial reasons.

Change agents: Keep a civil tongue at all costs.

Winners: Recruit/nurture allies; try lotsa stuff; stay under the radar. Losers: Go toe to toe with the establishment; seek the spotlight.

Change agents: *Speak not ill of
thine enemies.* Even to pals in private. All
the walls have keen ears.

Change agents: No: Charts and graphs. Instead: Demos. Demos. Then more demos.

Change: *Success is more about momentum and
growing excitement around small wins than it is
about big wins.*

Change: Engage your allies in the design process—even if it introduces impurities. They must FEEL true ownership.

100% of change-that-works is NON-linear. (A wonderful saying: Winners are the ones who are “good at Plan B.” Or, I’d say, Plan Z.)

”
*Suck “down”
for success.**

*Make friends
in “low”
places.*

***Sucking up is for suckers.**

Change: *Joyfully let/encourage your allies to take*

100% *credit for the small wins they're involved in.*

Serious change includes bad days, bad weeks, bad months, perhaps bad years.

Change agents: Re-read all emails **THREE** times before sending.

Social Media is a marvel. But do **NOT** shortchange face-to-face with Allies.

Change agents: *Successful “small wins” with outsiders provide enormous street cred.** (*And, increasingly, “Co-invention” is “EVERYTHING.”)

Change agents: Preaching to the choir is just fine. More than fine: It produces a “multiplier effect”: *If the members of the choir preach to their choirs, it becomes a ... **MOVEMENT!***

Greatest waste of time? Trying to “convert” non-believers. Instead, surround 'em. That is, you don't “convert.” “They” “discover”—come to appreciate what you're doing because a couple of their pals have joined up.

*#1 role of
allies?*

*Recruit more
allies!**

*Hence allies' perceived **“ownership”** is all-important—allies have to “do it their way” to abet that sense of ownership. Give 'em space: No doctrinal rigidity, please!

Aiming for An Ally's "Ownership"

The following are simplistic, but give a flavor of "the approach" to prospective allies. I repeat: They are not "helpers." They are stakeholders with as much ownership/skin-in-the-game as you.

Herewith:

"Hey, I've been working on this idea; actually we've both talked about the issue before. Want to add your \$2.22 [not \$0.02] and help me develop it? Who knows, could be fun."

"We ran a little two-bit trial on part of this new program. Results look pretty good. Any chance you'd tweak it and try it with your team?"

"I've gotten these great results from this system tweak. But your group is very different from mine. If you like the data, would you consider doing something akin to it, using your parameters, at your place?"

"I tested this idea and had some pretty good results. Then Nancy James re-designed it big time for her department—and had promising results. Your department is more like hers than mine. If you're interested, I'm sure she'd be delighted to go through it with you."

Etc.

Etc.

*All alliances are social—
regardless of the role of self-
interest. Tend to the social
part—or perish.*

*“Allied commands depend
on mutual confidence, and
this confidence is
gained, above all, through
the development of
friendships.”* —General D.D. Eisenhower,
on managing the impossible—the D-Day alliance

Change I: **ALLIES.**
ALLIES. ALLIES.
ALLIES. ALLIES.
ALLIES. (Then
***more* ALLIES.)**

Change II: **“Suck DOWN**
for success.”

Change III: **Demo. NOW.**

ONE More/LAST Time:

Allies, Not Adversaries

“Overcoming resistance to change” is the quintessential B.S./misguided/stupid/ignorant approach to getting (important) things done.

Let me set you straight in precisely ... **SEVENTEEN** words:

Implementing desired change is not about “vanquishing” “enemies.”

Implementing desired change is about recruiting and nurturing allies.

That is the difference between ... **Negative & Positive.**

That is the difference between ... **Enemies & Friends.**

That is the difference between ... **Fear & Fun.**

That is the difference between ... **Night & Day.**

That is the difference between ... **Hell & Heaven.**

That is the difference between ... **Failure & Success.**

Q.E.D.

II. Do Good Work

I admit I've tired of Garrison Keillor, but I do like his tag line:

"Be well. Do good work. Keep in touch." My comments follow:

Garrison Keillor: *"Do good work."*

That is a powerful sentiment. How does today for you stack up on that "metric"?

Good work: Of service to our clients. Of service to our peers. Of service to our community. Committed to personal growth. Pushing the limits.

By definition "do good work" revolves around the phrase ...

"of service."

Good work: Help others grow. Infectious enthusiasm. Always approachable. A ready smile. Keeping promises. Learning. Learning. Learning.

Good work: The quality of the experience of producing the product is as important as the product itself.

Not sure why "do good work" struck me so hard. I guess I realize what a monumental challenge it is to live up to day in and day out.

Good work: *Most of our
conscious life will be
at work. Like it or
not. Waste your work
life and you have
effectively wasted
your life.*

III. “Must Do” Top-of-the-Morning Rituals

I launched the day with a few quick starter-to-dos for bosses. They were vigorously retweeted, so I decided to post them here. FYI:

MBWA. (Managing By Wandering Around.)

NOW.

PLEASE.

Take someone in another function to lunch. **TODAY. DAMN IT.**

Thank someone for bringing a **SMILE**

to work today. Do it in the next ... 30 MINUTES.

Boss: Observe yourself closely over the next 60 MINUTES. Did you LISTEN more than you talked?

At the beginning of your next meeting **THANK** two people for **SOMETHING.**

THANK YOU for reading these tweets. Have a great day.

Monday/Tomorrow/Courtesy NFL/National Football

League: “Script”

your first 5-10

“plays.”

**(I.e., carefully launch
the day/week in a *purposeful* fashion.)**

Close-the-Week/Friday Rituals

Have you prepped for your first meeting with your team today with the same care you'd put into a presentation to your boss? THIS is MORE important!

Bosses: *The first ten minutes set the tone for the day. PERIOD.*

Bosses/Repeat: MBWA for the first 15-30 minutes after arrival at the office.
Bosses: MBWA, last 15-30 minutes of the day/Friday. Thank a minimum of THREE people for something they did this week.

Bosses: Take someone new and different to lunch today.

Bosses: Re MBWA, saying thanks a couple of times, etc., how about a “daily rituals” list carried in your pocket to remind you of this stuff?

Bosses: How about a promise to yourself not to email/text/etc. any of your team this weekend?

Bosses: Like my old White House boss, set aside a half hour this afternoon to

CALL 3-5 “outsider” folks who gave your team a hand this week.

(WH boss) was the busiest guy I ever met, yet he did (his late-in-the-day

“Thank you” ritual) EVERY day. And most calls were “down” to someone who'd offered a helping hand.

Lot of (my WH boss's) calls (this was the old days) were to secretaries/PAs of those above him: *His secretaries network was his secret weapon.*

Bosses/FACT: Projects succeed/fail because of cooperation from OTHER functions. Find 2-3 of those “other function” folks to thank today.

Bosses/REMEMBER: *Suck DOWN for success!*
(It's the efforts/energy of the network “below” you that makes you a hero ... or a goat!)

I wrote *In Search of Excellence* about ONE thing: **MBWA.**

MBWA: *Being in touch,
being human,
emphasizing
so-called “soft”
factors, which are in
fact true “hard”
factors that drive
success/growth/
profitability.*

MBWA **25**

“I’m always stopping by our stores ...

*at least **25** a week.*

*I’m also in other places: Home Depot,
Whole Foods, Crate & Barrel. I try to be a
sponge to pick up as much as I can.”*

—Howard Schultz

MBWA 4-8-12

MBWA 4: The four most important words in any organization are ...

“WHAT DO YOU THINK?”

Source: Dave Wheeler, posted at tompeters.com

MBWA 8: Change the World with 8 Words ...

**What do you think?
How can I help?***

*Boss as CHRO/Chief Hurdle Removal Officer

MBWA 12: Change the World With 12 Words ...

**What do you think?
How can I help?
What have you learned?***

*What (new thing) have you learned (in the last 24 hours)?

IV. It's All About **RELATIONSHIPS**
It's All About the **NETWORK**

R.O.I.R. (Return On Investment in
Relationships) **> R.O.I.**

Investment in one's network is the ultimate ...

CAPITAL investment!

Investment in one's network should
be thoughtful, consistent, opposite
of “catch as catch can.”

Lisa Radin “Would you call that: ‘Human Capital’ ?”

Call it **CAPITAL**. Period. **Call it “human
capital” & accountants** [damn them] **will
call it “soft dollars.”**

Lisa Radin: “You are right.”

**Is anything MORE
important than
methodical
investment in one's
Network?**

**Supremely
stupid
question.
Of course not!**

V. My Training/Development ...

Obsession

I just scored Birthday #71. I am more determined than ever to shout/scream about CEOs (and other bosses at all levels) finally “Putting People First”—as their mission statements say, but which is contradicted by their actions. As tech change accelerates, this becomes more important with each passing day.

At an event in Milan (11/05), I passed out one item to the several thousand

attendees. I labeled it my “**#1** Belief.” To wit:

Your principal moral obligation as a leader is to develop the skillset, “soft” and “hard,” of every one of the people in your charge (temporary as well as semi-permanent) to the maximum extent of your abilities. The good news: This is also the #1 mid- to long-term ... profit maximization strategy!

Related to the statement-of-principle above, I fired off (right term) on Sunday (11/03) a series of tweets on training. Herewith:

Is your CTO/Chief Training Officer your top paid “C-level” job (other than CEO/COO)?

If not, why not?

Are your top trainers paid as much as your top marketers?

If not, why not?

**Are your training courses
so good they make you
giggle?**

If not, why not?

Randomly stop an employee in the hall: Can she/he describe her/his development plan for the next 12 months?

If not, why not?

Sunday/NFL game day (as this was written): “Players are our most important asset.” “No shit, Sherlock.” Football is a competitive BUSINESS.

If “people first” is obvious for them, why not you?

Study/inhale Matthew Kelly’s book *The Dream Manager*. It’s about a fictional sanitary services company. But it’s not fictional. I met the company’s CEO.

If them, why not you?

Check out a Marine E-6 (senior sergeant): Ask him/her about training and development objectives, and the intensity of the approach thereto.

If him, why not you?

Want to understand training in a super high-tech business? Talk to the commanding officer (effectively CTO) of a “boomer”/U.S. Navy nuclear sub patrolling the sea with nuclear-armed missiles on board.

If them, why not you?

*Is your **CTO/Chief Training Officer** your top paid “C-level” job (other than CEO/COO)?*

Are your top trainers paid/cherished as much as your top marketers/engineers?

(I would guess that most CEOs see IT investments as a “strategic necessity,” but see training expenses as “a necessary evil.”—TP)

(“In a connected economy, an employee investment is also a company brand investment.”—Vala Afshar)

Addenda: Training Is **Not** a “Do To”:

The-Prep-Is-**The-Thing!**

The Sochi Olympics should remind us that extensive training is

not something bosses “do to” people.

Training = Success.

Junior/senior. Age 17 (young Olympian) or 71 (me).

(My take: Many [most?] organizations’ training is treated de facto
penalty administered “to” rather than a ... **magnificent**
growth **opportunity**.)

You do **not** achieve mastery during the game or the

speech or the concert. **Mastery is**
achieved (only) **in the** (invisible)
preparation stage.

(It often seems to me that the attitude toward training is, “another damn cost item,” or “How bloody much do we have to do?” On the receiving end, given the half-assed attention to the product (the training itself), the attitude is, “How much of this shit do we have to go through?” Instead I see—and I think everyone should see—training as

... THE COOLEST THING EVER. *The matchless opportunity to help people Grow—and to help our organization achieve Excellence, which in turn can be translated into Ecstatic Customers—and, then, Ecstatic Shareholders. This whole topic, as ordinarily approached ... PISSES ME OFF SOOOOOO MUCH I QUAKE & SHAKE.)*

If there is no **joy** and

exhilaration

in preparing, success odds are ... **Z-E-R-O.**

**Training should be
the highlight. Event
an afterthought.** (Event

basically decided before you step in the field/stage.)

Hall of fame football coach Bill Walsh on prep: *“The score takes care of itself.”*

Basketball coach John Wooden, perhaps the best coach of anything, ever:

“I was never much of a game coach, but I was a pretty good practice coach.”

**Training is
tippy top mgt
job: military,
cops, firemen,
arts. Corps:
mid-level
middle mgr.**

For me, the pleasure is in increasing, at **1A.M.** before a 9 A.M. speech, the font size of a single word I've decided to emphasize on PowerPoint slide #39.

**My speech is effectively
over before I step on stage.**

Trevor Gay: “Would rather hear ***You clearly prepared for that***’ than ***That was great!***”

Any idiot can be “psyched” & “up” when he steps on the field on game day. **Key is being “psyched” &**

“up” & 1st on the practice field.

Twitter comment by org development group: *“We can help by integrating learning into work and ditching the term ‘training.’”*

NO! NO! NO!

NO cover-ups!

Training **WONDERFUL** thing!

Training **WONDERFUL** word!

Make it so **GREAT** people **BEG** for it!

I **LOVE** to train.

I **LOVE** to improve. (Age 71.)

6-2-3

*It takes Jerry Seinfeld **SIX MONTHS**
to develop **TWO—THREE MINUTES**
of new material
(Source: Documentary, *Comedian*)

Gamblin' Man

Bet: > 5 of 10 CEOs see training as expense rather than investment.

Bet: > 5 of 10 CEOs see training as defense rather than offense.

Bet: > 5 of 10 CEOs see training as “necessary evil” rather than “strategic opportunity.”

Bet: > 8 of 10 CEOs, in a 45-min “tour d’horizon” of their biz, would

not mention training.

Rick Taylor: *“It’s been 12 years since I’ve been offered training in anything. Corporations see it as an expense, not investment.”*

Shit hits fan, Great Recession:

Container Store

boosts

front-line sales training.

RARE!!

VI. Leadership 2014: Job **#1**

“Employee development” is decidedly **NOT** an HR term; it is a reason for being, along with service to one’s customers:

Your principal moral obligation as a leader is to develop the skillset, “soft” and “hard,” of every one of the people in your charge (temporary as well as semi-permanent) to the maximum extent of your abilities. The good news: This is also the #1 mid- to long-term .. profit maximization strategy!

Developing People: The Memories That Matter

“I shall tell you a great secret, my friend. Do not wait for the last judgment; it takes place every day.”—Albert Camus

In a month, as I write, I’ll be 68. No matter how hard one tries to be forward focused, at that age there is a frequent urge to “sum things up.” As one does look back, there is a certain class of memories that stand out. I know my own story—and I’ve talked to many others. When you look back at “what really matters”—it’s rarely “the numbers.” Make no mistake, as you soldier on, your tiny or huge enterprise must be profitable to survive. Wanna do great things? Well, check the “cash flow” statement first. True, but still “the summing up statement” is far more about the basics of human behavior and character than about the angle of incline of a market share graph. What follows is, then, in a fashion, “the memories that matter”—or will matter. Why point this out? Because to get the tally right on this one at age 68, the sorts of things enumerated here must have been “top of mind” throughout your career—i.e., today, tomorrow, this week, this month, this year.

The “memories that matter”/that *will* matter:

The people you developed who went on to stellar accomplishments inside or outside the company. (A reputation as “a peerless people developer.”)

The (no more than) two or three people you developed who went on to *create* stellar institutions of their own.

The longshots (people with “a certain something”) you bet on who surprised themselves—and your peers.

Selection of General Officers in the Indian (or Any Other) Army

It occurred during a seminar in Mumbai. I was having an exchange with a senior general officer in the Indian Army. In particular, we were talking about promotions to senior rank. I said that I thought the principal criterion was not “excellence at concocting strategy” or the like. Instead, I suggested the “one question”/the first and most important query of candidates for a senior promotion:

“In the last year (or 3 years, or duration of current job), name the ... three people ... whose growth you’ve most contributed to. Please explain where they were at the beginning of the year, where they are today, and where they are heading in the next 12 months. Please explain ... in painstaking detail ... your development strategy in each case. Please tell me your biggest development disappointment—looking back, could you or would you have done anything differently? Please tell me about your greatest development triumph—and disaster—in the last five years. What are the ‘three big things’ you’ve learned about helping people grow along the way?”

“Bottom line”/Accomplishment #1 = *The people we develop who execute and carry the torch for the things we care about—and then take the organization up, up and far beyond what we or they had imagined possible.*

Leadership hiring criteria:

The sort of/character of people you hired in general. (And the bad apples you chucked out despite some stellar traits.)

The people of all stripes who 5/10/20 years later say, “You made a difference in my life,” “Your belief in me changed everything.”

A handful of projects (a half dozen at most) you doggedly pursued that still make you smile and which fundamentally changed the way things are done inside or outside the company/industry.

The supercharged camaraderie of a handful of Great Teams aiming to “change the world.”

Belly laughs at some of the stupid-insane things you and your mates tried.

Less than a closet full of “I should have ...”

A frighteningly consistent record of having invariably said, *“Go for it!”*

Not intervening in the face of considerable loss—*recognizing that to develop top talent means tolerating failures and allowing the person who screwed up to work her or his own way through and out of a self-created mess.*

A stoic unwillingness to badmouth others—even in private.

Dealing with one or more crises with particular/memorable aplomb.

Demanding ... **CIVILITY** ... regardless of circumstances.

Turning around one or two or so truly dreadful situations—and watching almost everyone involved rise to the occasion (often to their own surprise) and acquire a renewed sense of purpose in the process.

Leaving something behind of demonstrably lasting worth. (On short as well as long assignments.)

“Unremarkable” Except For ...

I was talking with a friend about another friend. We marveled at his results—frankly, he wasn’t a very impressive fellow in the traditional “boss-like” sense. But then my friend said, “You know, I’ve seen him working with people. He has what you’ve got to call a ‘magic touch.’ His quiet dialogues seem to leave the other person energized and confident.”

Impressive in conventional terms?

Perhaps not.

Impressive/awesome at “people development”?

Absolutely!

And that, in the end is the “name of the Great Results Game.”

“Bottom line”: **“Unremarkable” *except for* RESULTS. A superb people developer—her/his folks invariably amazed at what they’ve been able to accomplish.**

Having almost always (99% of the time) put “Quality” and “Excellence” ahead of “Quantity.” (At times an unpopular approach.)

A few “critical” instances where you stopped short and could have “done more”—but to have done so would have compromised your and your team’s character and integrity.

A sense of time well and honorably spent.

The expression of “simple” human kindness and consideration—no matter how harried you may be/may have been.

Understood that your demeanor/expression of character always sets the tone—especially in difficult situations.

Have never (rarely) let your external expression of enthusiasm/determination flag—the rougher the times, the more your expressed energy and bedrock optimism and sense of humor shows.

The respect of your peers.

A stoic unwillingness to badmouth others—even in private.

An invariant creed: When something goes amiss, “The buck stops with me;” when something goes right, “It was their doing, not mine.”

A Mandela-like “naïve” belief that others *will* rise to the occasion if given the opportunity.

An abiding appreciation that “tough times make the woman/man.” Expressions of character—and the moment seized—when the yogurt hits the fan and others slink into their closets or exhibit a nasty streak is the Ultimate Performance Measure.

A reputation for eschewing the “trappings of power.” (Strong self-management of tendencies toward arrogance or dismissiveness.)

Intense, even “driven” ... but not to the point of being careless of others in the process of forging ahead.

“Life is not a journey to the grave with the intention of arriving safely in one pretty and well preserved piece, but to skid across the line broadside, thoroughly used up, worn out, leaking oil, shouting ‘GERONIMO!’”—Bill McKenna, professional motorcycle racer

Willing time and again to be surprised by ways of doing things that are inconsistent with your “certain hypotheses.”

Humility in the face of others, at every level, who know more than you about “the way things *really* are.”

Having bitten your tongue on a thousand occasions—and *listened*, really really *listened*. (And been constantly delighted when, as a result, you *invariably* learned something new and *invariably* increased your connection with the speaker.)

Unalloyed pleasure in being informed of the fallaciousness of your beliefs by someone 15 years your junior and several rungs below you on the hierarchical ladder.

Selflessness. (A sterling reputation as “a guy always willing to help out with alacrity despite personal cost and with no desire whatsoever to get “points” for your effort..”)

As thoughtful and respectful, or more so, toward thine “enemies” as toward friends and supporters

Always and relentlessly put at the top of your list/any list being first and foremost ...

“of service” ... to your internal and external constituents.

(Employees/Peers/Customers/Vendors/Community.)

Treated the term “servant leadership” as holy writ. (And “preached” “servant leadership” to others—new “non-managerial” hire, age 18, or old pro, age 48.)

Created the sort of workplaces you’d like your kids to inhabit. (Explicitly conscious of this “Would I want my kids to work here?” litmus test.)

A “certifiable” “nut” about quality and safety and integrity. (More or less regardless of any costs.)

A notable few circumstances where you resigned rather than compromise your bedrock beliefs.

Perfectionism just short of the paralyzing variety.

A self- and relentlessly enforced group-standard of “EXCELLENCE-in-all-we-do”/“EXCELLENCE in our behavior toward one another.”

Bon chance!

Remember: today, tomorrow, this week, this month ...

“In a way, the world is a great liar.

“It shows you it worships and admires money, but at the end of the day it doesn’t. It says it adores fame and celebrity, but it doesn’t, not really. The world admires, and wants to hold on to, and not lose, goodness. It admires virtue. At the end it gives its greatest tributes to generosity, honesty, courage, mercy, talents well used, talents that, brought into the world, make it better. That’s what it really admires. That’s what we talk about in eulogies, because that’s what’s important. We don’t say, ‘The thing about Joe was he was rich!’

“We say, if we can ...

‘The thing about Joe was he took good care of people.’”

—Peggy Noonan, “A Life’s Lesson,” on the astounding response to the passing of Tim Russert, the *Wall Street Journal*, June 21-22, 2008

VII. “BREAKTHROUGH”* 2014! (*Duh.)

From the *New York Times*/01.05.14, courtesy Adam Davidson, *Planet Money*/NPR:

*“Contrary to conventional corporate thinking, treating retail workers much better may make everyone (including their employers) much richer.” ***

**Cited in particular, “The Good Jobs Strategy,” by M.I.T. professor Zeynep Ton.

VIII. Joy! **(Why Not?)**

FUN. JOY. WORK. *If you think the three are incompatible and you are a leader, I'd beg you to take a hike. (Seriously.)*

*Is your team having **FUN** today?* If not, it's 100% your (leader's) fault. Soooooo?

With the likes of the fun-joy-work quote, I'm NOT trying to inspire you!! I'm simply asking you to think about it and perhaps talk about it.

Anon. (name withheld by me): "Our IT reorg the last 3 years hasn't been fun ... and many key people have left/leaving. *The leader has stopped asking that question.*"

Fun is wholly unrelated to “funny.” To, I hope, state the obvious. And “fun” is hardly antithetical to “serious”—in fact, they are handmaidens.* (Doesn’t get much better than “serious fun.”) And it doesn’t mean that some bad days don’t simply

suck. *Instead, “deep fun” is about enjoying our teammates’ company—sharing in their successes and screw-ups; dropping what we’re doing, even when we’re on deadline, to help a teammate in a bind; seeking to change the game with our current project, even if it’s a wee project; etc.; etc.*

(*“You can’t be a serious innovator unless and until you are ready, willing, and able to seriously

play. **‘Serious play’** is not an oxymoron; it is the essence of innovation.”—Michael Schrage, *Serious Play: How the World’s Best Companies Stimulate to Innovate*)

FUN.

JOY.

WORK.

(Plausible.)

(Compatible.)

(Effective.)

(TODAY.)

IX. The **WOW-ification** Imperative*

(*Okay. It's an ugly word. But this is *my* screed—and it works for me. You suit yourself. Many in the Twitter Gang approved—a few groaned.)

Innovation Index: *How many of your “Top Five Projects” score 8 or higher (out of 10) on a “Weird”/“Profound”/“WOW”/“Game-changer” Scale?*

WOW-ification Index: *Move every project (definition) that scores 6 or less two notches up on the “WOW-ification Scale” within the next two weeks. If your principal current project scores 6 or less, bring it up one (or two!) notches by noon on Monday. *** (**This tweet was written on a Sunday.)

**MORE.
WOW.
NOW.***

***Sorry, couldn't resist.**

WOW-ish Words ...
Shamelessly Uttered By “Real People”

Zappos’ 10 Corporate Values

“WOW!”

Deliver

through service.

Embrace and drive change.

Create fun and a little weirdness.

Be adventurous, creative, and open-minded.

Pursue growth and learning.

Build open and honest relationships with communication.

Build a positive team and family spirit.

Do more with less.

Be passionate and determined.

Be humble.

“Insanely great” —Steve Jobs

“Radically thrilling”
—BMW

“Astonish me!” —Sergei Diaghlev

“Build something great!”
—Hiroshi Yamauchi/CEO Nintendo, to a game designer

“Make it immortal!”
—David Ogilvy, to an ad copywriter

“You know a design is good when you want to lick it.”—Steve Jobs

**Raise your sights!
Blaze new trails!
Compete with the immortals!**

—David Ogilvy, on Ogilvy & Mather’s corporate culture

Wanted by Ogilvy & Mather International:

Trumpeter Swans

—David Ogilvy

“Every project we undertake starts with the same question: ‘How can we do what has never been done before?’”

—Stuart Hornery, Lend Lease

“Let us create such a building that future generations will take us for lunatics.”

—the church hierarchs at Seville

“We are crazy. We should do something when people say it is ‘crazy.’ If people say something is ‘good,’ it means someone else is already doing it.”

—Hajime Mitarai, former CEO, Canon

Kevin Roberts' Credo

1. *Ready. Fire! Aim.*
2. *If it ain't broke ... Break it!*
3. *Hire crazies.*
4. *Ask dumb questions.*
5. *Pursue failure.*
6. *Lead, follow ... or get out of the way!*
7. *Spread confusion.*
8. *Ditch your office.*
9. *Read odd stuff.*
10. ***Avoid moderation!***

*“You can't behave in a calm, rational manner.
You've got to be out there on the lunatic fringe.”*
—Jack Welch

***“I WANT TO BE
THOROUGHLY USED UP
WHEN I DIE.*** ... *Life is no 'brief candle' to me. It is a*

*sort of splendid torch which I have got hold of for the moment, and I want to make it
burn as brightly as possible before handing it on to future generations.”*

—George Bernard Shaw

*“If you ask me what I have come to do in this world,
I who am an artist, I will reply: **‘I am here
to live my life out loud.’”***

—Émile Zola

*“If I had any epitaph that I would rather have more
than any other, it would be to say that I had ...
disturbed the sleep of my generation.”—Adlai Stevenson*

“

*Life is not a journey to the grave with the intention of arriving safely in one pretty
and well preserved piece, but to skid across the line broadside, thoroughly used up,
worn out, leaking oil, shouting*

‘GERONIMO!’”

—Bill McKenna, professional motorcycle racer

X. Best or Bust: **1st-Line Leadership** The Heart of EXCELLENCE

Is there a “secret” to productivity and employee satisfaction? Yes! The quality of your cadre of 1st-line managers.

How do I know 1st-line managers singly/collectively are major assets?

Simple: **Ask a general or an admiral about the importance of their cadres of sergeants or chief petty officers.**

“In great armies, the job of generals is to back up their sergeants.”—COL Tom Wilhelm, from Robert Kaplan, “The Man Who Would Be Khan,” *the Atlantic*

Are you clear that a 1st-line boss is a full-fledged

LEADER? (NEVER use any other term.)

Many take 1st-line bosses “seriously.” I urge you to take the cadre thereof **INSANELY** seriously.

*“People leave
managers, not
companies.”* —Dave Wheeler*

(*Among others, Wheeler’s assertion re ... **FIRST-LINE LEADERSHIP** ... is supported by Buckingham & Coffman’s masterwork, *First, Break All the Rules: What the World’s Greatest Managers Do Differently.*)

10 Questions Concerning Your First-line Supervisors

1. Are you, Big Boss, a ... *formal student* ... of first-line supervisor behavioral excellence? (*Yes, this sort of thing can be formally studied.)
2. Do you absolutely understand and act upon the fact that the first-line boss is the ... **KEY LEADERSHIP ROLE** ... in the organization? Technical mastery is important—but secondary.
3. Does HR single out first-line supervisors individually and collectively for tracking purposes and special/“over the top” developmental attention?
4. Do you spend gobs and gobs (and then more and more gobs and gobs) of time ... *selecting* ... the first-line supervisors? Are your selection criteria consistent with the enormity of the impact that first-line bosses will subsequently have?
5. Do you have the ... **ABSOLUTE BEST TRAINING & CONTINUING DEVELOPMENT PROGRAMS IN THE INDUSTRY** (or some subset thereof) ... for first-line supervisors?
6. Do you formally and rigorously ... **MENTOR** ... first-line supervisors?
7. Are you willing, pain notwithstanding, to ... leave a first-line supervisor slot open ... until you can fill the slot with somebody spectacular? (And are you willing to use some word like ... “*spectacular*” ... in judging applicants for the job?)
8. *Is it possible that ... **PROMOTION DECISIONS** ... for first-line supervisors are as, or even more, important than promotion decisions for the likes of VP slots?* (Hint: Yes.)
9. Do you consider and evaluate the quality of your ... *full set*/**CADRE** ... of first-line supervisors?
10. Are your first-line supervisors accorded the respect that the power of their position merits?

*Is there ONE
“secret” to
productivity and
employee
satisfaction?*

YES!

*The Quality of your
Full Cadre of ...
First-line Leaders.*

Suggested addition to your Statement of Core Values:

*“We are obsessed with developing a cadre of first-line managers that is second to none—we understand that this cadre per se is arguably one of our top two or three most important ...
‘STRATEGIC ASSETS.’”*

Selecting That (**SUPERSTAR**) First-line Leader

Promotion Decisions: *“life and death decisions.”*

“A man should never be promoted to a managerial position if his vision focuses on people’s weaknesses rather than on their strengths.”

Source: Peter Drucker, *The Practice of Management*

XI. The “S-Train” Imperative

The “S train”: SM/Social Media. SX/Social

eXecutives. SE/Social Employees.

SO/Social Organization. SB/Social

Business. Any way you look at it, it’s a full-fledged ... REVOLUTION!

It is axiomatic: SM/Social Media is wasted (almost a “total waste”?) without SE/Social Employees & SX/Social eXecutives & SO/Social Organization.

Can you have “social hot spots” in an organization & still play the Social Business Game effectively? I mostly don’t think so. It’s pretty close to “all or nothing.”

Can you have a “social business” if the CEO doesn’t play (i.e., is not a “Social eXecutive”)? I border on saying/believing “No way!”

The CEO should focus continuous/concentrated energy on creating/maintaining/

adjusting the culture: *SM/SX/SE/*

SO/SB is a “culture play,” pure and simple.

Whole point of an effective Social Business: Everyone plays.

*Marketing is the least
of it.* (Yes, I said “LEAST of it.”)

*EVERY function
plays a crucial role.
The interaction PER
SE puts the value
added into the value
added proposition.*

Power of the “social” is aborted if several bits/functions de facto or de jure opt out.

HR by definition is (should be!) at the center of the vortex if you truly want everyone to play ... The Great Social Game.

Can there be vigorous tension/disagreement within a committed Social Org? Not only “Yes” but “Damn well better be.” That’s the true nature of the Value Add.

Biz 2014: Get Aboard the “S-Train”!

SM/Social Media.

SX/Social eXecutives.

SE/Social Employees.

SO/Social Organization.

SB/Social Business.

SocialBiz 2017: No Option!

*“Branding” is about
Everything AND
Everyone =
Social Media/
Social Executives/
Social Employees/
Social Organization/
Social Business =
Table stakes by 2017.*

A Few of My Favorite “Social” Quotes

Winning in Marketplace2014/A “Helping” Ethos!

“Today, despite the fact that we’re just a little swimming pool company in Virginia, we have the most trafficked swimming pool website in the world. Five years ago, if you’d asked me and my business partners what we do, the answer would have been simple,

*‘We build in-ground fiberglass swimming pools’ Now we say, **‘We are the best teachers in the world on the subject of fiberglass swimming pools, and we happen to build them as well.’**”*

—Marcus Sheridan, River Pools and Spas (from Jay Baer, Youtility: Why Smart Marketing Is About Help, Not Hype)

“What if instead of trying to be ‘amazing’ you just focused on being useful? What if you decided to inform rather than promote? You know that expression, ‘If you give a man a fish, you feed him for a day. If you teach a man to fish, you feed him for a lifetime’? Well, the same is true for marketing: If you sell something, you make a customer today; if you help someone, you make a customer for life. I call this

*‘Youtility.’ **Youtility is marketing upside down. Instead of marketing that’s needed by companies, Youtility is marketing that’s wanted by customers. Youtility is massively useful information, provided for free, that creates longterm trust and kinship between your company and your customers. ... The way customers gather information about companies and make purchase decisions has changed. ...**”*

—Jay Baer, Youtility: Why Smart Marketing Is About Help, Not Hype

“We are the best teachers in the world on the subject of fiberglass swimming pools, and we happen to build them as well.”

—Marcus Sheridan, River Pools and Spas

(Apologies for stating the obvious: The point here is underscoring the possibility of a “pipsqueak” company becoming ... **CENTER-OF-THE-UNIVERSE** ... relative to its area of expertise.)

The Emergent Meaning of “Engagement”

“Customer engagement is moving from relatively isolated market transactions to deeply connected and sustained social relationships. This basic change in how we do business will make an impact on just about everything we do.”—Social Business By Design: Transformative Social Media Strategies for the Connected Company
—Dion Hinchcliffe & Peter Kim

Marbles, a Ball, and Social Employees at IBM

*“Picture a ball and a bag of marbles side by side. The two items might have the same volume—that is, if you dropped them into a bucket, they would displace the same amount of water. The difference, however, lies in the surface area, **because a bag of marbles is comprised of several individual pieces, the combined surface area of all the marbles far outstrips the surface area of a single ball.** The expanded surface area represents a social brand’s increased diversity. These surfaces connect and interact with each other in unique ways, offering customers and employees alike a variety of paths toward a myriad of solutions. If none of the paths prove to be suitable, social employees can carve out new paths on their own.”*
—Ethan McCarty, Director of Enterprise Social Strategy, IBM (from Cheryl Burgess & Mark Burgess, *The Social Employee*)

IBM Social Business Markers/2005-2012

- *433,000 employees on IBM Connection
- *26,000 individual blogs
- ***91,000 communities**
- *62,000 wikis
- *50,000,000 IMs/day
- *200,000 employees on Facebook
- *295,000 employees/800,000 followers of the brand
- *35,000 on Twitter

Source: IBM case, in Cheryl Burgess & Mark Burgess, *The Social Employee*

Seven Characteristics of the Social Employee

1. Engaged
2. Expects Integration of the Personal and Professional
3. Buys Into the Brand's Story
4. **Born Collaborator**
5. **Listens**
6. Customer-Centric
7. **Empowered Change Agent** [TP: A bazillion miles beyond lip service!]

Source: Cheryl Burgess & Mark Burgess, *The Social Employee*

Social Survival Manifesto

1. **Hiding is not an option.**
2. Face it, you are outnumbered. ("Level playing field, arrogance denied.")
3. You no longer control the message.
4. Try acting like ... a human being.
5. Learn to listen, or else. ("REALLY listening to others is a must.")
6. Admit that you don't have all the answers.
7. Speak plainly and seek to inform.
8. **Quit being a monolith.** ("Your employees, speaking online as individuals, are a crucial resource ... can be managed through frameworks that ENCOURAGE participation.")
9. Try being less evil.
10. Pay it forward, now. ("Internet culture is largely built on the principle of the Gift Economy ... give value away to your online communities.")

Source: Tom Liacas, socialdisruptions.com

The “Connection Machine”

“Once thinking is public, connections take over. Anyone who’s Googled a favorite hobby, food, or political subject has discovered some teeming site devoted to servicing the infinitesimal fraction of the public that shares their otherwise obscure obsession. (Mine: guitar pedals, modular origami, and the 1970s anime show Battle of the

*Planets.) **Propelled by the hyperlink, the Internet is a connection-making machine. And making connections is a big deal in the history of thought.**”*

—Clive Thompson, “THINKING OUT LOUD: How Successful Networks Nurture Good Ideas,” *Atlantic*/10.13

XII. The “Sharing Economy”

The “sharing economy” is the rage—and, indeed, it is the real thing. The idea stems from an eternal verity. E.g., the quote below dates to 1868:

*“Cast your
bread upon
the waters &
it will come
back
battered.”*

—Louisa May Alcott

**Sharing matters.
Now more than ever.
(It's a "*Share or
else*" economy.)
Sharing is ... fun.
Sharing is ...
contagious.
Sharing ... works.
Gear up.
SHARE.
NOW.**

XIII. The (All Powerful) “Hang Out Axiom”: Diversity (“lower case ‘d’” diversity) Rules

In every aspect of life, achieving true diversity is a winning strategy. And it must be constantly worked at. Homogeneity is always the default state.

I call it “lower case ‘d’” diversity: diversity on any damned dimension you can imagine.

I call it the “squint test.” *Forget quotas, but when you squint at an exec team photo, it ought to look more or less (more more than less) like the market being served.*

Squint test redux: **Women buy the lion’s share of retail AND commercial goods.* Does your top team reflect that? (*If it doesn’t, you’re an ... idiot.*)**

Diversity battlecry: Fight RHS! (Rampant Homogeneity Syndrome.)

Gary Hamel: “The bottleneck is at the top of the bottle.” Worst cases of RHS/Rampant Homogeneity Syndrome are boards and top teams.

Diversity: “You will become like the five people you associate with the most; this can be either a blessing or a curse.”—Billy Cox

“You are what you eat.”—Victor Lindlahr/nutritionist/1942 “You ARE who you hang out with.”—T. Peters

(* “Forget China,
India, and the
Internet: Economic
Growth Is Driven by
Women. ”)
—Headline, *Economist*

Diversity: *“It is hardly possible to overrate the value of placing human beings in contact with persons dis-similar to themselves, and with modes of thought and action unlike those with which they are familiar. Such communication has always been, and is peculiarly in the present age, one of the primary sources of progress.”* —John Stuart Mill (1806-1873)

Diversity: *Hang out with cool and thou shalt become more cool. Hang out with dull and thou shalt become more dull.*

Diversity: *Your “hang out with” “portfolio” can/should be as carefully concocted/managed/measured as your strategic plan—it IS your de facto strategic plan!*

Diversity: *Every relationship-partnership decision (employee/vendor/customer/etc.) is a strategic decision: “Innovate, ‘Yes’ or ‘No.’”*

Diversity: *“The bottleneck is at the top of the bottle. Where are you likely to find people with the least diversity of experience, the largest investment in the past, and the greatest reverence for industry dogma? **At the top!**”*

—Gary Hamel

Diversity matters: Boards. Exec teams. Customers. Vendors. Consultants. Employees. Benchmarks. Who you go to lunch with. Etc.

Diversity: “Future-defining customers may account for only 2-3% of the total, but they represent a crucial window on the future.”—A. Slywotzky

Diversity: “Don’t benchmark, ‘Futuremark’!” (Source unk.) (Tomorrow is being played out today ... SOMEWHERE.)

Diversity: “Don’t benchmark, ‘Othermark’!” (Source unk.) (Look waaaay outside your industry for lessons.)

Diversity: “Companies have defined so much ‘best practice’ that they are now more or less identical.”—Jesper Kunde/*Unique Now or Never*

**Diversity: “While everything may be better, it is also increasingly the same.”
—P. Goldberger on retail, “The Sameness of Things,” *NYTimes***

Diversity: *“The short road to ruin is to emulate the methods of your adversary.”* —Winston Churchill

Diversity seeking: *“Do one thing every day that scares you.”* —Eleanor Roosevelt*

(*This is **INCREDIBLY hard.)**

Diversity seeking: Hire (explicitly) for curiosity.

23 Flavors of “Hanging Out”*

- *Customers**
- *Vendors**
- *Out-sourcing Partners**
- *Acquisitions**
- *Purposeful “Theft”**
- *Diversity/“d”iversity**
- *Diversity/Women**
- *Diversity/Crowd-sourcing**
- *Diversity/Weird**
- *Diversity/“Deep-dip” Promotions**
- *Benchmarks**
- *Curiosity**
- *Calendar**
- *MBWA**
- *Lunch/General**
- *Lunch/Other Functions**
- *Lunch/“Underbelly”**
- *Physical Co-location**
- *HQ Location**
- *Top Team**
- *Board of Directors**
- *“Brand You”**
- *Anti-gravity/Solitude**

***From my paper, “Innovation Strategy Mainstay: The ‘Hang Out’ Axiom” (available at tompeters.com).**

220 = 220 = #1

About 220 work days per year.

Hence: 220 **lunches** per year.

Hence: 220 “hang out” opportunities ... served up on a platter.

Lunch hour passes solo: Hang out opportunity lost forever.

Lunch with pals: Expand-through-new-hangouts opportunity lost forever.

Lost lunch = Evaporated-gone-kaput-wasted opportunity to raise one’s I2Q/Innovator’s IQ.

220 lunches = **#1** *

STRATEGIC Growth Opportunity?

(*NO KIDDING!)

Diversity battlecry: *Fight ...* **RHS!**

*(Rampant
Homogeneity
Syndrome.)*

Diversity/“Hang Out Axiom”/Billy Cox: *“You will
become like the five
people you associate
with the most; this
can be either a
blessing or a curse.”*

XIV. The Ultimate Truth-teller: **TIME!**

Your calendar never lies.

Your calendar always

knows.

(Do you?????)

The way we spend our time
is our priorities.

The way we spend our time
is our “strategy.”

The way we spend our time
is what we (really) care
about.

The way we spend our time
is what we “are.”

Your calendar
NEVER lies.

PERIOD.

The Rule of **50** & the Power of Daydreams

“Most managers spend a great deal of time thinking about what they plan to do, but relatively little time thinking about what

*they plan ... **not to do.*** As a result, they

become so caught up ... in fighting the fires of the moment that they cannot really attend to the long-term threats and risks facing the organization. So the first soft skill of leadership the hard way is to cultivate the perspective of Marcus Aurelius:

avoid busyness, free up your time, stay focused on what really matters. *Let*

me put it bluntly: every leader should routinely keep a substantial portion of his or her time—I would say as much as

50 *percent—unscheduled. ... Only*

when you have substantial ‘slop’ in your schedule—unscheduled time—will you have the space to reflect on what you are doing, learn from experience, and recover from your inevitable mistakes. Leaders without such

free time end up tackling issues only when there is an immediate or visible problem. Managers’ typical response to my argument about free time is, ‘That’s all well and good, but there are things I have to do.’ Yet we waste so much time in unproductive activity—it takes an enormous effort on the part of the leader to keep free time for the truly important things.”

“The Discipline of Daydreaming”: “Nearly every major decision of my business career was, to some degree, the result of daydreaming. ... To be sure, in every case I had to collect a lot of data, do detailed analysis, and make a data-based argument to convince superiors, colleagues and business partners. But that all came later.

*In the beginning, there was
the ... daydream.*

By daydreaming, I mean loose, unstructured thinking with no particular goal in mind. ... In fact, I think daydreaming is a distinctive mode of cognition especially well suited to the complex, ‘fuzzy’ problems that characterize a more turbulent business environment. ... Daydreaming is an effective way of coping with complexity. When a problem has a high degree of complexity, the level of detail can be overwhelming. The more one focuses on the details, the more one risks being lost

in them. ... *Every child knows how
to daydream. But many,
perhaps most, lose the
capacity as they grow up. ...”*

Source: Dov Frohman (& Robert Howard), *Leadership the Hard Way: Why Leadership Can't Be Taught—And How You Can Learn It Anyway* (Chapter 5, “The Soft Skills of Hard Leadership”)

Calendar Query **#1**

*(Precisely)
how are you
going to make
the next 15
minutes
matter?*

XV. Civility!

Marissa Mayer keeps execs waiting in place for hours for a meeting she called. (Per *Vanity Fair*) Contemptible behavior by any measure.* (*Marissa Mayer has a lot of company in the less-than-civil-behavior league. But a timely article in VF enraged me—and triggered this twitterant.)

Marissa Mayer keeps execs waiting for hours: *Can you imagine Warren Buffett doing that?*

Dave Farley: “Astonishingly rude! I gave my former CEOs 15-30 minutes, then I’d leave. If one tolerates rudeness (abuse), it never ends.”

No one is so good at what they do to get a bye for rude behavior. Un-productive doesn’t faze me. Un-civil/purposeful incivility turns me ... purple with rage.

I’m quite sure Ms. Mayer has no interest in meeting me. I *know* I have no interest in meeting her.

As a 71-year-old, I’d prefer my tombstone *not* say, “He made a lot of \$\$\$, but at the end of the day he was a real shit.”

Reading recommendation for Ms. Mayer: *Rules of Civil Behavior in Company & Conversation*, by George Washington

My favorite in G.Washington’s book on civil behavior: **“Always stand when someone, junior or senior, enters the room.”**

(I’m loath to admit it—but sometimes I’m distracted and violate this rule. I kick myself for days. Same with failure to make eye contact.)

Paul Walker: “And move out from behind your desk if you have one.”

John Grinnell: “Civil behavior is called civil for a reason. It’s the basis of civilization. Hard earned, can be lost.”

Hyper-disciplined Marissa Mayer never keeps outsiders waiting, which makes her (hence purposeful) behavior toward insiders even more contemptible.

My rule: *More important to be on time for insider meetings than outsider meetings. (Happy insiders yield better results—which makes outsider meetings easier.)*

Tim Brander: *“Internal courtesy sets the tone for external relationships.”*

I might be tempted to keep someone waiting, but I would feel the lingering sting of my mother’s roundhouse slap and mend my ways posthaste. Dave Wheeler:

“MBMR. Management By Mom’s Rules. Good Home Training applied can be a performance multiplier and persona ‘differentiator.’”

Richard Branson: *“Respect is how to treat everyone, not just those you want to impress.”*

Stretching only a little, I'd say sales is easy if you have a reasonably good product and unreasonably good manners. :-)

Vala Afshar: ***“We are not a team because we work together. We are a team because we respect, trust, and care for each other.”***

Sunny Bindra: *“You’re not ‘running late,’ you’re rude and selfish.”*

Craig Lorne: *“Rudeness is lifeblood of forgetting who you serve. Good CEOs support the customers and staff and value follows.”*

Horatio Nelson: *“I have always been a quarter of an hour before my time, and it has made a man of me.”*

Since “showing up” is 80% of winning the game, we should bless the laties for making it so easy for us ontimies to win.

(For NFL nuts re this stream, Tom Landry and Bill Walsh were first and foremost gentleman. Fact: Fits comfortably with fierce competitiveness.)

*There is a
time and place
for civility. All
the time.*

Every place.

Manners =

Respect.

“M.R.I. means ‘most respectful interpretation’ of what someone’s saying to you. I don’t need everyone to be best friends, but I need to have a team with M.R.I. So you can say anything to anyone as long as you say it the right way. Maybe you need to practice with, ‘*Can you help me understand why you don’t want to do this or why you wanted to do that.*’ ... I just make it so it’s a human environment.”

—Robin Domeniconi, CMO. Rue La La, a flash sale web site (from Adam Bryant, *Quick and Nimble: Lessons from Leading CEOs on How to Create a Culture of Innovation*)

FYI/Reading recommendation: *The Manager’s Book of Decencies: How Small Gestures Build Great Companies.*—Steve Harrison, Adecco

“Simple” as **K.R.P.** (No kidding.)

“Courtesies of a small and trivial character are the ones which strike deepest in the grateful and appreciating heart.”—Henry Clay, American Statesman (1777-1852)

The above is a **STRATEGIC** statement.

(40 years of observation and participation say: *Biz is lost more through singular and collective “small” behavioral slip-ups than through performance shortfalls.*)

K = R = P

Kindness = Repeat Business = Profit.

E.g. ... *“There is a misconception that supportive interactions require more staff or more time and are therefore more costly. Although labor costs are a substantial part of any hospital budget, the interactions themselves add nothing to the budget. **KINDNESS IS FREE.**”*

*Listening to patients or answering their questions costs nothing. **It can be argued that negative interactions—alienating patients, being non-responsive to their needs or limiting their sense of control—can be very costly. ...** Angry, frustrated or frightened patients may be combative, withdrawn, and less cooperative—requiring far more time than it would have taken to*

interact with them initially in a positive way.”—Putting Patients First, Susan Frampton, Laura Gilpin, Patrick Charmel (Griffin Hospital/Derby CT; Planetree Alliance)

E.g. . . . *“I regard apologizing as the most magical, healing, restorative gesture human beings can make. It is the centerpiece of my work with executives who want to get better.”—Marshall Goldsmith, What Got You Here Won’t Get You There: How Successful People Become Even More Successful.*

Kindness:

Thoughtful.

Decent.

Caring.

Attentive.

Engaged.

Listens well/obsessively.

Appreciative.

Open.

Visible.

Honest.

Responsive.

On time all the time.

Apologizes with dispatch for screw-ups.

“Over”-reacts to screw-ups of any magnitude.

“Professional” in all dealings.

Optimistic.

Understands that kindness to staff breeds kindness to others/outsideers.

Applies throughout the “supply chain.”

Applies to 100% of customer’s staff.

Explicit part of values statement.

Basis for evaluation of 100% of our staff.

Kindness ... **WORKS!**

Kindness ... **PAYS!**

XVI. Politics Is Life. The Rest Is ...

The definition of politics is: The essence of getting things done.

Politics is the lifeblood of getting **ANYTHING done.**

If you dislike politics, then you dislike implementation. PERIOD.

I'm flabbergasted by anyone not understanding that to get anything done he/she must pursue/achieve mastery of politics/political process.

If you dislike politics, then it is a dreadful mistake to be in charge of anything.

To hate all politics is to hate the fact that you were born into the human race.

Politics haters are the same ones who tell the jokes about "Getting things done would be a walk in the park if not for the damn people."

Glen Flook: "OMG how true—life is a political process."

Emmanuel Gobillot: "You are so right. Politics is the engine of power. Dismiss either and you are dismissing humanity's search for meaning."

The most activist political bodies I know are families with two teenage kids. Inspiring aspirations, treachery, etc., etc.

There will always be hierarchy. There will always be politics. The idea is to do it well and toward an honorable end.

Brian Scotland: "Majoring in political science served my business career better than my MBA."

Read Robert Caro's *Master of the Senate*. LBJ was a Master Scientist of the political process!

Want to save the world? Polio vaccine is useless unless you master the politics of distribution in an impoverished setting!

A process not based on messy human reality is pie-in-the-sky.

*If you dislike politics, then
you dislike implementation.
PERIOD.*

*If you dislike politics, then it
is a dreadful mistake to be in
charge of anything.*

*To hate all politics is to hate
the fact that you were born
into the human race.*

If you give a shit about something, you'll automatically "go political" to gain others' support.

I've never observed a big company that's not very "political." Great *New Yorker* article on the "new" super-companies (Google, et al.); they are fundamentally the same as old supercos in terms of hierarchy, power plays and power trips, politics.

Who says politics is not rational? An asinine notion. It's "political process," but rational if you are a student of politics. If you're not, then leading anything is the wrong career choice.

Politics = Life:

Good restaurants.

Bad restaurants.

Good politics.

Bad politics.

Yawn.

*I'm flabbergasted
(careful word choice)
by anyone not
understanding that to
get anything done
he/she must
pursue/achieve
mastery of
politics/political
process.*

XVII. Meetings **EXCELLENCE**

Like it or lump it: Meetings are what bosses “do.” **Get over it.** Act accordingly.

THE meeting issue for boss/chair is: *Will (this meeting) be a Model of Excellence?*
“Excellence standard” applies as much to a meeting as to ballet/football.

Theater is event. Football game is event. Surgery is event. And meeting is event. It’s up to you whether the standard is mediocrity or excellence.

Meeting: “Theater of inquiry and persuasion and motivation and engagement and enhanced teamwork.”

Boss: If staff leaves “morning meeting” less than inspired ... *then you pissed the day away due to gross negligence.*

Boss: Only **ONE** key word concerning **EVERY** meeting.

PREPARATION.

Grade yourself on meeting prep today. Be tough. Odds of 4.0 GPA low.

Meetings = **#1** leadership opportunity. PERIOD.

Every meeting that does not stir the imagination and curiosity of attendees and increase bonding and cooperation and engagement and sense of worth and motivate rapid action and enhance enthusiasm is a permanently lost opportunity.

The key word is NOT “control.” The keyword IS “Excellence.”

Does your organization have a full-fledged training course titled “Conducting Excellent Meetings”? If not, why not?

I am not in the least bit interested in “better/well run meetings.” I am interested in “EXCELLENT meetings.” For heaven’s sake, why not?

Scheduling is your personal responsibility. A failing grade almost guarantees failing longterm performance.

Over-scheduling is a mortal, not venial, sin.

*I am not in the least
bit interested in
“better/well run
meetings.” I am
interested in
“EXCELLENT
meetings.” For
heaven’s sake,
why not?*

XVIII. Email **Excellence** (Why Not?)

17 January 2014: Thank you Chris Christie: Anyone who puts anything in any email that might embarrass him/her next week, next month, in 2024, is an ... IDIOT.

**A sloppy* email is a total piece of
crap. **STOP!****

(*Sloppy: Ungrammatical. Poorly argued. Equivocal—could be interpreted multiple ways. Flippantly critical of someone/anyone. Rude. Etc. Etc. I.e., “unprofessional.”)

On The Ball Theory: “Write, rewrite, wait, and then send—the modern version of think before you speak!”

Assume your boss’s boss will read any email you write.

Assume your least supportive colleagues will read any email you write.

Assume one or > one customer will read any email you write.

Assume that any “clever” email you write will go viral.

(Assume your mom will read any email you write. Sorry, couldn't resist.)

Medieval times (1999): Oral hissy fit would mostly evaporate in 4-5 days. Modern times, no matter how limited the distribution, it may go viral.

Hasty emotional response is the nightmare scenario!

Same rules for “personal” emails as “professional” ones. Personal emails frequently are not personal.

EMAIL.

EXCELLENCE.

Make this duo a tautology—not an oxymoron.

XIX. The Response **Is** The Problem

I call it ... **Service Rule #1A**

*The problem is rarely/never the problem. The response to the problem invariably ends up being the real problem.**

*This sounds like an exaggeration. It is ... **NOT**. From screwed-up U.S. presidencies to losing multi-billion-\$\$ sales, it seems invariably to be a clumsy response to something (initially) relatively small that sets in motion a full-fledged meltdown.

Service Rule #1B

The 3-minute Rule

*There once was a time when a three-minute phone call would have avoided setting off the downward spiral that resulted in a complete rupture.**

*So make the call. Set aside, in an organized fashion, a time block to make such calls.

Service Rule #1C

Employees FIRST!

David Spellman:

*“Customers
will only love
a company
that loves its
employees.”*

BCMac: *“My corollary is,
‘How we treat one
another is ultimately
how we treat the
clients.’”*

Vala Afshar: *“I’ve always said
‘You can’t remain a
great company on the
outside if you aren’t
one on the inside.’”*

TP/FYI: This is **NOT** guru bullshit. This is hard-nosed fact.

Service Rule **#1D**

ADDICTED to Helping

Twitter comment: “If a window of opportunity opens, do not pass it by or close it.”

There is no “if”: A “window of opportunity” opens

EVERY day for

EVERY one of us—e.g., helping someone
out, unbidden, for 10 minutes.

If you don’t help someone out in some little way every day (at work) you are only half a human.

Instinctively helping others at work (little hand on little thing) is the single best builder of a positive/people-centric/customer-centric culture.

“Helping” (on every dimension and throughout our community of stakeholders) is not “soft.” It is the core of a profit-maximizing STRATEGY.

“Stuff” like listening and helping are the core of STRATEGY. (Not mere tactics.)

Doug Shaw: “I have a few key principles I operate by. ***Offering help is the first one.*** That’s where it all starts.”

(Doug Shaw: “Here’s the full set. Offer help. Experiment. Stay in touch. Speak your mind. Lead by example. Be genuinely interested in people.”)

Helping someone out is not “nice”; as a practice, it is a CSA/Core Strategic Asset.

Vala Afshar: “If you are not helpful, you are not influential.”

Patricia Martin: “Small stuff done well breeds confidence and opens field of possibilities, too.”

We’re looking to establish a full-fledged ...

ADDICTION

(to helping).

Excellence is fun. “Small stuff” is more important than big stuff to make it habit-forming & spread the contagion.

Practice of Excellence: **ALL MOTIVATION IS
SELF-MOTIVATION. PERIOD.**

(Boss ‘just’ creates a platform, offers encouragement.)

Vala Afshar: ***“A social business feels like a village—people know your name, doors are open late, lights are always on, and people care.”***

Frankly, that’s why it’s [a social business] not an engineered “system,” but a way of being

*If you don't
help someone
out in some (little)
way every day
(at work) you are
only half a
human.**

***Intentionally strong language!**

XX. Christmas “Thank You” Chronicles

PLEASE consider this. Monday 23rd [December, 2013] or Fri 27th or Mon 30th or

Tues 31st: **CALL 10-50** *people to thank*
'em for their support in 2013.

The two most important words in a leader's language:

“Acknowledge” &

“Appreciate.”

So at year's end work your
ass off on acknowledgement/appreciation.

21 Dec/I have decided to bug you every day until New Year's Eve to CALL 10-50 people to thank them for their support in 2013.

David Ivers: “It works well Tom! I personally delivered to the 14 people on my team a handwritten Christmas Card with a small Lindt Chocs box.”

21 Dec/Christmas gift *from* you today. If shopping, be especially courteous to grouches and smile at stressed-out staff even if service is sub-par.

21 Dec/Best Christmas gift I've heard of this year: Customer brings a cup of coffee mid-morning to our beleaguered local postal clerk.

21 Dec/If, like many of us, you're shopping today, enjoy the madness. Engage the madness in the spirit of Christmas.

21 Dec/Saturday before Christmas. Cherish the madness. You're only here for a little while.

21 Dec/ ***Be present today.*** It's the greatest gift you can give.

21 Dec/The worse your voice, the more vigorously you should sing the Carol. It's about spirit, not 6-sigma quality.

21 Dec/Pop into a church and light a candle for someone sick today. (Even if you are a strict non-believer.)

21 Dec/Make those calls to thank people for their support. Promise: You will enjoy it immensely. (We all need a kick in the ass. Once you start, you'll really get off on it.)

21 Dec/John Barnes: ***“On your advice, I've been doing this for 3 years, always one of the professional highlights of the year.”***

Dave Wheeler: “And spend a few words/seconds to thank your frontline team individually and personally! Cost minimal. **ROI monstrous!**”

21 Dec/Dave: “Cost < 0 because it ends up making you feel good at least as much as recipient!”

21 Dec/Nosy me. Asked grocery checkout person how many say “Happy Holidays.” She said probably 1 in 4 or 5, “less by late afternoon.”

21 Dec/Real key is making kind comment ... **WITH EYE CONTACT**. Otherwise the gesture is diminished by three-quarters.

Trevor Gay: “Best gift I've had this Christmas was the chat I had with the homeless guy when I took my dog for walk today. Feel blessed.”

Monday 12/23: Go on a “Thank you” binge. **DAMN IT.**

The degree to which the average analytically trained businessperson fails to appreciate TYP/Thank You Power is staggering/pathetic.

*If you feel awkward
saying “Thank
you,” it’s because
you haven’t practiced
enough.*

If you feel awkward saying “Thank you,” tell the person you are thanking that you feel awkward. Zounds. The credit you will get.

Can you say “Thank you” too much? Doubtless, yes. But in the human race’s first 60,000 or so years, no one has overdone it so far.

I worry about Syrian civil war & 7,999,999 other things. That people will say thank you too much didn’t make my “Top 8,000,000 Worries” list.

Steve Pfistner: “Ah, the joy of affirming another fellow humanoid.”

“Affirming another humanoid”—Love it!

Handwritten notes make me weak in the knees.

An “almost” guarantee: Even if your first “Thank yous” seem forced, the response will be so overwhelming that you’ll soon be in the groove.

At the very least, you can do a “Hey, thanks, bro, somehow we survived another year.”

Mike Ferguson: “You’re saying I have to make a call, not email, right? I thought so. Okay okay okay.”

Ever heard the phrase “Bet your sweet ass”?

Cindy Starks: *“This is one of those things that I just don’t understand. I’ve tried. Why is it so hard for people to say ‘Thank You’ or ‘Thanks’”?*

I am as befuddled as you are.

Drew: *“The importance of ‘Thank you’ is drilled into children, yet often lost on adults. It’s something I had to relearn.”*

Jeff Hathaway: *“Things like ‘Thank you’ should be on the list called ‘assumptions,’ especially for leaders. Maybe why the future is brighter for Women?”*

John Hinton III: *“I always say ‘Please’ and ‘Thank you.’ You never know what type of day someone is having. Best way to convey appreciation.”*

John Wheaton (engineering chief): *“#1 reason engineers leave biz is they are not appreciated.”*

Damn right, John. We engineers are human, too. :-)

John Wheaton: *“Say [‘Thank you’] in Monday meetings. Say it on rounds. The more you say it the easier it is.”*

Catherine Huggins: *“Expressing thanks is just another way of acknowledging life is bigger than any one individual.”*

Lisa Rokusek: *“Often it takes the doing of gratitude to ignite the feeling. We can’t let a lack of feeling stop us from grateful actions.”*

Lars Leafblad (fundraiser): *“The five seconds of silence I experience when I call a donor for no other reason than thank you is deafening!”*

Trevor Gay: *“In my experience the most well received ‘Thank you’ is one for doing your routine task.”*

Amen!!!!!!! My version: No one ever has an “average day.” There’s always *something* worth noting.

“The Power of Thanks” is well supported by science, too:
[http://news.harvard.edu/gazette/story/2013/03/the-power-of-thanks/ ...](http://news.harvard.edu/gazette/story/2013/03/the-power-of-thanks/)

XXI. The **(Awesome)** Power of ... **Acknowledgement**

“The deepest principle in human nature is the craving to be appreciated.”—William James

“The two most powerful things in existence: a kind word and a thoughtful gesture.”—Ken Langone

“Good leaders make people feel that they’re at the very heart of things, not at the periphery.”—Warren Bennis

“Leadership is about how you make people feel—about you, about the project or work you’re doing together, and especially about themselves.”—Betsy Myers, *Take the Lead: Motivate, Inspire, and Bring Out the Best in Yourself and Everyone Around You*

“The philosopher Isaiah Berlin remarked that Churchill ‘idealized’ his countrymen ‘with such intensity that in the end they approached his ideal and began to see themselves as he saw them.’”—Robert Kaplan, *Warrior Politics: Why Leadership Demands a Pagan Ethos*

*“Employees who
don’t feel significant
rarely make
significant
contributions.”*

—Mark Sanborn

Night and Day: Yes, **AND** ...

“Yes, *but* ...”

(= “Thanks for the comment ... and here is what’s **WRONG** with it ...” **MIXED MESSAGE/NEGATIVE**)

“Yes, *and* ...”

(= “That was a terrific comment, **AND** perhaps we could even go farther ...” **POSITIVE**)

FYI: This is a **BIG DEAL**.

The **(Awesome)** Power of Acknowledgement: **NOTEBOOK** Power

Whenever you are interviewing or meeting with someone ... carry **(without fail)** a notebook.

Take notes.

To be sure, you'll doubtless hear something worth recording. But, mainly **(without fail)** you will gain the enduring respect of the person you are interacting with.

Why?

By recording their ideas you are saying, in effect, *“I think you have something to say worthy of recording and I wish to capture it for eternity.”*

Always carry the notebook. Take copious notes. Record info. AND: It's the ultimate form of flattery/acknowledgement/respect.

Joel Heffner/**Creativity Kit: Field Notes**
Notebook + Pencil

Stefan Stern: "The bosses who don't take notes may also be the ones who say 'Got it!' too quickly when in truth they aren't really listening."

Sachin Shah: "I got our EO's asst to take notes in her meetings so she could listen. She estimated \$50k gain in her productivity."

Note to bosses: *In your last conversation with an employee, how many pages of notes did you take?*

(Query to bosses: *In your last conversation with an employee, did you listen at least **75%** of the time?)*

XXII. Listening Is **Job #1**/Make 2014 ... The “Year of the Ear”

REALLY: Nothing but nothing but nothing is more important than listening! I will have to admit that the next three pages are not from a tweetstream. It’s just that I can’t publish any paper without making my “STRATEGIC listening plea.”

Listening is ...

(And when you read “listening,” please substitute “*OBSESSION* with listening.”)

Listening is ... the ultimate mark of *Respect*.

Listening is ... the heart and soul of *Engagement*.

Listening is ... the heart and soul of *Kindness*.

Listening is ... the heart and soul of *Thoughtfulness*.

Listening is ... the basis for true *Collaboration*.

Listening is ... the basis for true *Partnership*.

Listening is ... a *Team Sport*.

Listening is ... a *Developable Individual “Professional” Skill*.*

(*Though women are instinctively *far* better at it than men.)

Listening is ... the basis for *Community*.

Listening is ... the bedrock of *Joint Ventures that work*.

Listening is ... the bedrock of *Joint Ventures that last*.

Listening is ... the core of *effective Cross-functional Communication*.*

(*Which is in turn Attribute #1 of organizational effectiveness.**)

(**I know, I keep repeating this—only because “Attribute #1” is no exaggeration.)

Listening is ... the engine of *superior EXECUTION*.

Listening is ... the key to *making the Sale*.

Listening is ... the key to *Keeping the Customer’s Business*.

Listening is ... the engine of *Network development*.

Listening is ... the engine of *Network maintenance*.

Listening is ... the engine of *Network expansion*.

Listening is ... *Learning*.

Listening is ... the *sine qua non* of *Renewal*.

Listening is ... the *sine qua non* of *Creativity*.

Listening is ... the *sine qua non* of *Innovation*.

Listening is ... the core of *taking Diverse opinions aboard*.

FYI: Harvard Med School doc Jerome Groopman, in his book *How Doctors Think*, tells us that the patient is the doctor's best source of evidence about the patient's problem. Then, citing hard-nosed research, Groopman asks, “*On average, how long does the patient speak before the doc interrupts?*”

Answer?

“18 ... seconds.”

“Our work, our relationships, and, in fact, our very lives succeed or fail gradually, then suddenly—one conversation at a time.”

Source: Susan Scott, *Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a Time*

Listening is ... *Strategy*.
Listening is ... *Source #1 of "Value added."*

Listening is ... ***Differentiator #1.***

Listening is ... ***Profitable.****

(*The "R.O.I." from listening is higher than from any other single activity.)

Listening underpins ... *Commitment to EXCELLENCE.*

Do you agree with the above?

(Frankly, that's a set-up question. How could you *not* agree?)

(I hope.)

If you agree, shouldn't listening be ... *a Core Value?*

*If you agree, shouldn't listening be ... perhaps Core Value #1?**

(* "We are Effective Listeners—we treat Listening EXCELLENCE as the Centerpiece of our Commitment to Respect and Engagement and Community and Growth"—or some such.)

If you agree, shouldn't listening be ... a Core Competence?

If you agree, shouldn't listening be ... Core Competence #1?

Shouldn't listening be ... *Core Competence #1?*

If you agree, shouldn't listening be ... *an explicit "agenda item" at every Meeting?*

If you agree, shouldn't listening be ... our Strategy—per se? (Listening = Strategy.)

If you agree, shouldn't listening be ... the #1 skill we look for in Hiring (for every job)?

If you agree, shouldn't listening be ... the #1 attribute we examine in our Evaluations?

If you agree, shouldn't listening be ... the #1 skill we look for in Promotion decisions?

If you agree, shouldn't listening be ... the #1 Training priority at every stage of everyone's career—from Day #1 to Day LAST?

If you agree, what are you going to do about it ... **in the next 30 MINUTES?**

If you agree, what are you going to do about it ... at your NEXT meeting?

If you agree, what are you going to do about it ... by the end of the DAY?

If you agree, what are you going to do about it ... in the next 30 DAYS?

If you agree, what are you going to do about it ... in the next 12 MONTHS?

“It’s amazing how this seemingly small thing—simply paying fierce attention to another, really asking, really listening, even during a brief conversation—can evoke such a wholehearted response.”

—Susan Scott, *Fierce Conversations: Achieving Success at Work and in Life One Conversation at a Time*

“Let Silence Do the Heavy Lifting”

—chapter title from Susan Scott, *Fierce Conversations: Achieving Success at Work and in Life One Conversation at a Time*

“There is a profound difference between having a title ... and being someone to whom people commit at the deepest level. If we wish to accomplish great things in our organizations, we must come to terms with a basic human need: a universal longing to be known.”

—Susan Scott, “Be Here, Be Prepared to Be Nowhere Else,” chapter title, *Fierce Conversations: Achieving Success at Work and in Life One Conversation at a Time*

“It was much later that I realized Dad’s secret. He gained respect by giving it. He talked and listened to the fourth-grade kids in Spring Valley who shined shoes the same way he talked and listened to a bishop or a college president. He was seriously interested in who you were and what you had to say.”

—Sara Lawrence-Lightfoot, *Respect*

Suggested addition to your statement of Core

Values: *“We are Effective
Listeners—we treat
Listening
EXCELLENCE as
the Centerpiece of
our Commitment to
Respect and
Engagement and
Community and
Growth.”*

Mikael Pawlo/tweet: *“Nothing beats eye-to-eye or ear-to-ear. Asking questions and listening with a smile is raw power.”*

TP: Amen.

8 of 10 sales presentations fail

50% failed sales

presentations: talking

“at” before

listening!

Source: Susan Scott, “Let Silence Do the Heavy Listening,” chapter title, *Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a Time*

The Good Listener's Rules ...

Exists totally for the given conversation. *There is nothing else on earth of importance for those 45 minutes.*

To co-opt a great book: *fierce attentiveness.*
(Susan Scott, *Fierce Conversations*)

Keep your f-ing mouth shut.

Gives the other person time to stumble toward clarity without interruption.

NEVER finishes the other person's sentence.

Becomes invisible; make the other person the centerpiece.

Do not **EVER** take a call, even from your boss.

Takes (extensive) notes.

Calls (emails) a couple of hours later to thank the other for their time.

Calls the next day with a couple of follow-up queries.

Leaves it mostly open-ended; does not conclude with your view of the world.

Doesn't pontificate for even 17 seconds!

Tom Asacker: *"It doesn't matter what people think about you. Rather how you make them feel about themselves in your presence."*

TP: Stunningly well said.

Manager, from Twitter: *“I always write ‘LISTEN’ on the back of my hand before a meeting.”*

“EVERYONE has a story to tell, if only you have the patience to wait for it and not get in the way of it.”

—Charles McCarry, *Christopher’s Ghosts*

Listening-as-PROFESSION

I consider bosses of units > 25 employees with no substantial ... **FORMAL LISTENING TRAINING** ... to be guilty of dereliction of duty.

Tim Baker: *“Simply put, I think many people underestimate the effort proper listening requires.”*

If you ain't exhausted [after a serious conversation], **then you weren't really listening.** (That is not a throwaway line.)

***Really* listening is literally the most exhausting activity I know—that includes vigorous physical activities.**

Saurabh Gupta: “Not only effort but **concentration** as well.”

John Morrison: “It’s not ‘listening’; it’s **‘absorbing’** ...”

TP: [Listening is] a lotta stuff. **“Acknowledging”** is a good part of the definition, too.

Trevor Gay: “I’ve a friend-mental health counselor; if he sees 3 patients a day he is exhausted & it’s TOO BUSY.”

David Spellman: **“I taught a management class yesterday on 5 levels of listening: Ignoring, Pretending, Selective, Attentive, and Empathic. KEY skill set.”**

TP: **Bravo!**

Cary Cooper: “A few years ago [I] co-authored book titled **Shut Up & Listen!**”

TP: **Bravo!**

House of Faith (Twitter I.D.): “Listening is a lost art today. The ability to ‘talk over’ another is prized. Loose lips still sink ships!”

Tim Baker: “There are those who listen and there are those who are just waiting to talk (again) (and again).”

Preparing retort while another talking = **Anti-listening.**

McKinsey (in my time): ZERO interest in topic per se, 100% prepping to demo intellectual horsepower w/ a clever retort.

Susan Cain addresses this brilliantly in her book *Quiet*. (Alas, research clearly indicates we evaluate the “talk over” types as smarter. More fools us!)

Then there's my motto: **100%** of communication failures are ... *my fault*. (It is up to me as communicator to figure out how to be effective in communicating with any given person in the immediate context of the exchange—e.g., they're having a bad day, good day, etc.)

FYI, if you do public speaking, listening to your audience is still skill #1. I bet I make **200** adjustments in a 1-hour speech based on what I “hear.”

Rich McDonald: “DITTO! It's why I don't memorize ANY scientific presentations; I listen to audience's words ... *& 'listen' to their eyes/grunts/hand gestures/posture.*”

Key word (re listening):

PRACTICE!

Effective listening is a ...

PROFESSION!

It's no different than neurosurgery or particle physics. Study and practice and refresh accordingly.

Professional Skill #1 for every leader is ...

LISTENING! (Does 1

b.school in 20 teach it as a full-blown core course?)

B.School: 3 finance courses, 3 accounting courses, 3 marketing courses,

ZERO listening courses.

IMPEACH the Dean/s!

No listening course at your b.school?

Demand a full tuition refund with interest plus a letter of apology signed by the dean.

Cary Cooper: “When have managers ever been trained to be on ‘receive’ rather than ‘transmit’? Our B.Schools don’t teach it, neither do exec programs!”

Edward Nevraumont: “Forget a course on listening, why not start with a class? Most B.Schools throw their hands in the air on Leadership in general.”

**All generals, admirals, and
CEOs should attend a
listening refresher course
annually!**

(Margot Durkin: *“And school principals, too!”*)

Chris Oestereich: *“The ‘soft’ skills are
anything but!”*

EVERY boss needs a ... **NBB/**
No Bullshit Buddy ...

to give him/her* regular feedback on listening
behavior. (*FYI: Evidence and anecdote both crystal

clear: **WOMEN** are, indeed, better
listeners—and, yes, more often than not better
leaders—than men.)

Trevor Gay: “I once had a boss who regularly

asked me; *‘Have you
given your
team a good
listening to
lately?’”*

(Last word: A key reason *In Search of Excellence* was successful: **Bob Waterman was/is a peerless listener!**)

LISTENING Redux: Quiet, Please!

“We live with a value system that I call the Extrovert Ideal—the omnipresent belief that the ideal self is gregarious, alpha, and comfortable in the spotlight. The archetypal extrovert prefers action to contemplation, risk-taking to heed-taking, certainty to doubt. ... We think that we value individuality, but all too often we admire one type of individual ... Introversion is now a second-class personality trait. ... The Extrovert Ideal has been documented in many studies. Talkative people, for example, are rated as smarter, better looking, more interesting, and more desirable as friends. Velocity of speech counts as well as volume: We rank fast talkers as more

competent and likeable than slow ones. *But we make a*

grave mistake to embrace the

Extrovert Ideal so unthinkingly. ... As the science journalist Winifred Gallagher writes, ‘The glory of the disposition that stops to consider stimuli rather than rushing to engage with them is its long association with intellectual and artistic achievement. Neither $E = mc^2$ or *Paradise Lost* was dashed off by a party animal.’ Even in less obviously introverted occupations, like finance, politics, and activism, some of the greatest leaps forward were made by introverts ... figures like Eleanor Roosevelt, Warren Buffett and Gandhi achieved what they did not in spite of, but because of their introversion.”—Susan Cain, *Quiet: The Power of Introverts in a World That Can’t Stop Talking*

“If you are a manager, remember that one third to one half of your workforce is probably introverted, whether they appear that way or not.

Think twice about how you design your organization’s office space. Don’t expect introverts to get jazzed up about open office plans or, for that matter, lunchtime birthday parties or teambuilding retreats. Make the most of introverts’ strengths—these are the people who can help you think deeply, strategize, solve complex problems, and spot canaries in your coal mine.

“Also remember the dangers of the new groupthink. If it’s creativity you’re after, ask your employees to solve problems alone before sharing their ideas ... Don’t mistake assertiveness or elegance for good ideas. If you have a proactive workforce (and I hope you do), remember that they may perform better under an introverted leader than under an extroverted or charismatic one.”—Susan Cain, *Quiet: The Power of Introverts in a World That Can’t Stop Talking*

“The next time you see a person with a composed face and a soft voice, remember that inside her mind she might be solving an equation, composing a sonnet, designing a hat. She might, that is, be deploying the power of quiet.” —Susan Cain, *Quiet: The Power of Introverts in a World That Can’t Stop Talking*

XXIII. The **BIG THREE**

What do we (actually) ... **Do**?

TALK. (Present.)

LISTEN.

WRITE.

Why have we most likely *never* studied the first two* (*especially #2/Listening), and probably not studied the third since high school?

Anybody up for ... **MASTERY?**

The Big Three Plus ONE: Body Language RULES

So: **PAY ATTENTION.**

(Damn it.)

“Research indicates the pitch, volume, and pace of your voice affect what people think you

*said about **five times** as much as the actual words you used.”*—Stanford Business/Spring 2012/on the work of Prof. Deborah Gruenfeld

“[Professor Linda Gruenfeld] pulls bits and pieces from her brain in order to persuade her audience with rational arguments. Yet her research tells her—and you—that it isn’t the quality of her arguments that will persuade people. It is, rather, how she conveys it. ‘Your status,’ she says, ‘is determined by physical attributes and nonverbal cues. People decide if you are competent in less than 100 milliseconds.’”—Stanford Business/Spring 2012

“I know that everything I do in the hallway is more important than anything I say in the meeting.”

—CEO/telecom company, in Carol Kinsey Goman, *The Silent Language of Leaders: How Body Language Can Help—or Hurt—How You Lead*

“Mandela, a model host [in his prison hospital room] smiled grandly, put [Justice Minister Kobie] Coetzee at his ease, and almost immediately, to their quietly contained surprise, prisoner and jailer found themselves chatting amiably. ... *[It had mostly] to do with body language, with the impact Mandela’s manner had on people he met. First there was his erect posture. Then there was the way he shook hands. The effect was both regal and intimidating, were it not for Mandela’s warm gaze and his big, easy smile.* ... Coetzee was surprised by Mandela’s willingness to talk in Afrikaans, his knowledge of Afrikaans history.” Coetzee: “He was a born leader. And he was affable. He was obviously well liked by the hospital staff and yet he was respected even though they knew he was a prisoner.” —John Carlin, *Playing the Enemy: Nelson Mandela and the Game that Made a Nation* (Mandela meets surreptitiously with justice minister after decades in prison—and turns on the charm.)

Albert Mehrabian's (directional) "7-38-55 Rule"* **

Your words: 7%

Your tone of voice: 38%

Your body language: 55%

***7% of message pertaining to feelings and attitudes is in the words that are spoken.**

38% of message pertaining to feelings and attitudes is paralinguistic (the way that the words are said).

55% of message pertaining to feelings and attitudes is in facial expression.

(WARNING: This research is somewhat controversial.)**

XXIV. The 50 “Have Yous”

While waiting in the Albany airport to board a Southwest Airlines flight to Reagan one morning, I happened across the latest Harvard Business Review, on the cover of which was a bright yellow “lead article” sticker. On it were the words “Mapping your competitive position.” It referred to a feature article by my friend and admired colleague Rich D’Aveni.

Rich’s work is uniformly good—and I have said as much publicly on many many occasions dating back 15 years. Moreover, I’m sure this article is first-rate, too—though I admit I didn’t read it.

In fact, it triggered a furious negative “Tom reaction,” as my wife calls it. Of course I believe you should worry about your “competitive position.” But instead of obsessing on competitive position and other abstractions, as the B.Schools and consultants would invariably have us do, I instead wondered about some “practical stuff,” which I believe is far, far more important to the short- and long-term “strategic” health of the enterprise, tiny or enormous.

Hence, rather than an emphasis on competitive maps or looking for a “blue ocean” (empty space, per the popular book Blue Ocean Strategy), I urge you to pay attention to my 50 “Have Yous,” as I call them. The list could easily be three times as long—but this ought to keep you occupied for a while. Of course, the underlying hypothesis is that if you proactively do the “small stuff” below, your “competitive position” will improve so much that mapping will become a secondary issue!

Herewith:

TODAY?

1. Have you called a customer ...
2. Have you in the last 10 days ... visited a customer?
3. Have you in the last 60-90 days ... had a seminar in which several folks from a key customer’s operation (different levels, different functions, different divisions) interacted, via facilitator, with various of your folks? (Goal: Fully integrates us with our key customers—and makes it clear we want to get to know them on all levels.)
4. Have you thanked a front-line employee for a small act of helpfulness ... in the last three days?

5. Have you thanked a front-line employee for a small act of helpfulness in the last ...

THREE HOURS?

6. Have you thanked a front-line employee for carrying around a great attitude ... *TODAY*?

7. Have you in the last week recognized—publicly—one of your folks for a small act of *cross-functional cooperation*? (“Small,” social acts enhancing cross-functional bonding may be my Obsession #1.)

8. Have you in the last week recognized—publicly—one of “their” folks (another function) for a small act of cross-functional cooperation with your gang?

9. Have you invited in the last month a leader of *another function* to your weekly team priorities meeting?

10. Have you personally in the last week-month called-visited an internal or external customer to *sort out, inquire, or apologize* for some little or big thing that went awry? (No reason for doing so? If true—in your mind—then you’re more out of touch than I dared imagine. Pity.)

11. Have you in the last two days had a chat with someone (a couple of levels “down”) about specific deadlines concerning a project’s next steps?

12. Have you in the last two days had a chat with someone (a couple of levels “down”?) about specific deadlines concerning a project’s next steps ... and what

specifically *you can do to remove a hurdle*? (**Boss as CHRO, Chief Hurdle**

Removal Officer. Peter Drucker: “Ninety percent of what we call ‘management’ is doing things that make it more difficult to get things done.”)

13. Have you celebrated in the last week a “small” (or large!) *milestone* reached? (I.e., are you a milestone fanatic? Are you a celebration fanatic?)

14. Have you in the last week or month revised some estimate in the “wrong” direction (i.e., acknowledged that things were more problematic than previously estimated) and apologized for making a lousy estimate? (*Somehow or other you must publicly reward the telling of difficult truths—and the reporting of bad news.*)

15. Have you installed in your tenure a very comprehensive customer satisfaction scheme for all your *internal* customers? (With major consequences for hitting or missing the mark.)

16. Have you in the last six months made a week-long, visible, very intensive *visit-tour* of external customers’ operations?

17. Have you in the last 60 days called an abrupt halt to a meeting and “ordered” everyone to get out of the office and “into the field” *immediately* with the *order* to fix (f-i-x, finito!) *some/any* nagging “small” problem through immediate practical action?

18. Have you in the last week had a rather thorough discussion of a “trivial” “cool design thing” someone has come across—*away* from your industry or your function—at a website or in a product or its packaging? And do you urge/insist that everyone (*every* one) be on the lookout for, bring in, and present “incredibly cool stuff I’ve found” from “everyday life”?

19. Have you in the last two weeks had an informal meeting—at least an hour long—with a front-line employee to discuss “things we do right,” “things we do wrong,” and “What would it take to turn this job into something approaching their “dream job”?”

20. Have you in the last 60 days had a general meeting to discuss “things we do wrong” ... that we can fix in the next 14 days? (With follow-up *exactly* 14 days later.)

21. Have you had, in the last year, a one-day, intense offsite with each of your principal internal customers—followed by a substantial celebration of “things gone right” on both parties’ parts?

22. Have you in the last week privately pushed someone to do some family thing that you fear might be overwhelmed by internal deadline pressure?

23. *Have you learned the names of the children of everyone who reports to you? (If not, you have 30 days to fix it.)*

24. Have you taken, in the last month (two weeks?), an interesting-*weird* outsider to lunch? And, do you keep careful track of “weirdo lunches”?

25. Have you in the last month invited an interesting-*weird outsider* to sit in on an important meeting?

26. Have you, in the last three days, discussed in a meeting something interesting, beyond your industry, that you ran across while reading, etc.? (This means more than an email from you with a cyberlink or two.)

27. Have you in the last 24 hours injected into a meeting “I ran across this interesting idea in (strange place)”?

28. Have you in the last two weeks asked someone to report on something, anything that constitutes an act of brilliant service rendered in a “trivial” situation—restaurant, car wash, etc.? (And then discussed the relevance to your work—and then implemented *on-the-spot* some little thing from what they learned?)

29. *Have you in the last 30 days examined in detail (hour by hour) your calendar to evaluate the degree to which “time actually spent” mirrors your “espoused priorities”?*

(And repeated this exercise with everyone on the team.)

30. Have you in the last two months had a presentation to your group by a “weird” outsider?

31. Have you in the last two months had a presentation to the group by a customer, internal customer, vendor featuring “working folks” 3 or 4 levels down in the vendor/customer/internal customer organization (and in your organization)?

32. Have you in the last two months had a presentation to the group of a cool, beyond-our-industry idea by two of your folks?

33. Have you at every meeting today (and forevermore) redirected the conversation to the practicalities of implementation concerning some issue before the group?

34. Have you at every meeting today (and forevermore) had an end-of-meeting

discussion on “action items to be dealt with in the next **4, 24,**

48 hours”? (And then made this list public—and followed up in 4 or 24 or 48

hours.) (And made sure everyone has at least one such item.)

35. Have you had a discussion in the last six months about what it would take to get recognition in a local-national poll of ... *“best places to work”*?

36. Have you in the last month approved a *cool-different-very different training course* for one of your folks?

37. Have you in the last month taught a front-line training course?

38. **Have you in the *last week* discussed the idea of *Excellence per se*?** (What it means, how to get there, concerning a current project.)

39. Have you in the last week discussed the idea of ...

“Wow”? (What it means, how to inject it

into an ongoing “routine” project.)

40. Have you in the last 45 days assessed some major internal process in terms of the details of the “experience,” as well as results it provides to external or internal customers?

41. Have you in the last month had one of your folks attend a meeting you were supposed to go to, which therefore gives them unusual exposure to senior folks?

42. Have you in the last 60 (30?) (15?) (7?) days sat with a trusted friend or “coach” to discuss your “management style”—and its long- and short-term impact on the group?

43. Have you in the *last three days* considered a professional relationship that was a little rocky and made a call to the person involved to discuss issues and smooth the waters? (Taking the “blame,” fully deserved or *not*, for letting the thing-issue fester.)

44. Have you in the last ... *two hours* ... stopped by someone’s (two-

levels “down”) office-workspace for 5 minutes to ask **“What do**

you think?” about an issue that arose at a more or less just completed meeting? (And then stuck around for 10 or so minutes to listen—and *visibly* taken notes.)

45. *Have you ... in the last week ... looked around you (“eyeballed”) to assess whether the diversity of the group pretty accurately mirrors the diversity of the market being served?*

(And began to act on the disparity, if it exists?)

46. Have you in the last day at some meeting gone out of your way to make sure that a normally reticent person has been engaged in a conversation—and then thanked him or her, perhaps privately, for their contribution?

47. Have you in the last four months had a half-day, full-team session specifically aimed at checking on the “corporate culture” and the degree we are true to it—with presentations by relatively junior folks, including front-line folks? **(And with a determined effort to keep the conversation restricted to “real world” “small” cases—not theory.)**

48. Have you in the last six months talked about the *Internal Brand Promise*—i.e., what you and the organization promise to employees in terms of respect and growth opportunities?

49. Have you in the last year had a full-day off-site to talk about individual (and group) aspirations?

50. Have you called a customer ... **TODAY?**

(51. Have you “mapped your competitive position” since you finished this checklist? Now it’s okay to do.)

Have You ... *Started?*

Obviously I hope you'll use this list. Perhaps as follows:

- (1) Circulate to your team.
- (2) Agree on no more than a half-dozen items to act as a Starter Action List.

(3) Pick **ONE** item.

(4) Do it **TODAY.**

- (5) Repeat once a week.

XXV. 2013-14/New Year's Week

This week you get a twofer. An ending and a beginning. *Beginnings and endings are all-important.* Act accordingly.

As year closes, emphasize that we are a team moving forward. Use the word

“We”

per se until you're blue in the face.

Bosses. This week collect folks' 2013 stories. With mouth mostly shut, ears open, encourage energetic commitment to personal growth in 2014.

Good or not so good results, most folks have done their bit to contribute. Show your appreciation this week.

Pope Francis has made an enormous impact on an enormous institution with his way of being. Apply to your wee corner of the world this week.

Bad year? It happens. Be a paragon of grace and thoughtfulness.

Good year or not so good year, end it on a high with an un-showy show of energy and enthusiasm and appreciation and joie de vivre.

Make 2014 the year of committed servant leadership.

2014: Thought for those **NOT** in formal leadership slots: *Every day, on or off the job, offers up a plethora of leadership opportunities! Go for it!*

May each and every one of those you are privileged to lead have a 2014 marked by accomplishment and growth.

Make 2014 the year of committed servant leadership.

Thought for 2014 for those not in formal leadership

slots: ***Every day, on or
off the job, offers
every one of us a
plethora of
leadership
opportunities!
Go for it.***

XXVI. Criticism, (Severe) Limits Thereto

Remember: *Criticism poorly given rarely leads to correction. It leads to evasion—avoiding the task in the future.*

Joel Heffner: “Coaching is like walking on eggs; any dope can criticize.”

Try Ed Schein’s book *Helping: How to Offer, Give, and Receive Help*.

Helping is far more delicate than neurosurgery!

Vala Afshar: “Most people will do better work and put greater effort under a spirit of approval than under a spirit of criticism.”

Wendy Maynard: “Positivity goes a long way, as does asking people what they think went well.”

Wendy Maynard: “There’s just been too much emphasis in management about ‘constructive criticism’; it can easily be abused.”

Rich McDonald: “Why many bosses stink—they watch too many military movies and forget that in-your-face degrading remarks never work for anyone.”

Wendy Maynard: *“Most people were criticized unfairly as kids. As managers, they simply repeat the bad patterns.”*

XXVII. **E**xcellence

Remember (per me): Excellence is not an “aspiration.” Excellence is the next five minutes. Or not.

John Miller: “You are only 5 minutes max away from Excellence.”

***Excellence is not a
“culture.” Excellence is your
next email or
IM or 30-second chance
meeting in the hall.***

If you are a big cheese, Excellence that translates into \$\$\$ is about your interactions during the elevator ride to the top floor.

If ever there were a day for Excellence via MBWA, it’s tomorrow [12/31/13].

Remember, Excellence is the work that gets done on the real or metaphorical “lower floors.” Camp out there this week.

Vala Afshar: The Foundation of Excellence is:

Grace

Dignity

Humility

Grit

Optimism

Excellence is **NOT** a “goal.”

Excellence **IS** a way of life.

Or not.

Excellence is **NOT** an
institutional choice.

Excellence **IS** a personal choice.

Or not.

Excellence is **NOT** an
“aspiration.”

Excellence **IS** the next 5 minutes.

Or not.

*Excellence is
not an
“aspiration.”
Excellence is
the next five
minutes.
Or not.*

EXCELLENCE is not an “aspiration.”
EXCELLENCE is ... THE NEXT FIVE MINUTES.

EXCELLENCE is your next conversation.

Or not.

EXCELLENCE is your next meeting.

Or not.

EXCELLENCE is shutting up and listening—really listening.

Or not.

EXCELLENCE is your next customer contact.

Or not.

EXCELLENCE is saying “Thank you” for something “small.”

Or not.

EXCELLENCE is the next time you shoulder responsibility and apologize.

Or not.

EXCELLENCE is waaay over-reacting to a screw-up.

Or not.

EXCELLENCE is the flowers you brought to work today.

Or not.

EXCELLENCE is lending a hand to an “outsider” who’s fallen behind schedule.

Or not.

EXCELLENCE is bothering to learn the way folks in finance (or IS or HR) think.

Or not.

EXCELLENCE is waaay “over”-preparing for a 3-minute presentation.

Or not.

EXCELLENCE is turning “insignificant” tasks into models of ... EXCELLENCE.

Or not.

Q: *“Mr. Watson [CEO/IBM],
how long does it
take to become
excellent?”*

A: *“One minute. That
is how long it takes
you to decide to never
again accept
anything less than
excellence from
yourself.”*

*“Excellence ...
can be obtained if you:*

*... care more than others
think is wise;*

*... risk more than others
think is safe;*

*... dream more than others
think is practical;*

*... expect more than others
think is possible.”*

Source: posted @ tompeters.com by K.Sriram

The “19 Es” of EXCELLENCE

- Enthusiasm!** (Be an irresistible force of nature! *Be fire! Light fires!*)
- Exuberance!** (*Vibrate*—cause earthquakes!)
- Execution!** (Do it! Now! Get it done! Barriers are baloney! Excuses are for wimps! Accountability is gospel! Adhere to coach Bill Parcells’ doctrine: *“Blame no one!! Expect nothing!! Do something!!”*)
- Empowerment!** (Respect! Appreciation! Ask until you’re blue in the face, *“What do you think?”* Then: Listen! Liberate! 100.00% innovators!)
- Edginess!** (Perpetually dance at the frontier and a little, or a lot, beyond.)
- Enraged!** (Maintain a permanent state of mortal combat with the status-quo!)
- Engaged!** (Addicted to MBWA/Managing By Wandering Around. *In touch. Always.*)
- Electronic!** (Partner with the whole wide world 60/60/24/7 via all manner of electronic community building and entanglement. *Crowdsourcing wins!*)
- Encompassing!** (Relentlessly pursue diversity of every flavor! Diversity per se generates big returns!) (Seeking superb leaders: *Women rule!*)
- Emotion!** (The alpha! The omega! The essence of leadership! The essence of sales! The essence of design! The essence of life itself! Acknowledge it! Use it!)
- Empathy!** (*Connect! Connect! Connect!* Click with others’ reality and aspirations! “Walk in the other person’s shoes”—until the soles have holes!)
- Ears!** (Effective listening in every encounter: *Strategic Advantage No.1!* Believe it!)
- Experience!** (Life is theater! *It’s always showtime!* Make every contact a “Wow”! Standard: “Insanely Great”/Steve Jobs; “Radically Thrilling”/BMW.)
- Eliminate!** (Keep it simple!! Furiously battle hyper-complexity and gobbledegook!!)
- Errorprone!** (Ready! Fire! Aim! Try a lot of stuff, make a lot of boo-boos. CELEBRATE the boo-boos! Try more stuff, make more boo-boos! He who makes the most mistakes wins! *Fail! Forward! Fast!*)
- Evenhanded!** (Straight as an arrow! *Fair to a fault!* Honest as Abe!)
- Expectations!** (Michelangelo: *“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we hit it.”*)
- Eudaimonia!** (The essence of Aristotelian philosophy: True happiness is pursuit of the highest of human moral purpose. *Be of service! Always!*)
- EXCELLENCE!** (The only standard! Never an exception! *Start NOW!* No excuses!)

In Search of Excellence in SIX Words:

**Hard is soft.
Soft is hard.***

***The “hard” numbers and the plans are the true “soft stuff.” The “soft” relationships and commitment to Excellence and integrity-in-all-we-do are the true “hard stuff.”**

Excellence!
Now!
More Than Ever!

Excellence is the best defense.
Excellence is the best offense.
Excellence is the answer in good times.
Excellence is the answer in tough times.
Excellence is about the big things.
Excellence is about the little things.
Excellence is a design “good enough to lick”/S. Jobs.
Excellence is a relationship.
Excellence is a philosophy.
Excellence is an aspiration.
Excellence is immoderate.
Excellence is a pragmatic standard.
Excellence is execution.
Excellence is selfish.
Excellence is selfless.
Excellence keeps you awake.
Excellence lets you sleep well.
Excellence is a moving target.
Excellence knows no bounds.

EXCELLENCE. In TWO Pages

1. **People first, second, third, fourth ...** /The “business” of leaders is people: to inspire/engage/provide a trajectory of opportunity—enterprise of every size and type as “cathedral” for human development. *“When I hire someone, that’s when I go to work for them.”*—John DiJulius
 - 1A. **Customer comes 2nd.** *If you want to best “Wow!” customers then you must first Wow! those who serve the customers/“If you want staff to give great service, give great service to staff.”*—Ari Weinzweig, Zingerman’s/“*You have to treat your employees like customers.*”—Herb Kelleher, on his #1 “secret to success.”
 - 1B. Manager’s sole raison d’être: ***Make each of my team members successful!***
 - 1C. Effective organizations: ***No bit players!***
 - 1D. **Appreciation. Acknowledgement.** *“The deepest human need is the need to be appreciated.”*—Believe it! *A few kind words are often remembered for years!*
 - 1E. **First-line supervisors. Every organization’s ... most important ... leadership cadre.** Productivity is largely determined by the caliber of the first-line boss. Selection and development of your “sergeants” must become an “obsession”—almost all do a half-assed job.
 - 1F. **Weird.** There are no “normals” in the history books!/Insure a healthy supply of oddballs/ Diversity of *every* flavor = Fresh perspectives! Better decisions!
 - 1G. **Memories That Matter. And don’t.** “People stuff” sticks with you: You’ll look back on the handful of people you developed who proceeded to change the world—and the multitude (if you’ve earned it) who say, *“I grew most when I worked with you.”* ***Ever seen a tombstone engraved with the deceased’s net worth?***
2. **You/me.** Businesses no longer coddle. You’re in charge!/“**Brand you**”—stand out for something valuable, or else; learn something new every day, or else!/“**Distinct or Extinct!**”
3. **Organizations Exist to Serve. PERIOD.**
4. **EXECUTION.** *“Don’t forget to tuck the shower curtain into the bath tub.”*—Conrad Hilton on his “sweat the details” obsession and #1 “success secret”/“***Execution is strategy.***”—Fred Malek/ *“Execution is the leader’s job #1.”*—Larry Bossidy
 - 4A. **“They do ... ONE BIG THING at a time.”**—Drucker on successful managers’ #1 trait.
 - 4B. **Resilience circa 2011:** Understand it. Hire for it. Promote for it. Obsess on it.
5. **MBWA/Managing By Wandering Around:** Starbucks’ Schultz visits 25 stores a week/ “In touch” is “not optional”/You = Your calendar/*Calendars never lie!*
 - 5A. **Listening per se = Candidate for Core Value #1.** Listening per se is a *profession.*./“If you don’t listen, you don’t sell anything.”/Docs interrupt patients after ... *18 seconds.* And you?
 - 5B. **“What do you think?” “How can I help?”** MBWA 8/Eight words, repeated like a mantra while “wandering around” that unlock engagement/success for multitudes.
 - 5C. **Innovate by “Hanging out.”** “You are what you eat.”/“*You will become like the five people you associate with the most—a blessing or a curse.*”/Want “cool”? ***Expose yourself to cool!***/Manage “hanging out” zealously-formally—with customers, interesting outsiders, etc.
 - 5D. **K = R = P (Kindness = Repeat business = Profit.)** ***Hard is soft. Soft is hard.***— #1 finding from *In Search of Excellence.* Kindness is “hard”—and the payoff in \$\$\$\$.
 - 5E. **Apology power**—awesome power: A 3-minute “I’m sorry” call heals anything—do it religiously!/“Over-the-top” response to even a small boo-boo *strengthens* customer relationships!

6. **“Little BIG Things”/Focus on “multipliers”:** Walmart goes to big shopping cart = +50% “big stuff” sales boost!/**“Wash your Hands”**—save thousands of lives per year in hospitals!
- 6A. **“Little BIG Things”:** **SMEs are the bedrock of all economies.** Nurture them. SME’s battle cry per George Whalin: **“Be the best. It’s the only market that’s not crowded.”**
7. **Apple > Exxon in market cap courtesy ... DESIGN!** The big “Duh”: **“Cool beats un-cool!”**/Design is candidate for the “best way to differentiate goods-services in competitive markets.”
- 7A. **TGRs/Things Gone Right.** Wagon Wheel restaurant, Gill MA—*clean restroom with fresh flowers*—we remember such touches more or less forever./**Manage-measure TGRs.**
- 7B. **Scintillating Experiences.** Howard Schultz on Starbucks: **“At our core, we’re a coffee company, but the opportunity we have to extend the brand is beyond coffee; it’s entertainment.”**
8. **WOMEN Buy! WOMEN Rule! WOMEN’s World!** Women buy 80% of everything—**\$28T** world market/**“Why Warren Buffett Invests Like a Girl!”**—e.g., studies harder, holds longer, less frenzied buying and selling/Women’s leadership style fits 21st century less-hierarchical enterprise./Evidence is clear—**Women well on the way to 21st century economic domination!** Brazil’s President Dilma Rousseff at UN: **This is “the century of women.”**
9. **Web-Social Media.** “Everyone becomes our valued partner, a member of our community—and a watchdog.”/**The Power of Co-creation**—my “Top Biz Book for 2010”/Social Media can be the lynchpin of transformative strategy—for organizations of every shape and size!
10. **Value added via transformation from “Customer satisfaction” to “customer success”**—huge difference-opportunity!/E.g., IBM Global Services, went from afterthought to \$60B/UPS Logistics/MasterCard Advisors/IDEO, help clients create a “culture of innovation”/**“The Geek Squad”**—**BestBuy’s #1 strategic point of differentiation.**
11. **Innovation “secret” #1: “Most tries wins.”/“A Bias for Action”**—**Excellence trait #1, In Search of Excellence/“Ready. Fire! Aim.”**—Ross Perot/**“Instead of trying to figure out the best way to do something and sticking to it, just try out an approach and keep fixing it.”**—Bert Rutan
- 11A. **Try a lot = Fail a lot/“Fail. Forward. Fast.”/“Fail faster, succeed sooner.”**—David Kelley/**“Reward excellent failures, punish mediocre successes.”/Whoever Makes the Most Mistakes Wins**—Richard Farson
- 11B. **“You miss 100% of the shots you never take.”**—Wayne Gretzky
12. **Live WOW!/Zappos’ creed ... “WOW Customers”/eBay 14,000 employees, Amazon 20,000 employees, Craig’s List 30 employees; regardless of issue, Where’s your “Wild and Woolly Craig’s List Option”?**/Final point in superstar adman Kevin Roberts’ Credo: **“Avoid moderation!”**
13. **EXCELLENCE is a personal choice ... not an institutional choice! EXCELLENCE is not an “aspiration”—it’s the next five minutes!**
- 13A. **EXCELLENCE. Always. If not EXCELLENCE, What? If not EXCELLENCE Now, When?**

EXCELLENCE Redux

Five (or Less) Words to the Wise

- 4 most important words: **“What do you think?”**
(“Most important words in any organization.”
—Dave Wheeler)
- 4 most important words: **“How can I help?”** (Boss as CHRO/
Chief Hurdle Removal Officer.)
- 2 most important words: **“Thank you!”** (Appreciation/
Acknowledgement/Recognition.)
- 2 most important words: **“All yours.”** (“Hands-off” delegation/
Respect/Trust.)
- 3 most important words: **“I’m going out.”** (MBWA/Managing By
Wandering Around/In touch!)
- 2 most important words: **“I’m sorry.”** (Stunning power of unconditional
Apology! Marshall Goldsmith: #1 exec issue.)
- 5 most important words: **“What did you learn today?”**
(Grow or die.)
- 5 most important words: **“Did you tell the customer?”** (Over-
communicate.)
- 2 most important words: **“She says ...”** (“She” is the customer!)
- 1 most important word: **“No.”** (“To don’ts” > “To dos.”)
- 1 most important word: **“One!”** (“Best bosses do one big thing at a
time.”—Drucker)
- 1 most important word: **“Yes.”** (Anon. quote: *“The best answer is
always ‘What the hell.’”*/Wayne Gretzky: *“You
miss 100% of the shots you never take.”*)
- 3 most important words: **“Let’s do lunch!”** (“Social accelerators” =
secret to problem/opportunity #1: XFX/
cross-functional Excellence.)
- 4 most important words: **“Thank Susan in accounting.”** (Readily/
constantly/profusely acknowledge
help from other functions.)
- 2 most important words: **“After you.”** (Courtesy rules.)
- 3 most important words: **“Thanks for coming.”** (Civility. E.g., boss
acknowledges an employee for coming to
her/his office.)
- 2 most important words: **“Great smile!”** (Acknowledge good attitude!)
- 1 most important word: **“Wow!”** (“Avoid moderation.”—K. Roberts)
- 1 most important word: **“EXCELLENCE!”** (Why else bother?)
- 2 most important words: Excellence. **NOW.** (The next 5 minutes.
Or not.)

XXVIII. Organizations Exist to Serve: Why Else Get Out of Bed in the Morning?

*Organizations exist to serve. Period.
Leaders live to serve. Period.*

Passionate servant leaders, determined to create a legacy of earthshaking transformation in their domain (a 600SF retail space, a 4-person training department, an urban school, a rural school, a city, a nation), create/must necessarily create organizations which are no less than “cathedrals” in which the full and awesome power of the Imagination and Spirit and native Entrepreneurial flair (“We are *all* entrepreneurs.”—Muhammad Yunus) of diverse individuals

(100% creative Talent—from checkout to lab, from Apple to Wegmans to Jane’s one-person accountancy in Invercargill, NZ) is unleashed in passionate pursuit of jointly perceived soaring purpose (= win a Nobel peace prize like Yunus, or at least do something worthy of bragging about 25 years from now to your grandkids) and personal and client service Excellence.

Such Talent unbound pursue Quests—rapidly and relentlessly experimenting and failing and trying again—which surprise and surpass and redefine the expectations of the individual and the servant leader alike. The collective “products” of these Quests offer the best chance of achieving rapid organizational and individual adaptation to fast-transforming environments, and provide the nutrition for continuing (and sometimes dramatic) re-imaginings which re-draw the boundaries of industries and communities and human achievement and the very conception of what is possible.

In turn, such organizations, bent upon excellence and re-imaginings based on maximizing human creativity and achievement, will *automatically* create cadres of imaginative and inspiring and determined servant leaders who stick around to take the organization to another level, and then another—or, equally or *more* important, leave to spread the virus of Freedom-Creativity-Excellence-Transforming-Purpose by pathfinding new streets, highways, and alleyways which vitalize and revitalize, through creative destruction, Entrepreneurial Capitalism, which is the best hope for maximizing collective human Freedom, Happiness, Prosperity, Wellbeing—and, one prays, some measure of Peace on Earth.

Oath of Office: Managers/Servant Leaders

Our goal is to serve our customers brilliantly and profitably over the long haul.

Serving our customers brilliantly and profitably over the long haul is a product of brilliantly serving, over the long haul, the people who serve the customer.

Hence, our job as leaders—the alpha and the omega and everything in between—is abetting the sustained growth and success and engagement and enthusiasm and commitment to Excellence of those, one at a time, who directly or indirectly serve the ultimate customer.

We—leaders of every stripe—are in the “Human Growth and Development and Success and Aspiration to Excellence business.” “We” (leaders) only grow when “they” (each and every one of our colleagues) are growing.

“We” (leaders) only succeed when “they” (each and every one of our colleagues) are succeeding.

“We” (leaders) only energetically march toward Excellence when “they” (each and every one of our colleagues) are energetically marching toward Excellence.

Period.

*Organizations
exist to serve.
PERIOD.*

*Leaders live to
serve.
PERIOD.*

**Problems Revealed:
Run Up to the Great Recession,
When Is Enough ENOUGH?**

“Too Much Cost, Not Enough Value”

“Too Much Speculation, Not Enough Investment”

“Too Much Complexity, Not Enough Simplicity”

“Too Much Counting, Not Enough Trust”

*“Too Much Business Conduct, Not Enough
Professional Conduct”*

*“Too Much Salesmanship, Not Enough
Stewardship”*

*“Too Much Focus on Things, Not Enough Focus
on Commitment”*

*“Too Many Twenty-first Century Values,
Not Enough Eighteenth-Century Values”*

“Too Much ‘Success,’ Not Enough Character”

Source: Chapter titles from Jack Bogle ... *Enough*

XXIX. “The Shareholder Value **Myth**”

*“The notion that corporate law requires directors, executives, and employees to maximize shareholder wealth simply isn’t true. There is no solid legal support for the claim that directors and executives in U.S. public corporations have an enforceable legal duty to maximize shareholder wealth. **The idea is fable.**”*

—Lynn Stout, *The Shareholder Value Myth: How Putting Shareholders First Harms Investors, Corporations, and the Public*

“Courts uniformly refuse to actually impose sanctions on directors or executives for failing to pursue one purpose over another. In particular, courts refuse to hold directors of public corporations legally accountable for failing to maximize shareholder wealth.”—Lynn Stout, *The Shareholder Value Myth: How Putting Shareholders First Harms Investors, Corporations, and the Public*

“From a legal perspective, shareholders do not, and cannot, own corporations. Corporations are independent legal entities that own themselves, just as human beings own themselves. ... Shareholders own shares of stock. A share of stock is simply a contract between the shareholder and the corporation, a contract that gives the shareholder very limited rights under limited circumstances. In this sense, stockholders are no different from bondholders, suppliers, and employees. All have contractual relationships with the corporate entity. None ‘owns’ the company itself.”—Lynn Stout, *The Shareholder Value Myth: How Putting Shareholders First Harms Investors, Corporations, and the Public*

“Courts uniformly refuse to actually impose sanctions on directors or executives for failing to pursue one purpose over another. In particular, courts refuse to hold directors of public corporations legally accountable for failing to maximize shareholder wealth.”—Lynn Stout, *The Shareholder Value Myth: How Putting Shareholders First Harms Investors, Corporations, and the Public*

“[a corporation] can be formed to conduct or promote any lawful business or purpose.”

—from Delaware corporate code (no mandate for shareholder primacy), per Lynn Stout, *The Shareholder Value Myth: How Putting Shareholders First Harms Investors, Corporations, and the Public*

“What about shareholders’ rights to sue corporate officers and directors for breach of fiduciary duty if they fail to maximize shareholder wealth? Such a right turns out to be illusory. Executives and directors’ duty of loyalty to the corporation bars them from using their corporate positions to enrich themselves at the firm’s expense, but unconflicted directors remain legally free to pursue almost any other goal.”

—Lynn Stout, *The Shareholder Value Myth: How Putting Shareholders First Harms Investors, Corporations, and the Public*

“On the face of it, shareholder value is the dumbest idea in the world. Shareholder value is a result, not a strategy. ... Your main concerns are your employees, your customers and your products.” —Jack Welch (Yes, THAT Jack Welch, longtime primo vociferous promoter of shareholder primacy, FT, 0313.09, page 1)

“I told my board that if they want to get the share price up 50% in 12-18 months, I can do it without raising a sweat. But it will destroy the longterm prospects of the company—and they’ll have to do it without me.” —CEO, large (\$10B+) electronic components company

XXX. People (REALLY) First

EXCELLENT
customer experience
depends ... *entirely* ... on
EXCELLENT
employee experience!

If you want to **WOW** your
customers, **FIRST**
you must **WOW** those who
WOW the customers!

David Spellman: *“Customers will only love a company that loves its employees.”*

BCMac: *“My corollary is, ‘How we treat one another is ultimately how we treat the clients.’”*

Mark Sanborn: *“Employees who don’t feel significant rarely make significant contributions.”*

Vala Afshar: *“I’ve always said ‘You can’t remain a great company on the outside if you aren’t one on the inside.’”*

(PLEASE.

PLEASE.

PLEASE.

***Tell me why
this is so f-ing
hard to
understand?)***

“Business has to give people enriching, rewarding lives ... or it’s simply not worth doing.” —Richard Branson (FYI: my **#1** favorite quote)

“You have to treat your employees like customers.”
—Herb Kelleher, upon being asked his “secret to success”

“If you want staff to give great service, give great service to staff.” —Ari Weinzwieg, Zingerman’s

*“When I hire
someone,
that’s when I
go to work for
them.”*

—John DiJulius,

What’s the Secret to Providing a World-class Customer Experience

“An organization can only become the-best-version-of-itself to the extent that the people who drive that organization are striving to become better-versions-of-themselves.” *“A company’s purpose is to become the-best-version-of-itself. The question is: What is an employee’s purpose? Most would say, ‘to help the company achieve its purpose’—but they would be wrong. That is certainly part of the employee’s role, but an employee’s primary purpose is to become the-best-version-of-himself or –herself. ... When a company forgets that it exists to serve customers, it quickly goes out of business. Our employees are our first customers, and our most important customers.”*
—Matthew Kelly, *The Dream Manager*

“The path to a hostmanship culture paradoxically does not go through the guest. In fact it wouldn’t be totally wrong to say that the guest has nothing to do with it. True hostmanship leaders focus on their employees. What drives exceptionalism is finding the right people and getting them to love their work and see it as a passion. ... The guest comes into the picture only when you are ready

to ask, ‘Would you prefer to stay at a hotel where the staff love their work or where management has made customers its highest priority?’”

*“We went through the hotel and made a ... ‘consideration renovation.’ Instead of redoing bathrooms, dining rooms, and guest rooms, we gave employees new uniforms, bought flowers and fruit, and changed colors. Our focus was totally on the staff. They were the ones we wanted to make happy. We wanted them to wake up every morning excited about a new day at work.”—Jan Gunnarsson and Olle Blohm, *Hostmanship: The Art of Making People Feel Welcome.**

***“We are a ‘Life Success’
Company.”***

—Dave Liniger, founder, RE/MAX (*“The organization would ultimately win not because it gave agents more money, but because it gave them a chance for better lives.”*—Phil Harkins & Keith Hollihan, *Everybody Wins*, the story of RE/MAX)

“Some of our people spend their entire working lives in our agency. We do our damndest to make it a happy experience. I put this first, believing that superior service to our clients, and profits for our stockholders, depend on it.”

—David Ogilvy, on Ogilvy & Mather’s corporate culture

“No matter what the situation, [the great manager’s] first response is always to think about the individual concerned and how things can be arranged to help that individual experience success.”

—Marcus Buckingham, *The One Thing You Need to Know*

“The key difference between checkers and chess is that in checkers the pieces all move the same way, whereas in chess all the pieces move differently. ... Discover what is unique about each person and capitalize on it.”—Marcus Buckingham

“I can’t tell you how many times we passed up hotshots for guys we thought were better people and watched our guys do a lot better than the big names, not just in the classroom, but on the field—and, naturally, after they graduated, too. Again and again, the blue chips faded out, and our little up-and-comers clawed their way to all-conference and All-America teams.”—Coach Bo Schembechler (& John Bacon), “Recruit for Character,” *Bo’s Lasting Lessons*

*“The one piece of advice which will contribute to making you a better leader, will provide you with greater happiness, and will advance your career more than any other advice ... and it doesn’t call for a special personality or any certain chemistry ... and anyone can do it, and it’s this: **You must care.**”*

—LTGEN Melvin Zais

“We are ladies and gentlemen serving ladies and gentlemen.”—Ritz-Carlton Credo (In the hotel business, members of front-line staff have historically been treated more like cannon fodder than “ladies and gentlemen”:—e.g., turnover > 100% per annum.)

“The role of the Director is to create a space where the actors and actresses can become more than they’ve ever been before, more than they’ve dreamed of being.”

—Robert Altman, Oscar acceptance speech

“Groups become great only when everyone in them, leaders and members alike, is free to do his or her absolute best. ... The best thing a leader can do for a Great Group is to allow its members to discover their greatness.”

—Warren Bennis and Patricia Ward Biederman, *Organizing Genius*

“I have always believed that the purpose of the corporation is to be a blessing to the employees.”

—Boyd Clarke, former CEO, The Tom Peters Company

“To be an effective leader, you have to first have a desire and a commitment to helping people.”

—Harry Rhoads, Co-founder and CEO, Washington Speakers Bureau

***EMPLOYEES FIRST,
CUSTOMERS SECOND:
Turning Conventional
Management Upside Down***

—by Vineet Nayar/CEO/HCL Technologies

***The Customer Comes
Second: Put Your People
First and Watch 'Em***

Kick Butt—by Hal Rosenbluth (former CEO,

Rosenbluth International) and Diane McFerrin Peters

From the *New York Times*/01.05.14, courtesy Adam Davidson, *Planet Money*/NPR:

*“Contrary to conventional corporate thinking, treating retail workers much better may make everyone (including their employers) much richer.” * ***

***Duh!**

****Cited in particular, “The Good Jobs Strategy,” by M.I.T. professor Zeynep Ton.**

Oath of Office: Managers/Servant Leaders

Our goal is to serve our customers brilliantly and profitably over the long haul.

Serving our customers brilliantly and profitably over the long haul is a product of brilliantly serving, over the long haul, the people who serve the customer.

Hence, our job as leaders—the alpha and the omega and everything in between—is abetting the sustained growth and success and engagement and enthusiasm and commitment to Excellence of those, one at a time, who directly or indirectly serve the ultimate customer.

We—leaders of every stripe—are in the “Human Growth and Development and Success and Aspiration to Excellence business.”

“We” (leaders) only grow when “they” (each and every one of our colleagues) are growing.

“We” (leaders) only succeed when “they” (each and every one of our colleagues) are succeeding.

“We” (leaders) only energetically march toward Excellence when “they” (each and every one of our colleagues) are energetically marching toward Excellence.

Period.

TJP/TIB* #1: *Your principal moral obligation as a leader is to develop the skillset, “soft” and “hard,” of every one of the people in your charge (temporary as well as semi-permanent) to the maximum extent of your abilities. The good news: This is also the #1 mid- to long-term ... profit maximization strategy!*

***This I Believe (The “TIB List” idea is courtesy architect Bill Caudill.)**

Imagine looking back **5 years** from now on the prior

**5 years: What will you be
able to say (*in
exacting detail*)
about your ...**

PEOPLE

DEVELOPMENT

SCORECARD?*

*It's the "people development stuff" you'll remember most—and assess yourself on most—when you look back, at age 70, on your career as a leader: "I gave Ellen Smith the boost that launched her magnificent career." (Etc.)

FYI:

**Your LEGACY
= TWO Promotion
Decisions/Year***

**Think about it. Top promotion decision deserves as much care as an Acquisition decision! (Same same.)*

Excellent organizations: **CATHEDRALS IN WHICH THE FULL AND AWESOME POWER OF THE IMAGINATION AND SPIRIT AND NATIVE ENTREPRENEURIAL FLAIR OF DIVERSE INDIVIDUALS IS UNLEASHED IN PASSIONATE PURSUIT OF ... EXCELLENCE.**

“I start with the premise that the function of leadership is to produce more leaders, not more followers.”

—Ralph Nader

WPP: Our Mission*

***TO DEVELOP AND MANAGE TALENT;
TO APPLY THAT TALENT,
THROUGHOUT THE WORLD,
FOR THE BENEFIT OF CLIENTS;
TO DO SO IN PARTNERSHIP;
TO DO SO WITH PROFIT.***

*STARTS with/emerges from TALENT. Profit is important but ...

DERIVATIVE!

7 Steps to Sustaining Success*

You take care of the people.

The people take care of the service

The service takes care of the customer.

The customer takes care of the profit.

*The profit takes care of the
re-investment.*

*The re-investment takes care of the
re-invention.*

*The re-invention takes care of
the future.*

*(And at every step the only measure is
EXCELLENCE.)*

*To extract the obvious, it all starts with: ***“You take
care of the people!”***

*“In a world where customers wake up every morning asking, ‘What’s new, what’s different, what’s amazing?’ success depends on a company’s ability to unleash initiative, imagination, and passion of employees at all levels—and this can only happen if all those folks are connected heart and soul to their work [their ‘calling’], their company and their mission.”—John Mackey and Raj Sisoda, *Conscious Capitalism: Liberating the Heroic Spirit of Business**

“Leadership is a gift. It’s given by those who follow. You have to be worthy of it.”—General Mark Welsh, Commander, U.S. Air Forces Europe

**ORGANIZATIONS EXIST TO SERVE.
PERIOD.
LEADERS LIVE TO SERVE.
PERIOD.**

**Addenda/People (REALLY) First:
15 Point Human Capital Development Manifesto**

**“Reframing Capitalism”:
A 15 Point Human
Capital Development
Manifesto/HCDM
at the Enterprise &
National Government Level**

**Tom Peters
14 June 2012
World Strategy Forum
The New Rules: Reframing Capitalism
Seoul, Korea**

“Reframing Capitalism”: A 15-Point Human Capital Development Manifesto/HCDM at the Enterprise and National Government Level

“In some sense you can argue that the science fiction scenario is already starting to happen. The computers are in control. We just live in their world.”—Danny Hillis

“Human creativity is the ultimate economic resource.”—Richard Florida

“Every child is born an artist. The trick is to remain an artist.”—Picasso

“Knowledge becomes obsolete incredibly fast. The continuing professional education of adults is the No. 1 industry in the next 30 years.”—Peter Drucker

“If you want staff to give great service, give great service to staff.”—Ari Weinzweig

In mid-June 2012 I spoke at a major event in Seoul, Korea, World Strategy Forum/ The New Rules: Reframing Capitalism. Predictably the discussion focused on global financial infrastructure. To ignore that would have been insanity. On the other hand, I believe that employment/unemployment is even more affected by the changing nature of work—and the wildly accelerating effectiveness of technology, such as artificial intelligence, in encompassing activities that employ tens of millions of people, especially in the OECD nations. I believe this is, in the mid- to long-term, our #1 problem—and #1 opportunity. Confronting the nature and extent of future employment is required for reasons of economic survival and growth—and for reasons of social and political stability. Having created here in a single paragraph the oceanic basis for what follows, I must admit that it was a mundane question (Question #1) in an interview before my speech that triggered this “manifesto.” Namely: “Dr. Peters, how would you define the perhaps changing nature of corporate social responsibility in these uncertain times?” Herewith, in effect my response—which, quite honestly, came as a surprise to me:

1. “Corporate social responsibility” starts at home—i.e., inside the enterprise!

MAXIMIZING GDD/Gross Domestic Development of the workforce is the primary source of mid-term and beyond growth and profitability—and maximizes national productivity and wealth. (The profitability axiom: If you want to serve the customer with uniform Excellence, then you must FIRST effectively and faithfully serve those who serve the customer—i.e. our employees, via maximizing tools and professional development.)

2. Regardless of the transient external situation, development of “human capital” is always the #1 priority. This is true in general, in particular in difficult times which demand resilience—and uniquely true in this age in which IMAGINATIVE brainwork is *de facto* the only plausible survival strategy for higher wage nations. (Generic “brainwork,” traditional and dominant “white-collar activities,” is increasingly being performed by exponentially enhanced artificial intelligence. Please see Appendix ONE.)

3. Three-star generals and admirals (and symphony conductors and sports coaches and police chiefs and fire chiefs) OBSESS about training. Why is it an almost dead certainty that in a random 30-minute interview you are unlikely to hear a CEO touch upon this topic? (I would hazard a guess that most CEOs see IT investments as a “strategic necessity,” but see training expenses as “a necessary evil.”)

4. Proposition/axiom: The CTO/Chief TRAINING Officer is arguably the #1 staff job in the enterprise, at least on a par with, say, the CFO or CIO or head of R&D. (Again, external circumstances—see immediately above—are forcing our hand.)

5. The training budget takes precedence over the capital budget. PERIOD. It’s easier and more satisfying to get your picture taken next to a new machine. But how do you get a photo of a new and much improved attitude in a key distribution center? The catch: The odds are 25:1 that the new attitude will add more to the bottom line than will the glorious state-of-the-art machine.

In the 3rd quarter of 2011 manufacturing output went up 4.7 percent—one heck of an accomplishment. But there was a catch, and a big one. Gross hours worked in manufacturing went down 0.6 percent. Such ratios are becoming commonplace—and in services as much or more than in manufacturing. As we automate damn near everything and as that trend accelerates (been in an auto plant lately—where are the people?), output is dramatically outstripping labor usage. Great for productivity, borderline terrifying for workers. This “manifesto” is written with such numbers in mind—not only does that not mean that it’s neo-Luddite, but in fact the opposite. Timid strategies will not address the employment issue. Education and job content must be turned upside down—in short order.

6. Human capital development should routinely sit atop any agenda or document associated with enterprise strategy. Most any initiative you undertake should formally address implications for and contributions to human capital asset development.

7. Every individual on the payroll should have a benchmarked professional growth strategy. Every leader at every level should be evaluated in no small measure on the collective effectiveness of individual growth strategies—that is, each individual’s absolute growth is of direct relevance to every leader’s assessed performance.

8. Given that we ceaselessly lament the “leadership deficit,” it is imperative, and just plain vanilla common sense, that we maximize the rate of development of women leaders at every level—little if anything has a higher priority. (It is an outrage that this has not been the case until now—and is still not the case in far too many institutions.) (And, while there are no guarantees, women are more likely dispositionally to take a shine to the imperative of maximizing human asset development.)

9. Maximum utilization of and continued development of “older workers” (to age 70—or even beyond?) is a source of immense organizational and national growth and wealth. The rapidly aging population, with oldies far more healthy and vital than ever, ought to be an opportunity rather than a pain-in-the-butt to deal with.

I was intimidated by the conference title “Reframing capitalism”—and the fact that a passel of Nobel laureates in economics would be addressing the issue. Then it occurred to me that the mid- to long-term “reframing” was more about recasting the nature of work/jobs in, for example, the face of 2020’s artificial intelligence than about whether the Spanish bailout is \$100 billion or \$400 billion—as nontrivial as the latter is. I.e., what the hell will the world’s four billion or so workers be doing, say, 10 years from now? I’m not sure that sophisticated econometric analyses will be all that helpful in determining an answer.

10. The practical key to all human asset development activities is the 1st-line manager. (“Sergeants run the Army” is an accurate, commonplace observation—supported by immense development resources.) Hence development of the full cadre of 1st-line managers is an urgent—and invariably underplayed—strategic imperative. Arguably, the collective quality and development trajectory of 1st-line leaders is an organization’s #1 human asset development priority. (Consistent with all the above, the 1st-line leader’s skill at “people development” is her or his top priority—for which she or he must be rigorously and continually trained.)

11. The national education infrastructure—from kindergarten through continuing adult education—may well be National Priority #1. Moreover, the educational infrastructure must be altered radically to underpin support for the creative jobs that will be more or less the sole basis of future employment and national growth and wealth creation.

12. Associated with the accelerated priority of the national education infrastructure is a dramatically enhanced and appreciated and compensated role for our teachers—this status enhancement must necessarily be accompanied by rigorous accountability. There is no doubt that “teaching” (instilling) insatiable curiosity, say, which is the #1 attribute of a creative person, is no easy task; however, there is no way that it can be ducked if one looks at future definitions of employability.

13. The majority of us work in small enterprises; hence national growth objectives based upon human capital development MUST necessarily extend “downward” to even 1-person enterprises. Collective productivity improvement through human capital development among small businesses has an unimaginably large—and undervalued—payoff. While many small businesses appreciate the notion, they are unprepared to take the steps necessary to engage their, say, dozen employees in seeking quantum leaps in creative work content and productivity improvements.

14. Needless to say, the activities imagined here will only be possible if abetted by a peerless National Information and Communication Infrastructure. Indeed, the work referred to here is being done—and the need is appreciated and reasonably well funded. The effort must not falter; the new information-based tools and accompanying infrastructure are the coin of the realm.

15. Associated with the above is a RADICAL reorientation of leadership education and development—throughout the enterprise/education/continuing education establishment. (E.g., among other things, the MBA and executive education will require open-heart surgery—aimed at shifting focus from finance and marketing to human resource development.) To deal with the most likely future employment scenarios, leaders will need to be masters of the liberal arts—said arts are, again, the determinant of responding to the emerging world.

The agenda implied by the above “manifesto” is bold—and its moorings are a long way from where we are today. But this or something rather like it fall into a category labeled—not optional.

XXXI. Overdoing “Strategy”/Dealing With Strategic Disruption as Individuals

“Amateurs talk about strategy. Professionals talk about logistics.”—General Omar Bradley

Great 12/28/13 *Financial Times* book review: *Britain Against Napoleon: The Organization of Victory*. Chalk up the win as due to superior management/logistics.

Former McKinsey MD to team, on over-emphasizing strategy: ***“Don’t forget the implementation part, boys. It’s that all-important ‘last 99%.’”***

Jack Welch on “strategy”: “Pick a general direction and then implement like hell.”

TP: Could we call it WTFWUT* rather than “strategy”? [*WhatThe F*** We’re Up To] Strategy is too grand a word for me.

Glen Taylor: “Like sports—your competitors already know your strategy Success = focus on execution needed to win.”

Clay Christensen [and his obsession with disruption] be damned; message for you and me: **FIRST**, get so frigging good at something that you have reason to worry about being disrupted.

If you spend your life worrying about disruption, you won’t have time to get good enough at anything to be disrupted.

*“Amateurs
talk about
strategy.
Professionals
talk about
logistics.”*

—General Omar Bradley

Conrad Hilton, at a gala celebrating his career, was called to the podium and asked, *“What were the most important lessons you learned in your long and distinguished career?”*

His answer (**in full!**) ...

*“Remember to tuck the shower curtain inside the bathtub.”**

*You get 'em in the door with “location, location, location.” You keep 'em coming back with the tucked in shower curtain. (NB: Profit rarely comes from visit/transaction #1; it is a byproduct of coming back/transaction #2, #3, #4, ...)

“In real life, strategy is actually very straightforward. Pick a general direction ... and implement like hell.” —Jack Welch

“When assessing candidates, the first thing I looked for was energy and enthusiasm for execution. Does she talk about the thrill of getting things done, the obstacles overcome, the role her people played—or does she keep wandering back to strategy or philosophy?”

—Larry Bossidy, *Execution*)

*“Costco figured out
the big, simple things
... and
executed with
total
fanaticism.”*

—Charles Munger, Berkshire Hathaway

XXXII. Only One Can Be the Cheapest

“Only one company can be the cheapest. All others

must use ... design.” —Rodney Fitch,

Fitch & Co. (Source: Insights, definitions of design, the Design Council [UK])

Design RULES: **APPLE**

**market cap surpasses that
of Exxon Mobil!** (*August 2011)

“With its carefully conceived mix of colors and textures, aromas and music, Starbucks is more indicative of our era than the iMac. **STARBUCKS is to the Age of Aesthetics what McDonald’s was to the Age of Convenience or Ford was to the Age of Mass Production—the touchstone success story, the exemplar of ... the aesthetic imperative.** ... ‘Every Starbucks store is carefully designed to enhance the quality of everything the customers see, touch, hear, smell, or taste,’ writes CEO Howard Schultz.”
—Virginia Postrel, *The Substance of Style: How the Rise of Aesthetic Value Is Remaking Commerce, Culture and Consciousness*

Hypothesis:

DESIGN is the principal difference

between ***LOVE*** and ***HATE***

Design is ... ***NEVER NEUTRAL.***

***“You know a design
is good when you
want to lick it.”***

—Steve Jobs (*Design: Intelligence Made Visible*, Stephen Bayley & Terence Conran)

Ann Landers as management guru:

Three criteria for products, projects, a communication etc:

Good.

True.

Helpful.

“Businesspeople don’t need to ‘understand designers better.’ Businesspeople need to be designers.”—Roger Martin/Rotman Mgt School/University of Toronto

Design: The Words We Use:

“If you can’t write your movie idea on the back of a business card, you ain’t got a movie.”—Samuel Goldwyn

“I make all the launch teams tell me what the magazine’s about in five words or less. You can’t run alongside millions of consumers and explain what you mean. It forces some discipline on you.”—Ann Moore, CEO, Time Inc., on new mags

“If you can’t state your position in eight words or less, you don’t have a position.”—Seth Godin

“The difference between the right word and the almost right word is the difference between lightning and the lightning bug.”—Mark Twain

*“Design is everything.
Everything is design.”*

“We are all designers.”

Richard Farson, *The Power of Design: A Force for Transforming Everything*
(Farson says I said this; I say Farson said it. Truth: ?)

“Design is ...
treated like a
religion ... at
BMW.” —*Fortune*

Design is ...

- * *The reception area*
- * *The rest rooms!*
- * *Dialogues at the call center*
- * *Every electronic (or paper) form*
- * *Every business process “map”*
- * *Every email*
- * *Every meeting agenda/setting/etc.*
- * *Every square meter of every facility*
- * *Every new product proposal*
- * *Every manual*
- * *Every customer contact*
- * *A consideration in every promotion decision*
- * *The presence & ubiquity of
an “Aesthetic Sensibility”/
“Design Mindfulness”*
- * *An encompassing “design review” process*
- * *Etc.*
- * *Etc.*

Action*: *Initiate a ... “Design Review”*
(Of Everything)
(TODAY)

*Boss or temp on a two-day assignment.

(Last word: Men cannot design for women's tastes/needs **!!??**)

XXXIII. **Radical** Personal Development

This riff took place @ 9AM on ... **1 January 2014:**

Accelerating tech changes/etc. = Middle class in tank; good jobs falling to algorithmic automation and offshoring. **ONLY** answer/**ONLY** chance: Determined/intensive commitment to personal growth. Start date: 1/1/14.

Public policy is largely irrelevant. Revolutionary econ structural change is here-to-stay. Only defense is personal development. **NOW!**

You totally misunderstand overall econ context if you choose not to start today on

RPD /*Radical Personal*

Development.

If Reps & Dems were all geniuses & worked together, econ tsunami would still thunder in. Answer is RPD/Radical Personal Development. **PERIOD.**

Remember: Excellent “Brand You” portfolio is about self-LESS-ness, not self-ISH-ness. You are as good as the network you develop-nurture. PERIOD.

Beating econ revolution: Invest in your network (help/share). Hit the books (study). Work your ass off. **WOW-ify** every project. Start: **TODAY.**

I like RPD. Just bought ... <http://RadicalPersonalDevelopment.com>.

Beating the
economic/tech
revolution: Invest in
your network (share).
Hit the books (study).
Work your ass off.
WOW-ify every
project. Start:
TODAY.*

*The **ONLY** way to win/thrive.

(“The median worker is losing the race against the machine.” —Erik Brynjolfsson/Andrew McAfee/Race Against The Machine)

*(“The root of our problem is not that we’re in a Great Recession or a Great Stagnation, but rather that we are in the early throes of a **Great Restructuring**. Our technologies are racing ahead, but our skills and organizations are lagging behind.” —Erik Brynjolfsson/Andrew McAfee/Race Against The Machine)*

RPD or bust. Start date: TODAY. Tomorrow: **TOO LATE.**

Do ... SOMETHING. **NOW.**

RPD/Today: Download an interesting book. Schedule a lunch with someone interesting ... **THIS WEEK.** Concoct a next step to WOW-ify a current project ... **TODAY.**

RPD/Today: Check out MOOCs. Work with a pal on a reading list for the next 6 months. Call a good professional pal: Noodle on creating a Club RPD.

Boss & RPD: *Your job is safer if every one of your team members is committed to RPD/Radical Personal Development. Actively support one and all!*

Bosses supporting RPD/Radical Personal Development: Read Matthew Kelly's *The Dream Manager.*

Bosses/In the next two weeks: Plan a sit-down meeting with each of your team members concerning her/his RPD/Radical Personal Development aspirations.

“The role of the Director is to create a space where the actors and actresses can become more than they’ve ever been before, more than they’ve dreamed of being.”—Robert Altman, Oscar acceptance speech

“Groups become great only when everyone in them, leaders and members alike, is free to do his or her absolute best. ... The best thing a leader can do for a Great Group is to allow its members to discover their greatness.”—Warren Bennis and Patricia Ward Biederman, *Organizing Genius*

“No matter what the situation, [the great manager’s] first response is always to think about the individual concerned and how things can be arranged to help that individual experience success.”

—Marcus Buckingham, *The One Thing You Need to Know*

***“When I hire someone,
that’s when I go to work for
them.”*** —John DiJulius, *What’s the Secret to Providing
a World-Class Customer Experience*

***“I start with the premise that
the function of leadership is
to produce more leaders, not
more followers.”*** —Ralph Nader

XXXIV. FUNDAMENTALLY ...

We **Are** Ready!

***All human
beings are
entrepreneurs.***

When we were in the caves we were all self-employed ... finding our food, feeding ourselves. That's where human history began. ... As civilization came we suppressed it. We became labor because they stamped us, 'You are labor.' We forgot that we are entrepreneurs."—Muhammad Yunus

(“We are in no danger of running out of new combinations to try. Even if technology froze today, we have more possible ways of configuring the different applications, machines, tasks, and distribution channels to create new processes and products than we could ever exhaust.”—Erik Brynjolfsson and Andrew McAfee, *Race Against The Machine: How the Digital Revolution Is Accelerating Innovation, Driving Productivity, and Irreversibly Transforming Employment and the Economy*)

XXXV. Benchmarking, Problems Therewith

Benchmarking Rule #1: *“Best practices” are to be learned from, **NOT** mimicked/treated as law. “Best practices” must **ALWAYS** be adapted to local conditions!*

Benchmarking Rule #2: *When pursuing “best practices,” **DON’T** benchmark.*

***FUTUREMARK.** Tomorrow’s stars are already out there. Find ’em!*

Benchmarking Rule #3: ***DON’T** benchmark.*

***OTHERMARK.** Tech company can adopt “**WOW**” service practice from, say, a local restaurant or car dealer.*

Benchmarking Rule #4: *Make benchmarking*

EVERYONE**’s biz. Ask all to collect best practices from “everyday life.” Share **WEEKLY.

Corporate governance (Twitter I.D.): “Healthcare’s service standard shouldn’t be other HC providers. It should be Zappos.”

One of VA’s biggest breakthroughs apparently started with a nurse’s observation from the local Burger King. (Use of barcoding.)

Adam Jacoby: *“Examples of excellence are everywhere. The art is in customization & execution. Don’t settle for others’ best.”*

The setting need not be grand! We can also learn powerful tidbits—or more—from the corner store! (If our eyes are always open.) (My book The Little BIG Things opens with the sparkling restroom in a small restaurant in Gill, Massachusetts.)

Lots of small biz owners are refugees from big business—trying to right “worst practices” they were muzzled by.

Corporate governance: Yes, and I discovered my corner shop owner was a PhD in economics and an MBA. Talked for full hour on service!

Sandy Maxey: “As currently used, benchmarking is a tool of self-reinforcing smug complacency—not about innovation.”

TP: Alas, I have no choice but to agree.

*“Best practices” are
to be learned from,
NOT mimicked/
treated as dogma.*

*“Best Practices”
must **ALWAYS**
be adapted to
LOCAL
conditions!*

XXXVI. W-A-A-Y Overemphasizing Big Stuff
(And other issues concerning small businesses and growth businesses)

Why is “the business literature” overwhelmingly about giant corporations or self-help for individuals? Where’s stuff on 2-50 person company—where the large majority of us work?

It’s partially because “gurus” like me historically get off on interviewing the Jack Welches of the world.

Frankly, I think the “gurus” or academics disdain or ignore these companies.

There is no time that is bad for a start-up if you are passionate about something and can beg, borrow, or steal a few bucks.

My focus here is not on entrepreneurs and start-ups. I’m thinking more about an existing 2-50 person company that someone’s aiming to make supercool.

My real target is a 17-person company that someone wants to guide to excellence, stellar productivity, and a “best place to work.”

Comment: Isn’t the focus on “scalability” (growth & replication)?

If I never hear the term “scalable” my life will be immeasurably happier.
Comment: Isn’t every company into growth? Using giants as benchmarks?
Response: What about a local auto dealership or community bank? Not aiming for \$10B in assets or \$250M in sales.

My favorite book on non-monsters: *Small Giants: Companies That Choose to Be Great Instead of Big*, Bo Burlingham.

My #2 fav on non-monsters: *Retail Superstars: The Best 25 Independent Stores in America*, George Whalin.

Comment re fighting perils of size: Richard Branson used to say automatically break it up when it gets to 50 employees. *Jack Welch used to say he wanted every piece of GE to be run like an excellent small biz.*

Robert Cook: “I worked in one of Jack Welch’s businesses; always pushing team to understand their customers but run your own business or else.”

In a way we tried to de facto focus on the “working size” bits in *In Search of Excellence*. Avoided CEOs. Aimed to extract lessons from the person running a \$50M division.

New aim: I want my bit “Tingleworthy.”

Wow-ify that little sucker ’til it’s Tingleworthy! Okay?

Glen Taylor: *“Yes, like a great rock band’s growth comes when you make ravenous fans of what you do. If it’s not tingleworthy, who gives a sh*t.”*

Beautiful, brother! Beautifully beautiful!

Woody Zuill: “I am fully in alignment on this. If Not Tingle Now, When?”

Adam Jacoby: “In my last biz we called it creating a ‘World of Wow.’”

Love it!

*Wow-ify that
little sucker
'til it's
Tingleworthy!
(What else?)*

Jerry Garcia: “We don’t want to be the ‘best of the best.’ We want to be the only ones who do what we do.”

Per my 1999 PSF Model, a small business is also a 25-person logistics department in a \$250M business unit. (PSF = Professional Service Firm.)

Small biz: Training Inc., a 14-person unit in a 50-person HR dept. in a \$200M biz unit in a \$3B corp.

Comment: Training unit is different from small business.

Excellence for that 14-person training dept. dittos the 14-person retailer in my book. Shooting for Tingleworthiness or bust.

Carlo Navato: “And that’s what matters right? Authentic, original, visceral, bang!”

Start-ups are not particularly a young person’s affair: In fact, in the U.S. most start-ups are older folks, many many 50+/50++.

Comment: Aversion to scalability cannot hold for tech/Web.

There is no “tech.” There are 23,000,000 different flavors thereof. Minimum.

I venture to say that if you are focused on “scalability” from the start, you are doomed.

To aspire to be Facebook is arrogance beyond measure. To use FB as a model is insane.

I admire boldness. But the fact that there are a handful of bazillion-\$\$ companies is of no use whatsoever to a start-up.

Protagonist (Twitter I.D.): “Scale this sucker and monetize it and sell it.” Me: Let’s do seriously/embarrassingly cool shit!

Small (entrepreneurial) biz: ***Training Inc., a 14-person unit* in a 50-person HR department in a \$200M biz unit in a \$3B corporation—aiming for Excellence & WOW!***

***PSF** /Professional Service Firm. (See my *Professional Service*

Firm 50: Fifty Ways to Transform Your “Department” Into A Professional Service Firm Whose Trademarks Are Passion and Innovation.)

Comment: “FB focused their product to make it great by scaling slowly, college by college. That’s what a great biz does.”

Most of the Web successes I know come from a superb niche idea; if it begins to gain traction, then worry about growth/replication/“scaling.”

Personally, I’d rather have \$5M in venture money than \$25M; in the latter case I’d be perpetually pushed to do “good enough” work and grow (“scale”) as fast as I can. (Somewhat parallel: I negotiated a low advance for book #2 so I wouldn’t be forced to try to quickly copy #1 while it was “hot.”)

Protagonist: *“It’s ‘good enough’; so scale it, monetize it, and sell it.”*

Me: *“Let’s do seriously cool shit. Now!”*

B-I-G: Over-rated? !

“I am often asked by would-be entrepreneurs seeking escape from life within huge corporate structures, ‘How do I build a small firm for myself?’ The answer seems obvious: Buy a very large one and just wait.”—Paul Ormerod, *Why Most Things Fail: Evolution, Extinction, and Economics*

“Mr. Foster and his McKinsey colleagues collected detailed performance data stretching back 40 years for 1,000 [large] U.S. companies. They found that

none of the long-term survivors managed to outperform the

market. Worse, the longer companies had been in the database, the worse they did.”—*Financial Times*

“It’s just a fact: Survivors underperform.”—Dick Foster

“Data drawn from the real world attest to a fact that is beyond our control: Everything in existence tends to deteriorate.”

—Norberto Odebrecht, *Education through Work*

“Not a single company that qualified as having made a sustained transformation ignited its leap with a big acquisition or merger.

Moreover, comparison companies—those that failed to make a leap or, if they did, failed to sustain it—often tried to make themselves great with a big acquisition or merger. They failed to grasp the simple truth that while you can buy your way to growth, you cannot buy your way to greatness.”—*Jim Collins/Time*

Retail Superstars:

Inside the 25 Best Independent Stores in America

by George Whalin

Jungle Jim’s International Market, Fairfield, Ohio: “An adventure in ‘shoppertainment,’ as Jungle Jim’s calls it, begins in the parking lot

and goes on to **1,600** cheeses and, yes, **1,400** varieties of hot

sauce—not to mention **12,000** wines priced from \$8 to \$8,000 a bottle; all this is brought to you by 4,000 vendors. Customers come from every corner of the globe.”

Bronner’s Christmas Wonderland, Frankenmuth, Michigan, pop 5,000: 98,000-square-foot “shop” features the likes of

6,000 Christmas ornaments, **50,000** trims, and anything else you can name if it pertains to Christmas.

Lessons (for Everyone) from *Retail Superstars!*

1. Courses/Workshops/Demos/Engagement
2. Instructional Guides/Material/Books
3. Events & Events & Events ...
4. Create “Community” of Customers
5. Destination
6. **Women-as-lead-Customers**
7. **FANATICS: Staff Selection/Training/Retention**
8. Fanaticism/Execution
9. Design/Atmospherics/Ambience
10. Tableaus/Products-in-Use
11. Flow/Starts & Finishes (Disney-like)
12. 100% Orchestrated Experience/Focus: “Moments of Truth”
13. Constant Experimentation/Pursue Little BIG Things
14. Social Media/Ongoing Conversation with Customers
15. Community Star
16. Aim High
17. **PASSION**

1,600 cheeses.

1,400 varieties of hot sauce.

12,000 wines priced from \$8 to \$8,000 a bottle.

6,000 Christmas ornaments.

50,000 trims.

PASSION.

Small Giants:
Companies That Choose to Be Great Instead of Big
by Bo Burlingham

“They cultivated exceptionally intimate relationships with customers and suppliers, based on personal contact, one-on-one interaction, and mutual commitment to delivering on promises.

“Each company had an extraordinarily intimate relationship with the local city, town, or county in which it did business—a relationship that went well beyond the usual concept of giving back.

“The companies had what struck me as unusually intimate workplaces.

“I noticed the passion that the leaders brought to what the company did. They loved the subject matter, whether it be music, safety lighting, food, special effects, constant torque hinges, beer, records storage, construction, dining, or fashion.”

*“... agile
creatures
darting
between the
legs of the
multinational
monsters ...”*

—*Bloomberg BusinessWeek* on the peerless, economy-driving

German **MITTELSTAND**

XXXVII. Judgment: Questionable Quality Thereof

Docs over-rely on clinical evidence—a handful of distorted memories about old cases. There are a jillion research studies on that.

(I mis-spoke on “jillion” studies re faulty clinical judgment. Number is probably a few thousand.)

I’ve been studying faulty judgment for **41** years. And research waaaaaay predates me.

Turns out most professionals are shitty decision makers. They over-rely on “clinical” experience—i.e., very low “n”/sample size.

Require as basic text in med school: **Daniel**

Kahneman’s Thinking,
Fast & Slow.

“Clinical judgment” is in general laughable.

Clinicians (a) are dealing with a small sample of data; and (b) their judgment is overwhelmed by a tiny sample-within-the-small-sample which is the extreme events they actually recall.

My friends and I laugh hysterically after close study of Kahneman. **ALL** professionals tend to be pathetic/horrid/wretched decision makers.

The power of “clinical” judgment? Most/all fund managers suck over even the mid-term, let alone the long-term. Try a Vanguard PURE Index fund if you want results. (THIS IS NOT A RECOMMENDATION.)

Re clinical judgment: HR “experts” are being made to look like, um, non-geniuses re hiring, etc., by Big Data/algorithms.

Re judgment: *The “funny thing” is how relatively simple the algorithm can be that tops “professional” human judgment.*

The research, alas, snickers at common sense, too. Common sense is more or less a synonym for faulty judgment.

Mr. Gladwell gave us *Blink*. Research is clear: Intuition is laughably bad in most cases.

Kahneman’s data suggest “thinking out of the box” is the supreme enemy of sound decision making.

CDC uses Big Data VERY accurately to predict the path of a flu outbreak. Odd correlations are better predictors than local disease data.

The days of sampling are coming to an end. Big Data often deals with population data.

NYC software start-up looks forward to the day when “data studs” will make more or less 100% of medical “clinical” “judgments.” (I do not exaggerate—it may or may not be true; but even the fact that it’s thinkable enough to attract big venture money is telling.)

Tom Asaker: “Your judgment is probably decent. Unfortunately, your desires overrule it most of the time.”

Tom, I think there’s truth to that—but my confidence wanes by the hour. It’s more fundamental than emotional roadblocks. We are *always* dealing with small samples.

“The first principle is that you must not fool yourself, and you are the easiest person to fool.”—Richard Feynman (courtesy Tim Fargo)

This tweetstream constitutes bitter medicine. And the Big Data, etc., etc., road has a million twists & turns ahead. There is only one sin: Keeping one’s head in the sand.

Hence: **STUDY. STUDY.
STUDY.**

*Ain't it a bitch to
learn definitively that
your "judgment"
sucks? * I'm joking
but I'm not. And: I
sure as hell ain't
exempting myself!*

*For a definitive list of **166** cognitive biases, see ...

http://en.wikipedia.org/wiki/List_of_cognitive_biases.

I have spent a lot of time in the last 12 months in denial concerning this stuff. I'm still in denial—but a lot less so than a year ago. I have now reached the point of being genuinely ...

OPEN-MINDED.

New World Order: FOUR MINUTES after your [Stefan Stern's] tweet [about Julian Birkinshaw's book *Becoming a Better Boss*], I COMPLETED downloading it onto my iPad.

Stefan Stern: "HNY." [Happy New Year.]

Tim Fargo: "The consistent problem is, even with 'data': It often gets shaped to support our prior opinion or discarded if not in agreement. Humans!!!"

Usually we shoehorn new data [from info that is inconsistent with our extant beliefs] into our prior model; our beliefs are untainted by the new contradictory evidence.

Cindy Potts: "Maybe excessive comfort in your judgment is a sign you've stopped growing/learning."

TP: Uncomfortable discussion [for many]. Losing followers. Cool.

*“The first principle is that you must not fool yourself, and you are the easiest person to fool.”** —Richard Feynman (courtesy Tim Fargo)

***Repeat: I do not view this tweetstream as negative. We simply need to educate ourselves and strip off the rose-colored glasses—better judgments, or at least less-bad judgments, may well ensue. But:**

Blinders NEVER pay!

XXXVIII. Culture Comes ... FIRST

WSJ/0910.13: *“What matters most to a company over time? Strategy or culture?”*

Dominic Barton,* MD, McKinsey & Co.: *“Culture.”*

Bill Walsh,* NFL Hall of Fame Coach: *“Culture precedes positive results. It doesn’t get tacked on as an afterthought on the way to the victory stand.”*

Lou Gerstner,* former CEO, IBM: *“If I could have chosen not to tackle the IBM culture head-on, I probably wouldn’t have. My bias coming in was toward strategy, analysis, and measurement. In comparison, changing the attitude and behaviors of hundreds of thousands of people is very, very hard. Yet I came to see in my time at IBM that culture isn’t just one aspect of the game—IT IS THE GAME.”*

*Note that all three of these CEOs are/were charter members of the **Hard-ass School of Management**. This was a realization that emerged for each one over time, but is stated here—UNEQUIVOCALLY.

Hard is soft!

*Soft is hard!**

***People. Customers. Values. Corporate “culture.” Some—most?—call these “variables” “soft.” Instead they say with a near sneer: “Show me the numbers and the plans!”**

Surely there is room (and need!) for the numbers and a plan. But *they* are the real “soft stuff”—malleable and manipulable. (As we saw/continue to see time and again during the 2007+ economic crisis.)

The truly “hard stuff” cannot be faked or exaggerated: The relationships with our customers and our own people and our communities. The spirit and grit of the enterprise. Integrity. A willingness to laugh at good tries that go awry—the heart of innovation success. And so on.

“Hard” is soft. “Soft” is hard.

In Search of EXCELLENCE ... in just SIX words!

Culture With a ... **100X** BANG

*“I am ... **hundreds**
of times ... better here
[than in my prior hospital
assignment] because of the support
system. It’s like you are working in
an organism; you are not a single
cell when you are out there
practicing.”* —Dr. Nina Schwenk, Mayo Clinic*

*One of the two core values instilled by Dr. William Mayo (Mayo Clinic) in

1910 was, effectively, practicing team medicine. Designing the practice around the patient, or “patient-centered care,” as some call its rare manifestation today, was the other core value. At Mayo, upon occasion prominent M.D.s have been asked to leave because of their inability to fully grasp the team-practice concept.

Culture ... **UNVARNISHED**

There is a ton of high falutin' stuff written about "corporate culture"—hey, I've written some of it. But the unvarnished flavors appeal most to me. Former Burger King CEO Barry Gibbons is a pal. He orchestrated a magical turnaround at a troubled firm at a tough time. And the heart of the matter, which he largely achieved, is described—UNVARNISHED—here:

“I didn't have a 'mission statement' at Burger King. I had a dream. Very simple. It was something like,

***'Burger King is**
250,000 people, every
one of whom gives a
shit.’ Every one. Accounting.
Systems. Not just the drive-through.
Everyone is ‘in the brand.’ That’s
what we’re talking about, nothing
less.”*

Culture ... **Give-A-Shit-ism**

Forget “culture”/“vision”/“stories”/“narratives.” Skip the pseudo-technical language. Don’t call the consultants or “coaches.” Inspired by ex-BK chief Barry Gibbons, how about ...

Plain-Vanilla-Insanely-Important-Self-Managed-Give-A-Shit-ism? Give-A-Shit ... about each other, about the work, about the community.

Give-A-Shit-ism Attribute **#1**: A desperate need

(desperate, not urgent; need, not desire) to help others grow.

Mike Brown: “Commit to your people’s growth or don’t come at all.”

Respect is by far the most powerful motivator of them all.

Philip Hopewell on respect: *“Lean forward and listen.”*

TP: That “simple” tweet must be read carefully to have the impact it deserves.

More, subtle but not subtle, adapted from a tweet by Trevor Gay: It’s *“Thank you”* for the ordinary, not the extraordinary, that matters most. That’s the true sign of your awareness!

Culture ... **ADDENDA**

My life's work (redux): "Hard is soft. Soft is hard." Hence, I am adding an **APPENDIX** on "Culture" to this treatise, "Excellence. NO EXCUSES." It is an updated version of a paper I drafted in 2012: "Systems Have Their Place: SECOND Place." The foreword thereto:

There is no doubt whatsoever about the importance of systems—even in a 1-person business. For most of us, the "to do" list—a system if ever there were one—is an imperative aid to making it through the day. On the other hand, there is an other hand. That "to do" list is utterly worthless without the will and discipline to follow up with execution—i.e., actually doing the "to dos." And if that execution and doing involves others' help, as it usually does, then our attitude will differentiate between success and failure.

Fact is, we could get by without the system—the "to do" list per se. But we could not get by or get anything done without the "culture"—the discipline to follow up and attitude required to effectively work with others.

*Hence, the title of this essay: "Systems Have Their Place: **SECOND** Place." Herein are 10 cases—from the U.S. Air Force to Mayo Clinic to Toyota—in which systems, though of the utmost importance, were toothless without the "right" "organizational culture" to abet and sustain performance excellence.*

(If you're interested, as noted, the entire paper is added at the end as an Appendix.)

XXXIX. Women **BUY!** Women **RULE!**

This Will Be the Women's Century

*“I speak to you with a feminine voice. It’s the voice of democracy, of equality. I am certain, ladies and gentlemen, that ... **this will be the women’s century**. In the Portuguese language, words such as life, soul, and hope are of the feminine gender, as are other words like courage and sincerity.”—President Dilma Rousseff of Brazil, first woman to keynote the United Nations General Assembly*

“Forget China, India and the Internet: Economic Growth Is Driven by Women.” (Headline.) “Even today in the modern, developed world, surveys show that parents still prefer to have a boy rather than a girl. One longstanding reason boys have been seen as a greater blessing has been that they are expected to become better economic providers for their parents’ old age. Yet it is time for parents to think again. ***Girls may now be a better investment.*** Girls get better grades in school than boys, and in most developed countries more women than men go to university. ***Women will thus be better equipped for the new jobs of the 21st century, in which brains count a lot more than brawn. ... And women are more likely to provide sound advice on investing their parents’ nest egg—e.g.: surveys show that women consistently achieve higher financial returns than men do.*** Furthermore, the increase in female employment in the rich world has been the main driving force of growth in the last couple of decades. ***Those women have contributed more to global GDP growth than have either new technology or the new giants, India and China.***”

Source: ***Economist***

$$W > 2X (C + I)*$$

**“Women now drive the global economy. Globally, they control about \$20 trillion in consumer spending, and that figure could climb as high as \$28 trillion in the next five years. Their \$13 trillion in total yearly earnings could reach \$18 trillion in the same period. In aggregate, women represent a growth market bigger than China and India combined—more than twice as big in fact. Given those numbers, it would be foolish to ignore or underestimate the female consumer. And yet many companies do just that—even ones that are confident that they have a winning strategy when it comes to women. ...”*

Source: Michael Silverstein and Kate Sayre, “The Female Economy,”
Harvard Business Review

Women as Decision Makers/Various sources

Home Furnishings ... 94%
Vacations ... 92% (Adventure Travel ... 70%/\$55B travel equipment)
Houses ... 91%
D.I.Y. (major “home projects”) ... 80%
Consumer Electronics ... 51% (66% home computers)
Cars ... 68% (influence 90%)
All consumer purchases ... **83%***
Bank Account ... 89%
Household investment decisions ... 67%
Small business loans/biz starts ... 70%
Health Care ... 80%

In the USA women hold **> 50% managerial positions including **> 50%** purchasing officer positions; hence women also make the majority of commercial purchasing decisions (Martha Barletta/TrendSight Group).*

“Women **ARE** the majority market.”

—Fara Warner/*The Power of the Purse*

“Female users are the unsung heroines behind the most engaging, fastest growing, and valuable consumer internet and e-commerce companies. Especially when it comes to social and shopping, women rule the Internet. In e-commerce, female purchasing power is clear. Sites like Zappos, Groupon, Gilt Groupe, Etsy, and Diapers are all driven by a majority of female customers. According to Gilt Groupe, women are 70% of the customers and 74% of revenue. ... But what’s different now is an exciting new crop of e-commerce companies. One King’s Lane, Plum District, Stella & Dot, Rent the Runway, Modcloth, BirchBox, Shoedazzle, Zazzle, and Shopkick are just a few examples of companies leveraging ‘girl power.’ The majority of these companies were also founded by women, which is also an exciting trend. And take a look at four of the new ‘horsemen’ of the consumer web—Facebook, Zynga, Groupon, and Twitter. The majority of all four properties’ users are female. Make that ‘horsewomen.’”

“So, if you’re at a consumer web company, how can this insight help you? Would you like to lower your cost of customer acquisition? Or grow revenue faster? Maybe you would benefit from having a larger base of female customers. Do you do enough product and user interface testing with female users? Have you figured out how to truly unleash the shopping and social power of women? You could also take a look at your team. Do you have women in key positions?”

—Aileen Lee, Kleiner Perkins Caufield & Byers (05.06.2011)

“One thing is certain: Women’s rise to power, which is linked to the increase in wealth per capita, is happening in all domains and at all levels of society. Women are no longer content to provide efficient labor or to be consumers with rising budgets and more autonomy to spend. ... This is just the beginning. The phenomenon will only grow as girls prove to be more successful than boys in the school system. *For a number of observers, we have already entered the age of ‘womenomics,’ the economy as thought out and practiced by a woman.*”

Source: “Women Are Drivers of Global Growth,” Aude Zieseniss de Thuin, founder and president of the Women’s Forum for the Economy and Society (*Financial Times*)

Some Suggested **(REQUIRED)** Reading

- ***Marketing to Women: How to Increase Your Share of the World’s Largest Market*, by Martha Barletta
- ***The Power of the Purse: How Smart Businesses Are Adapting to the World’s Most Important Consumers*, by Fara Warner
- ***Why She Buys: The New Strategy for Reaching the World’s Most Powerful Consumers*, by Bridget Brennan (Key word: “World”—this applies literally everywhere)
- ***What Women Want: The Global Market Turns Female Friendly*, by Paco Underhill
- ***The Soccer Mom Myth: Today’s Female Consumer, Who She Really Is, Why She Really Buys*, by Michele Miller and Holly Buchanan
- ***Influence: How Women’s Soaring Economic Power Will Transform Our World for the Better*, by Maddy Dychtwald
- ***The Female Brain*, by Louann Brizendine, M.D.

“Headline 2020: Women Hold **80** Percent of Management and Professional Jobs”

Source: *The Extreme Future: The Top Trends That Will Reshape the World in the Next 20 Years*, James Canton

AS LEADERS, WOMEN

RULE: *New Studies find that female managers outshine their male counterparts in almost every measure”*

Source: TITLE/Special Report/*BusinessWeek*

Women’s Strengths Match New Economy

Imperatives: Link [rather than rank] workers; *favor interactive-collaborative leadership style [empowerment beats top-down decision making]; sustain fruitful collaborations; comfortable with sharing information; see redistribution of power as victory, not surrender; favor multi-dimensional feedback; value technical & interpersonal skills, individual and group contributions equally; readily accept ambiguity; honor intuition as well as pure “rationality”; inherently flexible; appreciate cultural diversity.*

Source: Judy B. Rosener, *America’s Competitive Secret: Women Managers*

Women's *Negotiating* Strengths

- *Ability to put themselves in their counterparts' shoes
- *Comprehensive, attentive, and detailed communication style
- *Empathy that facilitates trust-building
- *Curious and attentive listening
- *Less competitive attitude
- *Strong sense of fairness and ability to persuade
- *Proactive risk manager
- *Collaborative decision-making

Source: Horacio Falcao, Cover story/May 2006, *World Business*, "Say It Like a Woman: Why the 21st-century negotiator will need the female touch"

"Power Women 100"/*Forbes* 10.25.10

26 female CEOs of Public Companies:

Vs. Men/Market: +28%* (*Post-appointment)

Vs. Industry: +15%

"McKinsey & Company found that the international companies with more women on their corporate boards far outperformed the average company in return on equity and other measures. Operating profit was 56 percent higher."

“Research suggests that to succeed, start by promoting women.”

Source: Nicholas Kristof, “Twitter, Women, and Power,” *New York Times*, 10/24/13

“TAKE THIS QUICK QUIZ: Who manages more things at once? Who puts more effort into their appearance? Who usually takes care of the details? Who finds it easier to meet new people? Who asks more questions in a conversation? Who is a better listener? Who has more interest in communication skills? Who is more inclined to get involved? Who encourages harmony and agreement? Who has better intuition? Who works with a longer ‘to do’ list? Who enjoys a recap to the day’s events? Who is better at keeping in touch with others?”

Source/from the back cover: ***Selling Is a Woman’s Game: 15 Powerful Reasons Why Women Can Outsell Men***, Nicki Joy & Susan Kane-Benson

“Women Beat Men at Art of Investing”—Headline, *Miami Herald*, reporting on a study by Profs. Terrance Odean and Brad Barber, UC Davis (Cause: Guys are “in and out” of stocks more often; women choose carefully and hold on for the long term)

Portrait of a Female Investor

1. Trade less than men do
2. Exhibit less overconfidence—more likely to know what they don't know
3. Shun risk more than male investors do
4. Less optimistic, more realistic than their male counterparts
5. Put in more time and effort researching possible investments—consider details and alternate points of view
6. More immune to peer pressure—tend to make decisions the same way regardless of who's watching
7. Learn from their mistakes
8. Have less testosterone than men do, making them less willing to take extreme risks, which, in turn could lead to less extreme market cycles

Source: *Warren Buffett Invests Like a Girl: And Why You Should Too*, Louann Lofton, Ch 2, “The Science Behind the Girl”

“The growth and success of women-owned businesses is one of the most profound changes taking place in the business world today.”—Margaret Heffernan, *How She Does It*

*U.S. firms owned/controlled by Women: 10.6 million (48% of all firms)

*Growth rate of Women-owned firms vs. all firms: 3X

*Rate of jobs created by Women-owned firms vs. all firms: 2X

*Ratio: total payroll Women-owned firms vs. total F500 firms: > 1.0

*Ratio of likelihood of Women-owned firms staying in business vs. all firms: > 1.0

*Growth rate of Women-owned companies with revenues of > \$1,000,000 and > 100 employees vs. all firms: 2X

Source: Margaret Heffernan, *How She Does It*

*Warren
Buffett
Invests Like a
Girl: And
Why You
Should, Too*

—Louann Lofton

“Girls are the new boys.”—*The Daily Mail*, 0425.2007, “Why today’s women want a girl”

“Boys Falling Seven Years Behind Girls at GCSE Level”—headline, *Weekly Telegraph*, UK, 10.25.06

“THE NEW GENDER GAP: From kindergarten to grad school, boys are becoming the second sex”—Cover story, *BusinessWeek*

Women < 30 in big USA cities (as of 2005)*: Earnings > Male counterparts. (117%)—Paco Underhill, *What Women Want*

“Investment in girls’ education may well be the highest-return investment available in the developing world.”

—Larry Summers (as chief economist at the World Bank)

“There are countless reasons rescuing girls is the right thing to do. It’s also the smart thing to do. Consider the virtuous circle: An extra year of primary school boosts girls’ eventual wages by 10-20%. An extra year of secondary school adds 15-25%. Girls who stay in school for seven or more years marry four years later and have two fewer children than girls who drop out. Fewer dependents per worker allows for greater economic growth. ... When girls and women earn income, they re-invest 90% in their families. They buy books, medicine, bed nets. For men the figure is more like 30-40%. ‘Investment in girls’ education may well be the highest-return investment available in the developing world,’ Larry Summers wrote when he was chief economist at the World Bank. The benefits are so obvious, you wonder why we haven’t paid attention. Less than two cents of every development dollar goes to girls—and that is a victory compared to a few years ago when it was something like one-half cent. Roughly 9 of 10 youth programs are aimed at boys. ...”

—Nancy Gibbs, “The Best Investment: If you really want to fight poverty, fuel growth and combat extremism, try girl power,” *Time* (0214.2011)

“Progress is achieved through women.”—Bernard Kouchner, founder, Doctors Without Borders (and French foreign minister)

XL. The **THREE** Rules* **

(*With which I am in *full* agreement)

(**And then three MORE with which I am in full agreement)

From Michael Raynor and Mumtaz Ahmed's ...

THE THREE RULES: How Exceptional Companies Think**:

- 1. Better before cheaper.**
- 2. Revenue before cost.**
- 3. There are no other rules.**

**From a database of over 25,000 companies from hundreds of industries covering 45 years, they uncovered 344 companies that qualified as statistically “exceptional.”

**“The Economy Is Scary ...
But Smart Companies Can Dominate”**

“They manage for value—not for EPS.

“They keep developing human capital.

“They get radically customer-centric.”

Source: Geoff Colvin, *Fortune*

XLI. PI6/Personal Impact SIX

Outwork 'em.

Outread 'em.

Outlast 'em.

Show Up.

LISTEN.

Keep an Open Mind.

Big SIX (Redux)*

- 1. Hello.**
- 2. Thank you.**
- 3. Eye contact.**
- 4. Fierce listening.**
- 5. “What do you think?”**
- 6. “How can I help?”**

***Another “Big 6,” posted by me at Twitter and applauded by the twitterati.**

XLII. **BLD**

Fact: *You can take
any damned
attitude you
choose to
work today!*

(It's your BLD/**Biggest Life Decision.**)

Work On Me ... **FIRST**

“Everyone thinks of changing the world, but no one thinks of changing himself.”—Leo Tolstoy

“To develop others, start with yourself.” —Marshall Goldsmith

“Being aware of yourself and how you affect everyone around you is what distinguishes a superior leader.”—Edie Seashore (strategy + business #45)

*“Leadership is self-knowledge. Successful leaders are those who are conscious about their behavior and the impact it has on the people around them. They are willing to examine what behaviors of their own may be getting in the way. ... The toughest person you will ever lead is yourself. **We can’t effectively lead others unless we can lead ourselves.**”* —Betsy Myers, *Take the Lead: Motivate, Inspire, and Bring Out the Best in Yourself and Everyone Around You*

*“How can a high-level leader like _____ be so out of touch with the truth about himself? It’s more common than you would imagine. **In fact, the higher up the ladder a leader climbs, the less accurate his self-assessment is likely to be.** The problem is an acute lack of feedback [especially on people issues].”*

—Daniel Goleman (et al.), *The New Leaders*

“Work on me first.”

—Kerry Patterson (et al.), *Crucial Conversations*

*“You will never change your life until you change something you do daily. **The secret of your success is found in your daily routine.**”* —John C. Maxwell

“The biggest problem I shall ever face: the management of Dale Carnegie.”

—Dale Carnegie, diary of

XLII. Hit the Books. HARD.

“If I had to pick one failing of CEOs, it’s that they don’t read enough.”

—Co-founder of one of the world’s largest and successful investment services firms in the USA/world (from a dinner discussion—November 2013)

Some Stuff to Read NOW:
**The (Utterly Insane*) (*And Getting
Evermore Insane) New World Order**

Let me be clear. This is my recent reading list ... **for me**. There *is* rhyme and reason to it—it's an effort to try to at least stay close to the hyper-changing action. But it is **NOT** a systematic “best of” ... in any way, shape, or form.

Race Against The Machine: How the Digital Revolution Is Accelerating Innovation, Driving Productivity, and Irreversibly Transforming Employment and the Economy—Eric Brynjolfsson & Andrew McAfee

The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies—Erik Brynjolfsson & Andrew McAfee

The Soft Edge: Where Great Companies Find Lasting Success—Rich Karlgaard

Average Is Over: Welcome to the Hyper-Meritocracy—Tyler Cowen

Big-Bang Disruption: A New Kind of Innovator Can Wipe Out Incumbents in a Flash—Larry Downes & Paul Nunes

The Crowdsourced Performance Review: How to Use the Power of Social Recognition to Transform Employee Performance—Eric Mosley

Addiction by Design: Machine Gambling In Las Vegas—Natasha Dow Schüll

Antifragile: Things That Gain from Disorder—Nassim Nicholas Taleb

Automate This: How Algorithms Came to Rule Our World—Christopher Steiner

Big Data: A Revolution That Will Transform How We Live, Work, and Think—Viktor Mayer-Schönberger & Kenneth Cukier

Conscious Capitalism: Liberating the Heroic Spirit of Business—John Mackey & Raj Sisodia

Enough. True Measures of Money, Business, and Life—John Bogle

Creation: How Science Is Reinventing Life Itself—Adam Rutherford

Amped—Daniel Wilson

Employees First, Customers Second: Turning Conventional Management Upside Down—Vineet Nayar

Everything Bad Is Good For You: How Today's Popular Culture Is Actually Making Us Smarter—Steven Johnson

Extra Lives: Why Video Games Matter—Tom Bissell

Fab: The Coming Revolution on Your Desktop—from Personal Computers to Personal Fabrication—Neil Gershenfeld

Fast Future: How the Millennial Generation Is Shaping Our World—David Burstein
The Filter Bubble: What the Internet Is Hiding From You—Eli Pariser
For the Win: How Game Thinking Can Revolutionize Your Business
—Kevin Werbach & Dan Hunter
The Gamification Revolution: How Leaders Leverage Game Mechanics to Crush the Competition—Gabe Zichermann & Joselin Linder
How to Create a Mind: The Secret of Human Thought Revealed—Ray Kurzweil
Join the Club: How Peer Pressure Can Transform the World—Tina Rosenberg
Knowledge and Power: The Information Theory of Capitalism and How It Is Revolutionizing Our World—George Gilder
The Lean Startup: How Today’s Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses—Eric Ries
Loyalty 3.0: How Big Data and Gamification Are Revolutionizing Customer and Employee Engagement—Rajat Paharia
Makers: The New Industrial Revolution—Chris Anderson
Minecraft: The Unlikely Tale of Markus “Notch” Persson and the Game That Changed Everything—Daniel Goldberg & Linus Larsson
Models Behaving Badly: Why Confusing Illusion with Reality Can Lead to Disaster on Wall Street and in Life—Emanuel Derman
Better, Stronger, Faster: The Myth of an American Decline ... and the Rise of a New Economy—Daniel Gross
Numbersense: How to Use Big Data to Your Advantage—Kaiser Fung
Open Services Innovation: Rethinking Your Business to Grow and Compete in a New Era—Henry Chesbrough
The Org: The Underlying Logic of the Office—Ray Fisman & Tim Sullivan
The Power of Co-Creation: Build It with Them to Boost Growth, Productivity, and Profits—Venkat Ramaswamy & Francis Gouillart
Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die
—Eric Siegel
Present Shock: When Everything Happens Now—Douglas Rushkoff
Quiet: The Power of Introverts in a World That Can’t Stop Talking—Susan Cain
Reality Is Broken: Why Games Make Us Better and How They Can Change the World—Jane McGonigal
Women and Gaming: The Sims and 21st Century Learning—James Paul Gee & Elisabeth Hayes
Writing on the Wall: Social Media—the First 2,000 Years—Tom Standage
The Everything Store: Jeff Bezos and the Age of Amazon—Brad Stone
Rewire: Digital Cosmopolitans in the Age of Connection—Ethan Zuckerman
Robot Futures—Illah Reza Nourbakhsh
The Rise of the Creative Class—Richard Florida
The Singularity Is Near: When Humans Transcend Biology—Ray Kurzweil

The Shareholder Value Myth: How Putting Shareholders First Harms Investors, Corporations, and the Public—Lynn Stout

The Signal and the Noise: Why So Many Predictions Fail—But Some Don't
—Nate Silver

Smart Business, Social Business: A Playbook for Social Media in Your Organization
—Michael Brito

Social Business By Design: Transformative Social Media Strategies for the Connected Company—Dion Hinchcliffe & Peter Kim

The Social Employee: How Great Companies Make Social Media Work
—Cheryl Burgess & Mark Burgess

The Social Organization: How to Use Social Media to Tap the Collective Genius of Your Customers and Employees—Anthony Bradley & Mark McDonald

The Social Conquest of Earth—Edward O. Wilson

Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics—Bill Franks

Thinking, Fast and Slow—Daniel Kahneman

Predictably Irrational: The Hidden Forces That Shape Our Decisions—Dan Ariely

To Save Everything, Click Here: The Folly of Technological Solutionism
—Evgeny Morozov

Tubes: A Journey to the Center of the Internet—Andrew Blum

Virus of the Mind: The New Science of the Meme—Richard Brodie

The Meme Machine—Susan Blackmore

Memetics: Memes and the Science of Cultural Evolution—Tim Tyler

The Smart Swarm: How Understanding Flocks, Schools, and Colonies Can Make Us Better at Communicating, Decision Making, and Getting Things Done—Peter Miller

Wait: The Art and Science of Delay—Frank Partnoy

Wired For War: The Robotics Revolution and Conflict in the 21st Century
—P.W. Singer

You Are Not a Gadget: A Manifesto—Jaron Lanier

Youtility: Why Smart Marketing is about Help not Hype—Jay Baer

The Rise of the Expert Company—How Visionary Companies Are Using Artificial Intelligence to Achieve Higher Productivity and Profits—Edward Feigenbaum, Pamela McCorduck, and Penny Nii

Redesigning Humans: Choosing Our Genes, Changing Our Future—Gregory Stock

Wetware: A Computer in Every Living Cell—Dennis Bray

Worm: The First Digital World War—Mark Bowden

The Department of Mad Scientists: How DARPA Is Remaking Our World, from the Internet to Artificial Limbs—Michael Belfiore

The Coming Jobs War—Jim Clifton

Future Perfect: The Case for Progress in a Networked Age—Steven Johnson

Not For Profit: Why Democracy Needs the Humanities—Martha Nussbaum

Some (Other) (Very Good) Stuff to Read: **Mostly New, All Eternal Verities**

Better By Mistake: The Unexpected Results of Being Wrong—Alina Tugend
Being Wrong: Adventures in the Margin of Error—Kathryn Schulz
The Collaborative Habit: Life Lessons For Working Together—Twyla Tharp & Jesse Kornbluth
Command and Control: Nuclear Weapons, the Damascus Accident, and the Illusion of Safety—Eric Schlosser
The Cost of Bad Behavior: How Incivility Is Damaging Your Business and to Do About It—Christine Pearson & Christine Porath
Choosing Civility: The Twenty-five Rules of Considerate Conduct—P.M. Forni
Creative Confidence: Unleashing the Creative Potential Within Us All—Tom Kelley & David Kelley
Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior—Kerry Patterson, Joseph Grenny, Ron McMillan & Al Switzler
Crucial Conversations: Tools for Talking When Stakes Are High—Kerry Patterson, Joseph Grenny, Ron McMillan & Al Switzler
Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a Time—Susan Scott
Listening Pays: Achieve Significance Through the Power of Listening
—Rick Bommelje
Power Listening: Mastering the Most Critical Skill of All—Bernard Ferrari
Flow: The Psychology of Optimal Experience—Mihaly Csikszentmihalyi
Fooled By Randomness: The Hidden Role of Change in Life and in the Markets
—Nassim Nicholas Taleb
Helping: How to Offer, Give, and Receive Help—Edgar Schein
How to Win Friends and Influence People—Dale Carnegie
Influence: The Psychology of Persuasion—Robert Cialdini
The Leader Who Had No Title: A Modern Fable on Real Success in Business and in Life—Robin Sharma
Management Lessons From Mayo Clinic: Inside One of the World's Most Admired Service Organizations—Leonard Berry & Kent Seltman
Practice Perfect: 42 Rules for Getting Better at Getting Better—Doug Lemov, Erica Woolway, and Katie Yezzi
Turn the Ship Around!: How to Create Leadership at Every Level—David Marquet
What You Can Change And What You Can't: The Complete Guide to Successful Self-Improvement—Martin Seligman
The Little Book of Talent: 52 Tips for Improving Your Skills—Daniel Coyle
The Power of Positive Deviance: How Unlikely Innovators Solve the World's Toughest Problems—Richard Pascale, Jerry Sternin & Monique Sternin
Retail Superstars: Inside the 25 Best Independent Stores in America
—George Whalin
Lords of Strategy: The Secret Intellectual History of the New Corporate World—Walter Kiechel

XLIII. *The Second Machine Age*

by Erik Brynjolfsson and Andrew McAfee

“The greatest shortcoming of the human race is our inability to understand the exponential function.”—Albert A. Bartlett (from Erik Brynjolfsson and Andrew McAfee, *The Second Machine Age*, “Moore’s Law and the Second Half of the Chessboard”)

The issue, circa 2014, is not “big change,” it is

ACCELERATING Big Change. Time to adapt is evaporating!

“[Some argue] that the true work of innovation is not coming up with something big and new, but instead recombining things that already exist. And the more closely we look, the more this recombinant view makes sense.”

TP: Creativity that matters is not predominantly of the “gee whiz” variety. Creativity is the ability to integrate stuff, a very different kettle of fish.

“Organizational Coinvention” [coinvention of organization and technology]: “While a one-for-one substitution of machines sometimes occurs, a broader reorganization in business culture may have been an even more important path for skill-based change. ... [In some industries], each dollar of computer capital was often the catalyst for more than ten dollars of complimentary investments in ‘organization capital.’”

TP: The new stuff is only part of the point. Complete re-invention of organizations and networks of organizations is the real payoff!

*“The greatest
shortcoming of the
human race is our
inability to
understand the
exponential
function.”*

—Albert A. Bartlett (from Erik

Brynjolfsson and Andrew McAfee, *The Second Machine Age*, “Moore’s Law and the Second Half of the Chessboard”)

(1) Person interviewed by the authors re TurboTax: “No way. I don’t use an H&R Block tax preparer any more. I’ve switched to TurboTax software. It’s only \$49 and much quicker and more accurate.” Brynjolfsson and McAfee: “The creators of TurboTax are better off—but tens of thousands of tax preparers now find their jobs and incomes threatened.”

(2) CEO interviewed by the authors says he installed new infotech equipment before the Great Recession, but did not cut payroll when profits were soaring. And then: “When the recession came, business as usual was obviously not sustainable, which made it easier to implement a round of painful streamlining and layoffs. As the recession ended and profits and demand returned, the jobs doing routine work were not restored.”

(3) “For most of the nineteenth and twentieth centuries, employment usually rebounded after each recession, but since the 1990s employment didn’t recover briskly after recessions. It’s not coincidence that as the computerization of the economy advanced, post-recession hiring patterns changed.”

TP: *These three quotes are the heart of the matter.*

“Every digital app developer, no matter how humble its offices or how few its staff, almost automatically becomes a micro-multinational, reaching global audiences.”

TP: A wonderful story.

“The Gross National Product does not include the beauty of our poetry or the intelligence of our public debate. It measures neither our wit nor our courage, neither our wisdom nor our learning, neither our compassion nor our devotion. It measures everything, in short, except that which makes life worthwhile.”—RFK

TP: GDP is an important measure. PERIOD. But it ain’t the whole ball game—not by a long shot!

Race AGAINST The Machine:
How the Digital Revolution Is Accelerating
Innovation, Driving Productivity, and Irreversibly
Transforming Employment and the Economy
by Erik Brynjolfsson and Andrew McAfee

*“The root of our problem is not that we’re in a Great Recession or a Great Stagnation, but rather that we are in the early throes of a **Great Restructuring**. Our technologies are racing ahead, but our skills and organizations are lagging behind.”*

“The median worker is losing the race against the machine.”—Erik Brynjolfsson and Andrew McAfee, *Race Against the Machine*

“... breakage of the historic link between value creation and job creation ...”/Great Recession: “... lack of hiring rather than increase in layoffs ...”

40 Years: Median inflation-adjusted wages, men 30-50 with jobs, 1969-2009: \$33K, **-27%**—“The Slow Disappearance of the American Working Man,” *Bloomberg Businessweek*/08.11.13

The “U-shaped Curve” Phenomenon:

High-skilled: **Waaaaay Up!!!**

Low-skilled: **Stable/Up.**

Middle: **Down/Down/Down.**

TP: **Yikes.**

XLIV. So I Missed By 5-10 Years. **SO WHAT? Thrive Through “WOW. NOW.” Or else. (Not Pretty.)**

I SAID 2015.

It looks more like it'll be 2020, maybe 2025.

Self-congratulatory remarks are to be avoided like the plague. Nonetheless, I must acknowledge that I began the 22 May 2000 *Time* cover story I authored (“What Will We Do For Work?”) with this: *“I believe that ninety percent of white-collar jobs in the U.S. will be either destroyed or altered beyond recognition in the next 10 to 15 years.”* The three causes I enumerated were “destructive” (game-changing) competition, technology/artificial intelligence (algorithmic substitution), and globalization/outsourcing.

The prior year, 1999, I had published a three-book set, jointly called “The Work Matters.” The three:

The Project50: Fifty Ways to Transform Every “Task” into a Project That Matters!

The Brand You50: Fifty Ways to Transform Yourself from an “Employee” into a Brand That Shouts Distinction, Commitment, and Passion!

The Professional Service Firm50: Fifty Ways to Transform Your “Department” into a Professional Service Firm Whose Trademarks Are Passion and Innovation!

In 2014, this 3-pronged revolution has not progressed as much as I supposed. But there is little doubt that the acceleration of change will more or less bring it to its (frightening) apex in the next 5-10 years.

But why oh why oh why must it be “frightening”? Why not ...

Liberating?

Fun?

Exciting?

Wall-To-Wall WOW?

Though a word would be changed here and there if the pub date was 2014 instead of 1999, the logic would not have changed one dollop. There was a quote I used in 1999: “A bureaucrat is an expensive microchip.”

Indeed.

And the answer? Or, rather ... THE ... answer is ... in my (not so) humble opinion ... High Value Added Projects. Those projects would be manned (and womaned) by free=spirited, imaginative people, whom I label Brand Yous. And the configuration of these groups would mimic, in my (not so) humble opinion, something not so new; namely professional service firms.

To use my shorthand:

WOW Projects.

Brand You(s).

PSFs.

I will go a step further in this space and provide the three “50 Lists.” I’ll just use the item titles, which will at times be a bit too shorthand-ish. But I’m sure you’ll get the drift.

Here we go:

The Project 50: All Work Becomes “WOW Projects”

I. Create!

What’s with this so-called “inventing”/“finding” a WOW! Project? You get an assignment, right?

1. Reframe: Never ... Ever! ... Accept a project/ assignment as given!

2. Translate your daily experiences into cool stuff to do.

2A. Become a Benchmarking Fanatic: Look at every-small-thing-that-happens-to-you as a Golden Learning Opportunity.

3. Improve your vocabulary! **Learn to love “WOW!”** Use “the word.” WOW!

4. There are no “small” projects: In every “little” form or procedure, in every “little” problem there usually lurks a B-I-G Project!

4A. Convert today’s annoying “chore” into a WOW! Project. The B-I-G Idea: There’s no such thing as a “GIVEN.”

5. Put on the brakes! **Don’t betray WOW!**

6. Love makes the world go ’round!

7. Will it—the project, our baby—be beautiful? Yes ... beautiful!

8. Design-Is-It. I.e.: One of the single most powerful forces in the whole bloody universe.

9. Is the project revolutionary? (Are you sure?)

10. Is the Web factored into the project? In a B-I-G way?

11. Impact. Henry James asked this, as his ultimate question, of an artist's work:
“Was it worth doing?”

11A. Made anybody(s) angry lately?

12. Raving Fans!

12A. Women-as-Raving Fans. Women take to products/services—and, thence, “project deliverables”—for (very) different reasons than men.

13. **Pirates-on-the-high-seas.** “We” are on a Mission/Crusade. We plan to upset the applecart (convention wisdom) Big Time ... and Make a Damn Difference.

14. If you can (hint: you can!), create a “place.” That is ... pirates need ships at sea and caves on land. (“Safe houses” in spy-speak.)

15. Put it in your resume. Now! Picture yourself crossing the finish line.

16. Think RAINBOW!

17. Think ... or rethink ... or reframe ... your concept ... Into a “business plan.”

18. Think/obsess ... D-E-A-D-L-I-N-E. Be ridiculously/absurdly/insanely demanding of yourself/your little band of renegades.

19. Find a Wise Friend. WOW Projects Ain't Easy! They Stretch You, Stress You, and Often Vex You. And the Organization.

20. Find—and then nurture—a few (very few) co-conspirators.

20A. Find at least one user/co-conspirator. NOW. Think user from the start.

21. Consider carrying around a little card that reads:

WOW!
BEAUTIFUL!
REVOLUTIONARY!
IMPACT!
RAVING FANS!

II. Sell!

Who ever heard of a “sales” chapter in a “project management” book?

“Damn few” is the answer. (None?) And therein lies the problem. WOW! Projects must be sold ... to team members, higher-ups, freaky first-users, and ultimately customers-at-large. Learning to s-e-l-l is a hefty part of the battle; it forces clarity, focus, drive, faith.

22. Be S-U-C-C-I-N-C-T. Describe your project (its benefits and its WOW!) in T-H-R-E-E minutes.

22A. Metaphor time! The “pitch”—and every aspect of the project—works best if there is a compelling theme/image/hook that makes the whole thing cohere, resonate, and vibrate with life.

23. **Sales means selling ... Everyone!**

24. Hey: WOW! Project Life = Sales. Right? So ... work consciously on BUZZ. Get visible and stay visible.

25. Do your “Community Work.” Start to Expand the Network! A.S.A.P.

26. Last is as good as first. If they support you ... they are your friends.

27. Preach to the choir! Never forget your friends!

28. Don’t try to convert your enemies. Don’t waste time on them.

29. Create an A-Team Advisory Board.

30. Become a Master Bootstrapper. You heard it here first: Too much initial money ... kills!

31. Think B-E-T-A! As in ... Beta Site(s). **You need customer-partners ... as safe-haven testing grounds for rough prototypes.**

III. Implement!

Implementation means a detailed plan. Right? Right! Clear assignments of responsibility? Right again! But ... again ... that’s little more than the least of it.

32. Chunk! Chunk! Chunk! We've gotta break "it"—our project, now on the move—down into tidbit/do-it-today/do-it-in-the-next-four-hours pieces.

33. Live ... Eat ... Sleep ... Breathe: Prototype! I.e.: Become an unabashed Prototyping Fanatic.

33A. Teach prototyping. Prototyping is a "corporate culture" issue. I.e.: Work to create a Culture of Prototyping.

34. Play! Find playmates!

35. Scrunch the Feedback Loops!

36. Blow it up! Play ... and Destruction ... are handmaidens.

37. Keep recruiting! Iron Law: WOW Projects call for WOW! People. Never stop recruiting!

37A. Wanted: Court Jester.

38. Make a B-I-G binder! This is the Project Bible. It's the Master Document ... the macro-map.

39. List mania. Ye shall make lists ... and the lists shall make ye omniscient. (No joke.)

40. Think (live/sleep/eat/breathe) Timeline/Milestones.

40A. Wanted: Ms. Last Two Percent!

41. Master the 15-Minute Meeting. You can change (or at least organize) the world in 15 minutes!

42. C-E-L-E-B-R-A-T-E!

42A. Celebrate failures!

43. Station break! The keynote here is action. Exactly right! But: Don't allow the action fanaticism to steer you off course re WOW!/Beauty/Revolution/Impact!/Raving Fans.

44. A project has an Identity. It's alive. Project = Life ... Spirit ... Personality.

45. Cast the net a little/lot farther afield.

46. It's the U-S-E-R, stupid! Never lose sight of the user community.

47. Concoct a B.M.P./Buzz-Management Program. Marketing is Implementation.

IV. Exit!

A time to each and every thing!

48. **SELL OUT! It's been "us" against "them" ... and one heck of a ride. But now the time has come to dance with the suits ... if we really want full impact.**

48A. Recruit a Mr. Follow-up ... who is as passionate as you are! (And L-O-V-E-S Administration.)

49. Seed your freaks into the mainstream ... where they can become mutant viruses for your (quirky) Point of View!

50. Write up the project history. **Throw a Grand Celebratory Bash!**

The Brand You50 "Distinct" or ... "Extinct"

Or: Fifty ways to transform yourself from an "employee" into a brand that shouts distinction, commitment, and passion!

1. **It's up to you ... and you alone. Coping rests on your shoulders. Forget "they." This is your life. Period.**

1A. When was the last time you asked: *What do I want to be?*

2. You've gotta! Finally: It's the White Collar Revolution! You have no option:
The White Collar Revolution is about to swallow me/you/us!

3. Answer (my best) (my only????) to the "White Collar Revolution": Brand yourself.

3A. Holy Toledo! Brand You magnified. What if we each had personal "Market Cap"?

4. Start now: Use some subset of these four—very practical!—Brand You assessment tools:

One: Make a Personal Brand Equity Evaluation.
Two: Develop a one-eighth (or one-quarter) page Yellow Pages ad for Brand You/Me & Co.
Three: Create an eight-word Personal Positioning Statement.
Four: How about a bumper sticker that describes your essence?

4A. We need a snapshot!

5. Forget "job." Forget "tasks."

5A. Commit yourself wholeheartedly to ... the Project Life.

6. Package yourself. Axiom: You (Me!) are a package!

7. "INC." yourself.

8. **Brand You/Me Inc. is about what you value.**

9. Brand You/Me Inc. requires a rich portfolio of attributes and skills.

9A. The big hat rack! Another take: Brand You warriors must wear lots of hats.

10. Ready to play the great game of business?

11. Give the world a clear picture of who you are.

12. Think job title!

13. You are what you do.

14. Message to Brand You wannabe: Embrace real-world politics of implementation.

15. Turn crappy “little tasks” into gold. **(VCJ: Volunteer for Crummy Jobs.)**

15A. Work with what you’ve got! (Damn it!)(And make it special.) (Damn it!)

16. Master bootstrapping.

17. The Brand You nub: A sterling portfolio of WOW! Projects.

17A. **You are the “WOW!-ness” of every project.**

18. Focus. Clutter kills WOW.

19. You **Are** Your Clients I: Think Client.

20. You **Are** Your Clients II: Obsess on Clients.

21. Competence. You (Me!) have got to be noticeably good at S-O-M-E-T-H-I-N-G.

22. You Are Your Rolodex I. Manage the hell out of your community/network!
Brand You is personal. But it’s not a loner’s world.

22A. Loyalty. New loyalty. Not “logo loyalty.” But Rolodex loyalty. Network loyalty.
Community loyalty. Extended family loyalty.

23. You Are ... Your Rolodex II. You are as broad/wise as your collection of freaks!

24. Design matters! The Big Idea: You (as in Brand You) are a designer. Period.

25. Become a “line extension” master.

26. You are your “Big Ideas.”

27. To steer Me Inc. through the white water of change is to dare. **Daily.**

28. Submit to the performance.

(29. B-o-s-s-e-s: Brand You should be your cup of tea!)

30. Identity!

31. Remember: **a brand is a “trust mark.”**

32. Obsess on your calling cards! It all starts when/where it starts.

33. Build a website that wows. (Period.)

34. **Join Toastmasters.** You are your own P.R. “Agency.”

35. How about learned optimism? **Spreaders of gloom are rarely—never!?!—successful Brand Yous.**

36. Renew! Renew! Renew! Renewal = Job 1 For Brand You. Period.

37. **Invest in yourself. A formal Renewal Investment Plan (R.I.P.) is a must!**

38. **Whet your appetite. Again. Again. And yet again. Learn from ... anyone. Anywhere. Any time. BECOME A SPONGE ... for Cool Stuff. (Work on exposing yourself to Cool Stuff.)**

A 50LIST WITHIN A 50LIST: THE RENEWAL50

1. *Go to the nearest magazine shop.* Now. Spend 20 minutes. Pick up 20—twenty!—magazines. None should be ones you normally read. Spend the better part of a day perusing them. Tear stuff out. Make notes. Create files. Goal: Stretch! Repeat ... monthly ... or at least bimonthly.

2. *Go to the Web.* Now. Relax. Follow your bliss! Visit at least 15 sites you haven't visited before. Follow any chain that is even a little intriguing. Bookmark a few of the best. Repeat ... at least once a week.

3. *Take off this Wednesday afternoon.* Wander the closest mall ... for two hours. Note the stuff you like. (And hate.) Products, merchandising, whatever. Repeat ... bimonthly.

4. *Buy a packet of 3 x 5-inch note cards.* Carry them around with you. Always. Record cool stuff. Awful stuff. Daily. Review your card pack every Sunday. (*Obsess on this!*)

5. *Going the same place for vacation next year? Why not someplace new? Why not one of those university-sponsored 12-day trips to explore some weird phenomenon?*
6. *Project stuck in a rut? Look through your Rolodex. Who's the oddest duck in there? Call her/him. Invite her/him to lunch. Pick her/his brain for a couple of hours about your project.*
7. *Create a new habit: Visit your Rolodex. Once a month. Pick a name of someone interesting you've lost touch with. Take her/him to lunch ... next week.*
8. *New habit: You're in a meeting. Someone you don't know makes an interesting contribution. Invite him/her to lunch ... in the next two weeks.*
9. *You run across somebody interesting. As a matter of course, ask her (him) what's the best thing she/he's read in the last 90 days. Order it from Amazon.com ... this afternoon.*
10. *Take tomorrow afternoon off. Rain or shine. Wander a corner of the city you've never explored before.*
11. *Go to the local Rite Aid. Buy a \$2 notebook. Title it *Observations I*. Start recording. Now. Anything and everything. (Now = Now.)*
12. *Going out this Saturday night? Go some place new.*
13. *Having a dinner party next Sunday? Invite somebody—interesting—you've never invited before. (Odds are, he/she won't accept. So what? Go for it. It's just like selling encyclopedias. No ring doorbell = No sale.)*
14. *Go past a kiosk advertising local Community College Courses for this fall. (Or one of the Learning Annex catalogues.) Grab a copy. Look it over this evening. Pick a couple of interesting courses and topics you've always wanted to know more about. Call the professor (with a little detective work, you can find her). If you're intrigued, sign up and ... at least ... go to the orientation session.*
15. *Read a provocative article in a business journal. Triggers a thought? Email the author. So what if you never hear back? (The odds are actually pretty high that you will. Trust me.)*
16. *At church this Sunday, the pastor announces a new fund drive. Sure you're busy. (Who isn't?) Go to the organizing meeting after services. Sign up!*
17. *You're working with your 13-year-old on his science project. You find you're having fun. Go to school with him tomorrow ... and volunteer to talk to the class about the topic.*
18. *A crummy little assignment comes along. But it would give you a chance to work with a group of people you've never worked with before. Take the assignment.*
19. *You're really pissed off at what's going on in your kid's school. So run for the school board.*
20. *You aren't really interested in changing jobs. But there's a neat job fair in the next town this weekend. Go.*
21. *An old college pal of yours invites you to go on a long weekend by the lake. You never do things like that. Go.*
22. *A really cool job opening overseas comes up. It fits your skill set. You couldn't possibly consider it. You've got a nine-year-old and your husband is content with his job. At least call someone ... and find out more about it.*

23. *You're on the fast track. But a fascinating job opens up ... far away. It looks like a detour. But you could learn something really new. Really cool. Go talk to the guy/gal about it. (Now.)*
24. *The eighth grade teacher is looking for chaperones for the trip to the natural history museum. You're a law firm partner, for God's sake, making \$350,000 a year. Volunteer.*
25. *You love taking pictures. You pick up a brochure advertising a four-day photography workshop in Maine next summer. Go to the workshop.*
26. *A friend of yours, a small-business owner, is going to Thailand on a sourcing trip. She invites you to join her. Go.*
27. *There's a great ball game on ESPN in an hour. Forget it. Go on that walk you love ... that you haven't taken for a year.*
28. *I'm not much on planning. But how about sitting down with your spouse/significant other and making a list of three or four things you've "been meaning to do" that are novel ... then coming up with a scheme for doing at least one of them in the next nine months?*
29. *You've a-l-w-a-y-s wanted to go to the Yucatan. So at least call a travel agent ... this week. (How about right now?)*
30. *You know "the action is at the front line." Spend a month (two days a week) on a self-styled training program that rotates you through all the front-line jobs in the hotel/distribution center/whatever.*
31. *Ask a first-line supervisor who the most motivated clerk in the store is. Take him/her to lunch ... in the next three weeks.*
32. *You spot a Cool Article in the division newsletter. Call the person involved. Take her/him to lunch. Tomorrow. Learn more. (Repeat.) (Regularly.)*
33. *You and your spouse go to a great play this Saturday. On Monday, call the director and ask him/her if you can come by and chat some time in the next two weeks. (If the chat goes well, ask her/him to come in and address your 18 colleagues in the Accounting Dept. at a Brown Bag Lunch Session later this month.)*
34. *Institute a monthly Brown Bag Lunch Session. Encourage all your colleagues to nominate interesting people to be invited. Criterion: "I wouldn't have expected us to invite ____."*
35. *Volunteer to take charge of recruiting for the next year/six months. Seek out input/applications from places the unit has never approached before.*
36. *Consider a ... four-month sabbatical.*
37. *Get up from your desk. Now. Take a two-hour walk on the beach. In the hills. Whatever. Repeat ... once every couple of weeks. (Weekly?)*
38. *Seriously consider approaching your boss about working a day a week at home.*
39. *Take the door off your office.*
40. *You've got a couple of pals who are readers. Start a Reading Group that gets together every third Thursday. Include stuff that's pretty far out. (Invite a noteworthy local author to talk to your group now and again.)*

- 41. *Join Toastmasters. (I know it's a repeat. It's important!)*
- 42. *Pen an article for the division newsletter.*
- 43. *In the quarterly alumni magazine, you read about a pal who's chosen to do something offbeat with her life. Call her. Tomorrow. (Or today.)*
- 44. *Buy that surprisingly colorful outfit you saw yesterday. Wear it to work. Tomorrow.*
- 45. *Develop a set of probing questions to use at meetings. "Will this really make a difference?" "Will anybody remember what we're doing here two years from now?" "Can we brag to our spouse/kids about this project?"*
- 46. *Assess every project you propose by the "WOW!"/"Is it Worth Doing?" criteria.*
- 47. *Call the Principal Client for your last project. Ask her to lunch. Within the next two weeks. Conduct a no-holds-barred debriefing on how you and your team did ... and might have done. Now.*
- 48. *Call the wisest person you know. (A fabulous professor you had 15 years ago?) Ask her/him to lunch. Ask her/him if he or she would be willing to sit with you for a couple of hours every quarter to talk about what you've done/where you're going. (Try it. It can't hurt.)*
- 49. *Become a Cub Scout/Brownie troop leader. Or direct your kid's play at school. The idea: Spend more time around children ... they're fascinating ... spontaneous ... and wise.*
- 50. *Build a great sandcastle!*

38A. Love the plateau. Learning—the essence of Brand You—is not a smooth ride. (You get stuck at times.)

- 39. **Me Inc. needs a great board of directors.**
- 40. **Brand You/Me Inc. needs a front line university to call your own.**
- 41. **Never neglect the Talent Scout Mode ... even if you are a junior individual contributor.**
- 42. **Make our/my/your "organization"—Me & Co., Brand You—special from the get-go!**
- 43. **Brand Yous lead! At all ages!**
- 44. **Become a "power freak."**
- 45. **What's your formal word-of-mouth marketing plan?**
- 45A. **P-l-e-a-s-e answer: Do I r-e-a-l-l-y have a "product"?**

46. One woman/man global powerhouse is not an oxymoron in the new millennium.
47. Sell!
48. **Are you a “closer”?** Brand You's have got to “ask for the business.”
49. Brand You's are dis-loyal! (To a particular corporate logo.)
50. Welcome to Free Agent Nation.

**PSF50:
The Professional Service Firm Is Exclusively
Devoted to High Value Added Work
(a Sparkling Collection of WOW Projects)**

I. PSF = Inc. + Clients + Projects!

1. **Think “Inc.”**

It all starts in your head. Imagine: **You are no longer “HR Director.” You are Managing Partner/Managing Director of HR Inc. ... a wholly owned subsidiary of the “ABC Division” of the “XYZ Corp.”**

1A. Commit “Cool.”

2. Think (*eat ... sleep ... breathe ... talk up*) C-L-I-E-N-T. Period. Client service is *the* name of *the* game.

3. Select Clients very carefully. It's axiomatic: You're as good—or as bad—as the character of your Client List. In a very real sense, you *are* your Client List!

3A. Seek out Clients who are Leaders.

3B. F-I-R-E Clients ... upon occasion.

4. Turn e-v-e-r-y “task” into a ... Project. **PSF = Client. PSF = Project.**

4A. The Work Matters!

5. Become a Catalyst for Revolution. (Why not?) (What else?)

II. Portfolio Quality!

6. Visit every client. Initiate a “deep” and ongoing dialogue with ... *every* ... client.

7. Create an immodest Current Projects List. **You—Dept. head turned Managing Partner of HR Inc. (Etc.)—are your Project List.**

8. You are a Venture Capitalist. I.e.: What does your “project list”/“project portfolio” *add up to*? Is it exciting? (How exciting?) Is it bland?

9. Conduct a weekly—or a more frequent—formal Current Projects Review. The project-list-is-us. So ... now we’ve got to start managing the Hell out of it.

9A. Words ... matter. E.g.: “Engagement.”

III. Impact!

10. Transform every “Job” into a WOW! Project.

11. Never EVER Compromise Your Identity.

12. Pursue ... P-A-S-S-I-O-N.

13. **MEASURE: Did we make an impact?**

14. Tom’s Epithet No.1: “Thoroughly professional ... but not provocative.” The pressing question: Was it far enough out? Was it—our work—as “crazy” as these (clearly) crazy times demand?

15. L-E-A-D your Client!

16. Another-flavor-of-WOW: Politics. PSF mantra: **We are *not* scornful of the grubby “politics of getting things done.” We embrace them as the *sine qua non* of effective implementation.**

17. PSF success boils down to ... the fine art of balance.

18. Accounting (etc.) is a performing art.

19. Speaking of accounting ... remember the bottom line: **“Business-ing.”**

20. Got any quirky projects on the list? If you want some “great stuff” to happen ... well ... you have absolutely no alternative: Your portfolio has to include some Truly Freaky Stuff.

21. Think ... LEGACY. Question to ask yourself: “What—if anything—will my three years as Managing Partner of Purchasing Inc. be remembered for?”

22. Pitch in ... or bail out!

22A. Practice serial monogamy. Or: “One” is a beautiful word!

23. PSFs need Vision Statements. Period.

23A. **We help people!**

IV. Live With 'Em!

24. Make Clients an integral part of every project team.

24A. Cohabit with the Client!

24B. Turn the Client into an expert! Openly, purposefully share your knowledge and wisdom.

24C. Engage Clients in a measured “risk progression” process.

25. Insist ... that Clients submit a formal evaluation of “your people” (and “their people”) at the end of each project.

25A. Think external. Think independent.

26. Client-centric = PSF Imperative. Period. But don't lose your independent voice. Think Client. AND: Stay autonomous.

27. Bring in wild and wooly outsiders. E-x-p-a-n-d the box.

V. A Culture of Urgency!

28. Create a “sense of urgency”/“excitement”/“vibrancy”/“buzz.”

29. Hot Teams thrive in Hot Spaces!

30. Celebrate ... constantly. Celebrate any success.

30A. Projects-worth-doing are bumpy. There are bad days at the office. Dealing with the emotional roller coaster called PSF-on-a-Holy-Mission takes thoughtful effort!

30B. You need a clown!

31. Love thy “support staff.”

32. You need a rabid scheduler! Project(s) Life = Deadline Life. Each project—in the unit as a whole/the PSF—needs a “deadlines/scheduling/milestones freak.”

32A. We're in this for the money! WOW is the Point. But ... big “but” ... it must be Work Worth Paying For. So ... charge appropriately.

33. Pay attention to the “hard stuff” ... e.g.: methodology.

34. Embrace marketing.

VI. Knowledge-Is-Us!

35. Become a Research & Development Evangelist.

35A. Devote a sizable share of effort/revenues to Knowledge Development.

36. Turn your current portfolio of projects into a ... Research & Development playground/gold mine.

37. Think ... **DESIGN**. Are “beauty”/“grace”/“elegance” operative words ... relative to every project?

38. Evaluate the possible bases of PSF Competitive advantage. Nobody—and no PSF—is “great at everything.” The essence of PSF market strategy and positioning is “Know thy strengths.” (And weaknesses.)

VII. Talent!

39. T-H-I-N-K ... connoisseur of talent. Professional Service Firm = Talent. Period.

39A. **We want to be a Magnet for Talent.**

40. **Cherish instability! Mix up teams!**

40A. Mix redux: Encourage turnover!

41. Demand that every PSF member be known for ... something.

41A. Admiration beats affection.

42. Champion passion. Champion perfection.

43. Create stories/mythology around “project winners.”

44. T-R-A-I-N. Teach the “Professional Service Firm Basics” ... with a vengeance.

45. Provide “project management-leadership” opportunities ... A.S.A.P.

46. **Cherish great listening skills.**

47. Geeks—the antisocial, masterful diggers-of-obscure-facts—should be adored!

48. Challenge! Challenge! Challenge! Demand ... the impossible. From everyone. (Obviously: starting with yourself.)

VIII. It's Ours!

49. Think ... Dream ... Act: WOW! Beauty! Impact! Distinction!

50. We own this place! The mantra-to-end-all-mantras in PSF-land: “We *are* HR Inc. This is *our* joint. It is *our* life. We are in charge. Excellence is in *our* hands ... to choose ... or lose.”

XLV. Full Steam Ahead!

Science

Technology

Engineering

Mathematics

Science

Technology

Engineering

Arts

Mathematics

*“Human creativity is
the ultimate
economic resource.”*

—Richard Florida

*“Every child is born
an artist. The trick is
to remain an artist.”*

—Picasso

It is commonplace when discussing education (frequently described as the imperative—though unrealized—National Priority #1) to obsess on math proficiency and, more broadly, STEM (Science Technology Engineering Mathematics). STEM is no doubt significant to a landscape being transformed by technology. Yet I vehemently favor the formulation labeled

*STE**A**M. (President John Maeda of RISD/Rhode Island School of Design coined the new flavor.) The “A” that’s added to STEM is for the Arts. “The arts” are not merely about being “well rounded” or some such; they are to some extent “what’s left” as AI/robotics vacuum up traditional high-end “knowledge work” occupations. Consider the world’s most valuable company—Apple. While its “T” and “E” (tech/engineering) are exceptional, it is the “A” that has made all the difference—or, rather, the A ingeniously blended with S, T, E, and M.*

“Microsoft never had the humanities or liberal arts in its DNA.”—Steve Jobs

The (partial) logic behind adding an “A” to STEM:

“I believe that ninety percent of white-collar/“knowledge-work” jobs (which are 80 percent of all jobs) in the U.S. will be either destroyed or altered beyond recognition in the next 10 to 15 years.”

—Cover story/Time/22 May 2000/Tom Peters

The **(VERY)** Best and **(VERY)** Brightest

*The very best and the very
brightest and the most
energetic and enthusiastic
and entrepreneurial and
tech-savvy of our university
graduates must—**must,**
not should—be
lured into teaching!*

Finding and educating these new-criteria teachers requires a revolution in both content and the incentive structure needed to attract the best of the best—*and to induce them to experiment boldly once aboard the education train.*

In my opinion, the impact of the new technologies is such that we need a very young teacher corps—one that has the demographics and restless mindset of Facebook or Twitter or Google new-hires.

*(I had no intention of writing anything like this [a short 3013 paper], but as I wrote I found myself almost pounding the keyboard into mush. Like it or not, complex problems call for complex solutions. Yet I am coming to see the “simple” solution of **BBFs/Best & Brightest & Feistiests**, as I am now calling them, becoming the base for a transformed teacher corps as a national necessity on a par with national security; in fact, obviously, it is an issue of national security.)*

XLVI. Some (Wacky-but-**VERY**-real) “Stuff”

There is no order to what follows. It is simply a collection of rather provocative quotes from my recent “new stuff” reading. Principal topics: Algorithmic determinism, Big Data, Social Business, and “gamification.”

The (**VERY**) BIG 4: GRIN*

Genetics

Robotics

Informatics

Nanotechnology

*Decision #1: GRIN and BEAR it? GRIN, get to work, and SAVOR it?

Disruptive Technologies: Advances That Will Transform Life, Business and the Global Economy

- Mobile Internet
- Automation of knowledge work
- The Internet of Things
- Cloud technology
- Advanced robotics
- Autonomous and near-autonomous vehicles
- Next-generation genomics
- Energy storage
- 3D printing
- Advanced materials
- Advanced oil and gas recovery
- Renewable energy

Source: McKinsey Global Institute/May 2013

“Human level capability has not turned out to be a special stopping point from an engineering perspective.” —Illah Reza Nourbakhsh, *Robot Futures*

“The combination of new market rules and new technology was turning the stock market into a ...
war of robots.”

—Michael Lewis, “Goldman’s Geek Tragedy” (*Vanity Fair*)

“The root of our problem is not that we’re in a Great Recession or a Great Stagnation, but rather that we are in the early throes of a Great Restructuring. Our technologies are racing ahead, but our skills and organizations are lagging behind.”

—Erik Brynjolfsson and Andrew McAfee *Race Against the Machine*

***“The median
worker is
losing the
race against
the machine.”***

—Erik Brynjolfsson and Andrew McAfee, *Race Against the Machine*

“A bureaucrat is an expensive microchip.”

—Dan Sullivan, *consultant and executive coach*

***“Meet Your Next Surgeon: Dr.
Robot”***

—*Fortune*/15 JAN 2013/on Intuitive Surgical's da Vinci/multiple
bypass heart-surgery robot

*“Automation has become so sophisticated that on a typical passenger flight ... **a human pilot holds the controls for a grand total of ... 3 minutes.***

[Pilots] have become, it’s not much of an exaggeration to say, computer operators.”

—Nicholas Carr, “The Great Forgetting,” *The Atlantic*, 11.13

Curing Short Attention Spans: *“My **Busy Bucket** will ship a plastic tub containing two hundred dollars worth of books, CDs, DVDs, puzzles, crafts, and toys (mostly wooden ones from Europe) to your offspring, and after twenty-one or thirty days, depending on your plan, a very nice FedEx man will make the package go bye-bye. The exact assortment of amusements is tailored to the munchkin’s age (newborn to six) and the customer-selected theme (such as dress-up, sports, superheroes, princess/fairy).”*

—Patricia Marx, “Outsource Yourself,” *the New Yorker*, 01.14.2013 (on Audrey Zardkoochi & Elizabeth Baumgarten, founders of the toy rental company Busy Bucket)

“The prospect of contracting a gofer on an a la carte basis is enticing. For instance, wouldn’t it be convenient if I could outsource someone to write a paragraph here, explaining the history of outsourcing in America? Good idea! I went ahead and commissioned just such a paragraph from Get Friday, a ‘virtual personal assistant- firm based in Bangalore. ... The paragraph arrived in my in-box ten days after I ordered it. It was 1,356 words. There is a bibliography with eleven sources. ... At \$14 an hour for seven hours of work, the cost came to \$98. ...”

—Patricia Marx, “Outsource Yourself,” the *New Yorker*, 01.14.2013 (Marx describes in detail contracting out everything associated with hosting her book club—including the provision of “witty” comments on Proust, since she hadn’t had time to read the book—excellent comments only set her back \$5; the writer/contractor turned out to be a 14-year-old girl from New Jersey.)

“Algorithms have already written symphonies as moving as those composed by Beethoven, picked through legalese with the deftness of a senior law partner, diagnosed patients with more accuracy than a doctor, written news articles with the smooth hand of a seasoned reporter, and driven vehicles on urban highways with far better control than a human driver.” —Christopher Steiner, *Automate This: How Algorithms Came to Rule the World*

Shades of Ned Ludd: ***“When Emmy [algorithm] produced orchestral pieces so impressive that some music scholars failed to identify them as the work of a machine, [Prof. David] Cope instantly created legions of enemies. ... At an academic conference in Germany, one of his peers walked up to him and whacked him on the nose. ...”***
—Christopher Steiner, *Automate This: How Algorithms Came to Rule the World*

“Customer engagement is moving from relatively isolated market transactions to deeply connected and sustained social relationships. This basic change in how we do business will make an impact on just about everything we do.”—Dion Hinchcliffe & Peter Kim, *Social Business By Design: Transformative Social Media Strategies For the Connected Company*

Social Survival Manifesto*

1. **Hiding is not an option.**
2. Face it, you are outnumbered. (“level playing field, arrogance denied”)
3. **You no longer control the message.**
4. Try acting like ... a human being.
5. Learn to listen, or else. (“REALLY listening to others is a must.”)
6. Admit that you don’t have all the answers.
7. Speak plainly and seek to inform.
8. Quit being a monolith. (“Your employees, speaking online as individuals, are a crucial resource ... can be managed through frameworks that ENCOURAGE participation.”)
9. Try being less evil.
10. Pay it forward, now. (“Internet culture is largely built on the principal of the Gift Economy ... give value away to your online communities.”)

*Tom Liacas; socialdisruptions.com

Winning in Marketplace 2013: An Ethos of Helping **ZMOT**:
ZERO Moment Of Truth/Google*

“You know what a ‘moment of truth’ is. It’s when a prospective customer decides either to take the next step in the purchase funnel, or to exit and seek other options. ... But what is a ‘zero moment of truth’? Many behaviors can serve as a zero moment of truth, but what binds them together is that the purchase is being researched and considered before the prospect even enters the classic sales funnel ... In its research, Google found that

84% *of shoppers said the new mental model, ZMOT, shapes their decisions. ...”*

—Jay Baer, *Youtility: Why Smart Marketing Is About Help, Not Hype*

*See www.zeromomentoftruth.com for ZMOT in book-length format

Social Business By Design: Transformative Social Media Strategies For the Connected Company (Donald Hinchcliffe & Peter Kim)

Teva Canada: Supply chain excellence achieved. Share-Point/troubleshooting/Strategy-Nets/hooks to other functions; Moxie social tools, document editing, etc.

IBM: Social business tools/30 percent drop in project completion time/300K on LinkedIn, 200K on Facebook.

MillerCoors: Gender imbalance. Women of Sales peer support. Private network. Attrition plummeted.

Bloomberg: Mobi social media analytics prelude to stock performance.

Intuit: TurboTax struggling against H&R Block temp staffing/customers #1 asset/Live Community, focused on help with transactions.

Seven Characteristics of the Social Employee

- 1. Engaged**
- 2. Expects Integration of the Personal and Professional**
- 3. Buys into the Brand's Story**
- 4. Born Collaborator**
- 5. Listens**
- 6. Customer-Centric**
- 7. Empowered Change Agent**

Source: Cheryl Burgess & Mark Burgess, *The Social Employee*

Marbles, a Ball and Social Employees by IBM: *“Picture a ball and a bag of marbles side by side. The two items might have the same volume—that is, if you dropped them into a bucket, they would displace the same amount of water. The difference, however, lies in the surface area, Because a bag of marbles is comprised of several individual pieces, the combined surface area of all the marbles far outstrips the surface area of a single ball. The expanded surface area represents a social brand’s increased diversity. These surfaces connect and interact with each other in unique ways, offering customers and employees alike a variety of paths toward a myriad of solutions. If none of the paths prove to be suitable, social employees can carve out new paths on their **OWN.**”*—Ethan McCarty, Director of Enterprise Social Strategy, IBM (from Cheryl Burgess & Mark Burgess, *The Social Employee*)

IBM Social Business Markers/2005-2012

- ***433,000 employees on IBM Connection**
- ***26,000 individual blogs**
- ***91,000 communities**
- ***62,000 wikis**
- ***50,000,000 IMs/day**
- ***200,000 employees on Facebook**
- ***295, 000 employees/800,000 followers of the brand**
- ***35,000 on Twitter**

Source: IBM case, in Cheryl Burgess & Mark Burgess, *The Social Employee*

Gamification: *“Gamification presents the best tools humanity has ever had to create and sustain engagement in people.”*—Gabe Zichermann & Joselin Linder, *Gamification: How Leaders Leverage Game Mechanics to Crush the Competition*

“The popularity of an unwinnable game like Tetris completely upends the stereotype that gamers are highly competitive people who care more about winning than anything else. Competition and winning are not defining traits of games—nor are they defining interests of the people who love to play them. Many gamers would rather keep playing than win. In high-feedback games, the state of being intensely engaged may ultimately be more pleasurable than the satisfaction of winning.”

—Jane McGonigal, *Reality Is Broken: Why Games Make Us Better and How They Can Change the World*

“The kind of thinking on my bedroom floor [as a boy, playing APBA, Strat-o-Matic, Statis Pro Baseball] became an everyday component of mass entertainment. [This book] is the story of how systems analysis, probability theory, pattern recognition, and – amazingly enough—old-fashioned patience became indispensable tools for anyone trying to make sense of pop culture. The truth of my solitary obsession with modeling complex simulations is now ordinary behavior for most consumers of digital-age entertainment. This kind of education is not happening in classrooms or museums; it’s happening in living rooms and basements, on PCs and television screens. This is the Sleeper Curve [from Woody Allen’s movie Sleeper] ...”

—Steven Johnson, *Everything Bad Is Good For You: How Today’s Popular Culture Is Actually Making Us Smarter*

It Ain't About the Ws and Ls: ***“Fun from games arises out of mastery. It arises out of comprehension. It is the act of solving puzzles that makes games fun. In other words, with games, learning is the drug.”***

—Raph Koster, *A Theory of Fun For Game Designers*

Towards Addiction to ... LEARNING: ***“When I enter a video game, I learn something about a fictitious world. And in that video game, I’m allowed to go at my own pace. I’m constantly assessed—assessment becomes my friend. I feel good when I master the next level. If you could only take that experience of a video game back into student learning, we could make learning addictive. My deep, deep desire is to find a magic formula for learning in the online age that would make it as addictive as playing video games.”***—Sebastian Thrum, founder, Udacity, lead developer of Google Glass, etc. (*Foreign Affairs*, 11-12.13)

Work.com/Salesforce.com: ***“... suite of mobile apps that enabled people inside the organization to provide instant feedback to their co-workers for a job well done” “Facebook-style newsfeed, ... badges, leaderboards, point systems” “turned the review process into something people actually want to do ...”***—Gabe Zichermann & Joselin Linder, *The Gamification Revolution: How Leaders Leverage Game Mechanics to Crush the Competition*

“Idea Street”/UK Department of Work and Pensions (28% UK budget): ***“Staff provide innovative ideas and vote for the best ones” “first nine months: \$16 million in savings” “meaning was within the game itself, not the external reward ...”***—Gabe Zichermann & Joselin Linder, *The Gamification Revolution: How Leaders Leverage Game Mechanics to Crush the Competition*

*“Why exactly are we competing with each other to do the dirty work? We’re playing a free online game called **Chore Wars**—and it just so happens that ridding our real-world kingdom of toilet stains is worth more experience points, or XP, than any other chore in our apartment. ... A mom in Texas describes a typical Chore Wars experience: **‘We have three kids, ages 9, 8, and 7. I sat down with the kids, showed them their characters and the adventures, and they literally jumped up and ran off to complete their chosen task. I’ve never seen my 8-year-old son make his bed. I nearly fainted when my husband cleaned out the toaster oven.’ ...**”*

*—Jane McGonigal, *Reality Is Broken: Why Games Make Us Better and How They Can Change the World**

*“When I work with experimental digital gadgets, I am always reminded of how small changes in the details of a digital design can have profound unforeseen effects on the experiences of the people who are playing with it. **The slightest change in something as seemingly trivial as the ease of use of a button can sometimes alter behavior patterns. For instance, Stanford University researcher Jeremy Bailinson has demonstrated that changing the height of one’s avatars in immersive virtual reality transforms self-esteem and social self-perception.** Technologies are extensions of ourselves, and, like the avatars in Jeremy’s lab, our identities can be shifted by the quirks of gadgets. It is impossible to work with information technology without also engaging in social engineering.”*—Jaron Lanier, *You Are Not a Gadget*

“[Michael Vassar/MetaMed founder] is creating a better information system and new class of people to manage it. ‘Almost all healthcare people get is going to be done—hopefully—by algorithms within a decade or two. We used to rely on doctors to be experts, and we’ve crowded them into being something like factory workers, where their job is to see one patient every 8 to 11 minutes and implement a by-the-book solution. I’m talking about creating a new ‘expert profession’—

medical quants, almost like hedgefund managers, who could do the high-level analytical work of directing all the information that flows into the world’s hard drives. Doctors would now be aided by Vassar’s new information experts who would be aided by advanced artificial intelligence.”—New York/0624.13

“When you ask [Cloudera founder Jeffrey] Hammerbacher what he sees as the most promising field that could be hacked by people like himself, he responds with two words: ‘Medical diagnostics.’ And clearly doctors should be watching their backs, but they should be extra vigilant knowing that the smartest guys of our generation—people like Hammerbacher—are gunning for them. The targets on their backs will only grow larger as their complication rates, their test results and their practices are scrutinized by the unyielding eye of algorithms built by smart engineers. Doctors aren’t going away, but those who want to ensure their employment in the future should find ways to be exceptional. Bots can handle the grunt work, the work that falls to our average practitioners.”

*—Christopher Steiner, *Automate This: How Algorithms Came to Rule the World**

*Automate
This: How
Algorithms
Came to Rule
the World*

—Christopher Steiner

“[These HP] pioneers may not realize just how big a shift this practice is from a cultural standpoint. The computer is doing more than obeying the usual mechanical orders to retain facts and figures. It’s producing new information that’s so powerful, it must be handled with a new kind of care. We’re in a new world in which systems not only divine new, important information, but must carefully manage it as well.”—Eric Siegel, *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die* (based on a real case, an HP “Flight risk” PA model developed by HR, with astronomical savings potential)

“1-800-FLOWERS improved its ability to detect fraud by considering the social connections between prospective

perpetrators.”—Eric Siegel, *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die*

“Aviva, a large insurance firm, has studied the idea of using credit reports and consumer-marketing data as proxies for the analysis of blood and urine samples for certain applicants. The intent is to identify those who may be at higher risk of illnesses like high blood pressure, diabetes, or depression. The method uses lifestyle data that includes hundreds of variables such as hobbies, the websites people visit, and the amount of television they watch, as well as estimates of their income. Aviva’s predictive model, developed by Deloitte Consulting, was considered successful at identifying health risks.”

—Viktor Mayer-Schonberger and Kenneth Cukier, *Big Data: A Revolution That Will Transform How We Live, Work, and Think*

*“By harnessing the ‘wisdom of crowds,’ many subjective observations taken together provide a more objective and accurate picture of an employee’s performance than a single subjective judgment. It averages out prejudice or baggage on the part of both manager and employee.”—Eric Mosley, *The Crowd Sourced Performance Review**

*“Some people rush for a deal, others think that the deal means the merchandise is subpar. Just by eliminating the persuasion styles that rub people the wrong way [as deduced from prior Web behavior patterns], [the marketer] found he could increase the effectiveness of marketing materials from **30** to **40** percent.”—Eli Pariser, *The Filter Bubble: How the New, Personalized Web Is Changing What We Read and How We Think**

*“Analytics can yield literally hundreds of millions of data points—far too many for human intuition to make any sense of the data. So in conjunction with the ability to store very big data about online behavior, researchers have developed strong tools for data mining, statistically evaluating correlations between many types and sources of data to expose hidden patterns and connections. **The patterns predict human behavior—and even hidden human motivations.**”*

*—Illah Reza Nourbakhsh, *Robot Futures**

“Predictions based on correlations lie at the heart of big data.”

—Viktor Mayer-Schonberger and Kenneth Cukier, *Big Data: A Revolution That Will Transform How We Live, Work, and Think*

“Flash forward to dystopia. You work in a chic cubicle, sucking chicken-flavor sustenance from a tube. You’re furiously maneuvering with a joystick ... Your boss stops by and gives you a look. ‘We need to talk about your loyalty to this company.’ The organization you work for has deduced that you

are considering quitting. It predicts your plans and intentions, possibly before you have even conceived them.”

—Eric Siegel,

Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die (based on a real case, an HP “Flight risk” PA model developed by HR, with astronomical savings potential)

*“LinkedIn offers a career trajectory prediction by comparing your resume to other peoples’ who are in your field but further along. LinkedIn can forecast where you’ll be in five years. ... As a service to customers, it’s pretty useful. But imagine if LinkedIn offered the data to corporate clients to weed out people who are forecast to be losers. ... It seems unfair for banks to discriminate against you because your high school buddy is bad at paying his bills or because you like something that a lot of loan defaulters also like. And that points to a basic problem with induction, the logical method by which algorithms use data to make predictions.”—Eli Pariser, *The Filter Bubble: How the New, Personalized Web Is Changing What We Read and How We Think**

*“With new forms of ‘sentiment analysis’ it’s now possible to guess what mood one’s in. People use substantially more positive words when they’re up ...”—Eli Pariser, *The Filter Bubble: How the New, Personalized Web Is Changing What We Read and How We Think**

“I believe this is the quest for what a personal computer really is. It is to capture one’s entire life.” —Gordon Bell

“Internet of

Things”: *“The algorithms created by Nest’s machine-learning experts—and the troves of data generated by those algorithms—are just as important as the sleek materials carefully selected by its industrial designers. By tracking its users and subtly influencing their behaviors, Nest Learning Thermostat transcends its pedestrian product category. Nest has similar hopes for what has always been a prosaic device, the smoke alarm. Yes, the Nest Protect does what every similar device does—goes off when smoke or CO reaches dangerous levels—but it does much more, by using sensors to distinguish between smoke and steam, Internet connectivity to tell you where the danger is, a calculated tone of voice to convey a personality, and warm lighting to guide you in the darkness. In other words, Nest isn’t only about beautifying the thermostat or adding features to the lowly smoke detector. **‘We’re about***

creating the conscious

***home,’** Nest CEO Fadell. ... Left unsaid is a grander vision, with even bigger implications, many devices sensing the environment, talking to one another, and doing our bidding unprompted.”—Steven Levy,*

“Where There’s Smoke ...,” Wired, 11.2013

“Internet of Everything”:

“The idea of the IoE [Internet of Everything/Cisco Systems/Estimated market size, next decade: \$14.4 trillion] is a networked connection of people, processes, data, and ‘things,’ which is being facilitated by technology transitions such as increased mobility, cloud computing, and the importance of big data.”*

Source: “The Big Switch,” *Capital Insights*

“Robotics will drive this very innovation. Landing page tuning will bust out of the Internet and become ‘interaction tuning.’ Companies will apply their analytics engines to all interaction opportunities with people everywhere: online, in the car, in a supermarket aisle, on the sidewalk, and of course in your home.”—Illah Reza Nourbakhsh, *Robot Futures*

XLVII. **47** Questions for Newby CEOs

A reporter asked me to think about “a couple of questions a new CEO ought to ask her/himself.” I stopped—for now—at 47:

Can you imagine your tombstone having your net worth carved in it? Of course you can't. (I hope.) So what *would* you like on the tombstone?

How would you explain what you do to your 10-year-old daughter? (Aim for 25/50 words or less.)

How would you explain your most recent major decision to your 10-year-old daughter? (Aim for 25/50 words or less.)

Did you miss half your 13-year-old daughter's soccer games this year? (I'll guarantee that if you live to be 109, you'll never forgive yourself no matter how many zeros in your net worth.)

List your Top Five active projects: How many score 8 or higher on a 10-point “WOW Scale”?

Are your training courses so damn good they make you giggle?

Can every employee, when stopped by you in the hall, describe her or his personal development strategy for 2014? (Is it radical?)

Is your CTO/Chief Training Officer on a par (e.g., pay, perks, pecking order) with your CFO/CIO/CMO?

Have you (I HOPE) read *Forbes* publisher Rich Karlgaard's superb ...

The Soft Edge?

List your Top Five active projects: *How
many score 8
or higher on a
10-point
“WOW
Scale”?* *

***TODAY.** Take ONE project. Figure out—with your team—how to move it up ONE notch on the WOW Scale. (I call this, God help me ... **“WOW-ification.”**)

Whenever you read this: Have you modeled Unadulterated Excellence in the last 30 minutes?

Do you have enough freaky customers in your portfolio, pushing you to the limit day in and day out?

If you got run over by a bus, could you guarantee that your successor is BETTER than you are?

Have you thanked 10 people for **SOMETHING** ... today?

At year's end do you call 25-50 people to thank them for their support during the prior 12 months? (Inspired by Hank Paulson.)

Is EVERY meeting a Paragon of Excellence? (To a large extent, like it or not, meetings are what you do.)

Do you ever act like an asshole? (Guess what, dude, you can't get away with it—you are NOT Steve Jobs.)

Do you have an implicit bias for capital investments over people investments?

(Think **VERY** carefully about this.)

Are you a good listener? (Odds are **VERY** high that you are not—**AND** that you're getting worse. Nothing is more important. It is a subject that can be studied and mastered.)

Are you a **PROFESIONAL** ... listener?
Are you a **PROFESIONAL** ... at hiring?
Are you a **PROFESIONAL** ... at evaluating people?

How many-off-the-charts crazy new people have you had lunch with in the last 90 days? (Inspired by FedEx CEO Fred Smith.)

Do you read enough? (10:1 says the answer is “No.”) (Inspired by one of USA’s top 10 investment bankers who said not reading enough is the number ONE failing of CEOs.)

If all of your traditional marketing programs were shut down tomorrow, would your extant Social Media programs carry the load?

Do you think the whole “social media”/“social employee”/“social business” “thing” is overblown? (It may be, but are you sure? Good chance it’s “underblown.” How do you plan to test the overblown/underblown hypothesis?) (In any event, STUDY like a maniac.)

Do you think the whole “big data” “thing” is overblown? (It may be, but are you sure? Good chance it’s “underblown.” How do you plan to test the overblown/underblown hypothesis?) (In any event, STUDY like a maniac.)

Do you make eye contact 100% of the time?

Do you practice Intense MBWA (Managing By Wandering Around) EVERY day? (Courtesy, in effect, Starbucks’ Howard Schultz, who visits a minimum of 25 shops per week.)

To what degree can you say you are honestly (regularly, intensively) in touch with folks three levels “down” in the organization—where the real work gets done?

Are you over-reliant on email, or do you still use the phone regularly?

Do you reward imaginative failures that lead to significant learning? (Courtesy a successful Aussie exec who says his philosophy is, “Reward excellent failures, punish mediocre successes.”)

How many physical visits to key customers have you made this quarter?

Do you have a rigid/near-religious routine of calling a key contact at each of your top 10 (25?) customers once a month?

Are you sure that you are not so intimidating that you cause people not to share priority problems with you early on when they are fixable? **(Hint, you think you are approachable—odds are you are alone in that assessment.)**

Women buy the lion's share of retail AND commercial goods. Does your top team reflect that? ***(If it doesn't, you're an idiot.)***

Is your top team a paragon of diversity? Or did they all go to Stanford? (I went to Stanford. It is, of course, the best university in the world. But lack of top-team diversity is a huge mistake. Inspired by Billy Cox: "You will become like the five people you associate with the most; this can be either a blessing or a curse.")

Have you read and attentively studied and widely shared Daniel Kahneman's book *Thinking, Fast and Slow*? (It will shake your confidence in your and your colleagues' judgment/decision-making skills—that's a good thing.)

Do you think your intuition is good? (I don't—and I don't even know you.)

Is **50%** of your time unscheduled? (Courtesy Intel

superstar Dov Frohman's book *Leadership the Hard Way*. Frohman says over-scheduling and failure to "daydream" are CEOs' two top failings.)

Is your full cadre of first-line bosses staggeringly talented and well trained/mentored/compensated? (The population of 1st-line bosses is unmistakably the #1 determinant of productivity/employee retention.)

Do you have an implicit bias toward noisy, aggressive people? (You probably do. Read the book *Quiet*—and realize that shortchanging introverts is a strategic mistake.)

Do you acknowledge that failed cross-functional communication/cooperation/synergy is the #1 cause of delays of ... EVERYTHING? (It is.) Do you work VISIBLY on this EVERY day? (Inspired by Mayo Clinic—MC fires top docs who fail to buy into team medicine.)

Do you acknowledge that there are about 500 ways to de-motivate people, and about 5 ways to motivate them—and act accordingly?

Do you quickly get tired of people who constantly say “the sky is falling”? (Well, I do, too. But sometimes it is falling. I pray you are an optimist; I pray that you have a few pessimistic pals whom you do not dismiss out of hand.)

Do you acknowledge that acquisitions rarely live up to their billing—the billing that was so gloriously touted by you? And do you acknowledge that when acquisitions blow up it is usually courtesy a “culture clash” which you didn’t look at hard enough during the vetting process? (If you don’t acknowledge that, you are wrong. PERIOD.)

In presentations you review, is there as much/more text devoted to implementation as there is to problem/opportunity analysis?

Is your strategic plan > 2 pages? (If yes ... *for shame.*) (Courtesy Larry Bossidy.)

XLVIII. The **ONLY Thing I've Learned
(**NO** Bull)**

1/48*

***The One & Only one thing I've learned "for sure" since 1966—48 years.**

In Search of Excellence/1982

The Bedrock “Eight Basics”

1. **A Bias for Action**
2. **Close to the Customer**
3. **Autonomy and Entrepreneurship**
4. **Productivity Through People**
5. **Hands On, Value-Driven**
6. **Stick to the Knitting**
7. **Simple Form, Lean Staff**
8. **Simultaneous Loose-Tight Properties**

A Bias for Action, 1966-2014

Let me not weary you with a long tale of the work that led to *In Search of Excellence*. I will simply say that the research was done and the writing had been outlined. It included, as centerpiece, eight chapters that were the heart of the matter—the “Eight Basics of Excellence.” Well, of course, something had to come first. “People as asset #1”? “Getting close and then closer to the customer”? “Internal entrepreneurship”? Great candidates all! But we (my co-author Bob Waterman and I) chose—without any hesitation—another that we labeled

“A Bias for Action.” In our travels, we had concluded that big businesses’ # 1 problem was, to use our shorthand, **“Too much talk, too little do.”** As the norm, companies were weighed down with bureaucracy to the sinking point. (Indeed, some did sink.) But the companies we most admired—3M was a classic example—were inclined to generate an idea, test it in a flash, correct it in a flash, again and again, and then again, until it was discarded or became the basis for something new. Something had to be #1. And that characteristic, that “shut up and do now” bias for action was it.

That was some time in 1980, two years before the book was published. And here it is 2014. Fully thirty-four years later. And I *still* have not changed my mind. A lot has changed to say the least, but now, more than ever, those who get an inkling and try it in a flash and fix it in a flash are still the pick of the litter. From Google or Facebook to GE and the stores on main street in your town.

As I look back, 1966 was actually the personal launch of this paramount idea for me. After college, I went into the U.S. Navy—they’d paid my way through school. And, skipping steps, became an officer in a Seabee battalion. (Seabees stand for C.B., construction battalions—combat engineering units that by and large support U.S. Marine Corps ground units.) The motto of the “Bees,” from the start in 1942 was **“Can do.”** Or: Stop the talk, start the “do.” It was embedded in a history dating to World War II and the important battle for Guadalcanal. And 24 years later I was living the legend in Danang, Vietnam. My “CO”/Commanding Officer epitomized “Can do.” And, in retrospect, directly anticipated “A Bias for Action.” I heard “Shut up and get in the field and do it—barriers are 100% irrelevant” so many times that my brain ached.

And, to essentially repeat, 48 years later, my beliefs haven’t changed one bit—except to get stronger with the passage of time. Heaven knows, in 2014 “a bias for action” has become the “age for action”—as everything moves/accelerates faster and faster.

1/48: Action Rules! The 1 Thing (Only) I've Learned (For Sure) in 48 Years!

A Bias for Action. (No. 1/"Basics of Excellence"/*In Search of Excellence*/1982)

**Ready.
Fire.
Aim.**

(H. Ross Perot on EDS; as compared to GM's "Ready. Aim. Aim. Aim. Aim. Aim. ...")

Just do it! (Nike)

Move fast, break things. (Facebook)

Experiment fearlessly. (Trait #1/Great innovator companies/*Bloomberg Businessweek*)

Relentless trial and error. (Corporate Survival Trait #1 in crazy times/*Wall Street Journal*)

"You miss 100% of the shots you never take." (Wayne Gretzky)

Fail. Forward. Fast. (Tech exec/Philadelphia)

CAN YOUR BUSINESS FAIL FAST ENOUGH TO SUCCEED? (*Economist* conf. title)

Fail faster, succeed sooner. (David Kelley/IDEO)

**No matter.
Try again.
Fail again.
Fail better.**

(Samuel Beckett)

Reward excellent failures. Punish mediocre successes. (Phil Daniels/Australian businessman)

Whoever Makes the Most Mistakes Wins. (Richard Farson/book title)

"The Silicon Valley of today is built less atop the spires of earlier triumphs than upon the rubble of earlier debacles." (Paul Saffo/tech futurist/Palo Alto)

"The secret of fast progress is *inefficiency*: fast/furious/numerous failures." (K. Kelly)

S.A.V./Screw Around Vigorously (TP: only possible success strategy for crazy times)

Demo or die. (MIT Media Lab credo)

“Don’t ‘plan.’ Do stuff.” (David Kelley/IDEO)

“Effective prototyping may be the most valuable core competence an innovative organization can hope to have.”/“Minimize ‘mean time to prototype.’” (M. Schrage/MIT)

“This is so simple it sounds stupid. You only find oil if you drill wells.” (J. Masters/wildcatter)

“We have a ‘strategic plan.’ It’s called ‘doing things.’” (Herb Kelleher/Southwest Airlines)

“Can do!” (Motto/U.S. Navy Seabees/My starting point in 1966 in Vietnam)

“Execution is strategy.” (Fred Malek)

WD40 (Water Displacement, 40 tries to get it right.)

**BLAME NO ONE.
EXPECT NOTHING.
DO SOMETHING.**

(NFL coach Bill Parcells/locker-room poster)

“Quality is a probabilistic function of quantity.” (M. Gladwell/“Creation Myth”/re J.S. Bach)

“Ever notice that ‘*What the hell*’ is always the right decision?” (Anon. screenwriter)

“I think it is very important for you to do two things: act on your temporary conviction as if it was a real conviction; and when you realize that you are wrong, correct course very quickly.” (Andy Grove)

Active mutators in placid times tend to die off. They are selected against. Reluctant mutators in quickly changing times are also selected against.” (Carl Sagan & Ann Druyan, *Shadows of Forgotten Ancestors*)

“If things seem under control, you’re just not going fast enough.” (Mario Andretti)

“The most successful people are those who are good at plan B.” (James Yorke, mathematician)

“I’m not comfortable unless I’m uncomfortable.” (Jay Chiat)

“If it works, it’s obsolete.” (Marshall McLuhan)

“The only way to whip an army is to go out and fight it.” (Ulysses S. Grant)

“The genius of Grant’s command style lay in its simplicity. Grant never burdened his division commanders with excessive detail. ... no elaborate staff conferences, no written orders prescribing deployment. ... Grant recognized the battlefield was in flux. By not specifying movements in detail, he left his subordinate commanders free to exploit whatever opportunities developed.”—Jean Edward Smith, *GRANT*

“Execution is the job of the business leader.” (Larry Bossidy)

*Do right and damn the odds.
Stagnation is the curse of life.
The best is the cheapest.
Emotion can sway the world.
Mad things come off.
Haste in all things.
Any fool can obey orders.
History is a record of exploded ideas.
Life is phrases.*

First Sea Lord Admiral John Fiaher

W.T.T.M.S.W. ●/Whoever Tries The Most Stuff Wins.

WTTMSASTMSUW/Whoever Tries The Most Stuff **And Screws The Most Stuff Up** Wins.

WTTMSASTMSU**T**FW/Whoever Tries The Most Stuff And Screws The Most Stuff Up

The Fastest Wins.

“Ready.
Fire.
Aim.”

H. Ross Perot/EDS founder, former GM board member: *“The first EDSer to see a snake kills it. At GM, the first thing you do is organize a committee on snakes. Then you bring in a consultant who knows a lot about snakes. Third thing you do is talk about it for a year.”*

“We made mistakes, of course. Most of them were omissions we didn’t think of when we initially wrote the software. We fixed them by doing it over and over, again and again. We do the same today. While our competitors are still sucking their thumbs trying to make the design perfect, we’re already on prototype version #5. By the time our rivals are ready with wires and screws, we are on version #10. It gets back to planning versus acting:

***We act from
day one;
others plan
how to plan—
for months.”***

—Bloomberg by Bloomberg

*“When assessing candidates, the first thing I looked for was energy and enthusiasm for ... **execution**.”*

Does she talk about the thrill of getting things done, the obstacles overcome, the role her people played—or does she keep wandering back to strategy or philosophy?”

—Larry Bossidy, from *Execution: The Discipline of Getting Things Done*

A man approached J.P. Morgan, held up an envelope, and said, “Sir, in my hand I hold a guaranteed formula for success, which I will gladly sell you for \$25,000.”

“Sir,” J.P. Morgan replied, “I do not know what is in the envelope, however if you show me, and I like it, I give you my word as a gentleman that I will pay you what you ask.”

The man agreed to the terms, and handed over the envelope. J.P. Morgan opened it, and extracted a single sheet of paper. He gave it one look, a mere glance, then handed the piece of paper back to the gent.

And paid him the agreed-upon \$25,000 ...

The formula:

- 1. *Every morning, write a list of the things that need to be done that day.***

2. Do them.



“Can do!”

—Motto/U.S. Navy Seabees
(My starting point in 1966 in Vietnam/48 years ago)

*“Screw it.
Just do it.”*

—Richard Branson

*“Ever notice
that ‘What the
hell’ is always
the right decision?”*

—Anon. screenwriter

*“We have a
‘strategic
plan.’ It’s
called ‘doing
things.’”*

—Herb Kelleher/Southwest Airlines

*“You miss
100% of the
shots you
never take.”*

—Wayne Gretzky

**BLAME NO ONE.
EXPECT NOTHING.
DO SOMETHING.**

—NFL coach **Bill Parcells**
(locker-room poster)

*“Intelligent people
can always come up
with intelligent
reasons ... to do
nothing.”* —Scott Simon

*“Thinking is the enemy of
creativity. It’s self-conscious
and anything self-conscious
is lousy. You simply must ...
Do things.”* —Ray Bradbury

Demo or die.

—MIT Media Lab credo

*“Effective
prototyping may be
the most valuable
core competence an
innovative
organization can
hope to have.”*

—Michael Schrage

“The way to make a better aircraft wasn’t to sit around perfecting a design, it was to get something up in the air and see what happens, then try to fix whatever goes wrong.”

“Instead of trying to figure out the best way to do something and sticking to it, just try out an approach and keep fixing it.”

—Eric Abrahamson & David Freedman, Chapter 8, “Messy Leadership,” from *A Perfect Mess: The Hidden Benefits of Disorder* (on Burt Rutan, perhaps the world’s best aircraft designer and developer)

*“Don’t ‘plan.’
Do stuff.”*

—David Kelley/IDEO

*“Fail faster,
succeed
sooner.”*

—David Kelley/IDEO

*“Stay
Hungry.
Stay
Foolish.”*

—Stewart Brand (generally attributed to Steve Jobs)

***“Learn not to
be careful.”***

**—Photographer Diane Arbus to her students (Careful = Glued
to the sidelines, from Harriet Rubin in *The Princessa*)**

*“No matter.
Try again.
Fail again.
Fail better.”*

—Samuel Beckett

***Reward excellent failures.
Punish mediocre successes.”***

—Phil Daniels/Australian businessman

*“I’m not comfortable
unless I’m
uncomfortable.”*

—Jay Chiat

*“If it works, it’s
obsolete.”* —Marshall McLuhan

*“Execution is
strategy.”*

—Fred Malek

*“Execution is
the job of the
business
leader.”*

—Larry Bossidy

*“Do right and damn the odds.
Stagnation is the curse of life.
The best is the cheapest.
Emotion can sway the world.
Mad things come off.
Haste in all things.
Any fool can obey orders.
History is a record of exploded ideas.
Life is phrases.”*

—First Sea Lord Admiral John Fisher

1/48* : WTTMSW

Whoever

Tries

The

Most

Stuff

Wins.

***TP/1966-2014**

*(WTTMSW Writ **VERY** Large: Trial and error, many many many trials and many many many errors very very very rapidly will be the rule—think dotcom boom and bust and, in fact, the incredibly valuable residual in terms of entrepreneurial training and ideas surfaced and approaches rejected. Tolerance for rapid learning—and unlearning—will be a, perhaps **THE**, most valued skill. FYI: “Gamers” instinctively “get” this—lots of trials, lots of errors, as fast as possible—in ways their error-avoiding elders can only imagine; hence, for this reason among many, “the revolution” is/will be to a very significant degree led by youth.)*

***“Experiment
fearlessly”*** —*BusinessWeek,*

**“Type A Organization Strategies: How to Hit a Moving Target”—
Tactic #1**

***“Relentless
trial and
error”*** —*Wall Street Journal,* cornerstone of
effective approach to “rebalancing” company portfolios in the face of
changing and uncertain global economic conditions

XLIX. The **LAST** Word* (*For Now)

*“Be the best.
It’s the only
market that’s
not crowded.”*

—**George Whalin** (from *Retail Superstars: Inside the 25 Best Independent Stores in America*) (Sure, it’s obvious—but that’s the point. Amidst the madness that leads us to go this way, then that way, then the other way, it’s important to remember that being bloody damn good at ... SOMETHING ... was and is and will be the immutable bedrock of everything else.) (FYI: *Retail Superstars* is a marvel—even if you are in HR or finance. It’s 25 stories/sagas/tales about the unbridled power of imagination—sagas of people who have turned the ordinary into the extraordinary with such vigor that it makes one—or me, anyway—giggle at times. FYI: In the same vein, read/ingest Bo Burlingham’s *Small Giants: Companies That Choose to Be Great Instead of Big.*)

(“We are crazy. We should do something when people say it is ‘crazy.’ If people say something is ‘good,’ it means someone else is already doing it.” —Hajime Mitarai, Canon)

(“There’s no use trying,” said Alice. ‘One cannot believe impossible things.’ ‘I daresay you haven’t had much practice,’ said the Queen. ‘When I was your age, I always did it for half an hour a day. Why, sometimes I’ve believed as many as six impossible things before breakfast.’” —Lewis Carroll)

L. The LAST Word (**Version TWO**)

1/4,096*: *“Business has to give people enriching, rewarding lives ... or it’s simply not worth doing.”*

—Richard Branson

*A year ago I posted “everything I know” at a new site, excellencenow.com. It ended up being a 4,096-slide, 23-part PowerPoint presentation. Some ONE slide had to go ... **FIRST**. And capture the spirit of the whole shebang. I chose Mr. Branson’s quote above to fill the bill. After all, what could possibly be more important???????

LI. The LAST Word (**Version THREE**)

1T/4,096*: *“You miss
100% of the
shots you
never take.”*

—Wayne Gretsky

**This one tied for first among 4,096 with Mr. Branson. Bob Waterman and I put “Bias For Action” at the top of the list of eight winner’s traits in *In Search of Excellence*. Meant it then. More important than ever now. Plus: It’s a great life lesson for thee & me. I also like this kin from an anonymous Hollywood screenwriter: “*Ever notice that ‘What the hell’ is always the right decision?*”*

LII. The LAST Word (Version FOUR)

***“Execution is
Strategy.”***

—Fred Malek*

***Superstar private-sector entrepreneur (my White House boss, 1974)**

LIII. The LAST Word (**Version FIVE**)

Do or Die/Innovate or Die*: **“Do
*one thing
every day that
scares you.*”**

—Eleanor Roosevelt

*The world of enterprise is living on the edge. So, too, you and I. Hence, we must thrust ourselves into the “discomfort zone” each and every day—to even have a chance of thriving. The problem is, and it’s a huge one: The seemingly simple advice here ain’t simple at all. The near at hand is onerous enough—there’s no time left to venture out into the unknown. But there must be time—you must make the time. And preferably, per Ms. Roosevelt, each and every day. (See also our discussion here about what I call the “Hang Out Axiom.”)

LIV. The LAST Word (**Version SIX**)

***“All human
beings are
entrepreneurs.*”**

When we were in the caves we were all self-employed ... finding our food, feeding ourselves. That's where human history began. ... As civilization came we suppressed it. We became labor because they stamped us, 'You are labor.' We forgot that we are entrepreneurs.”—Muhammad Yunus

LV. The LAST Word (**Version SEVEN**)

PSF*

That “word”:

(*Professional Service Firm)

Add (SIGNIFICANT) value or ...

THE (only plausible) survival
trick, I fervently believe, is becoming a de facto (or de jure) “PSF.” A
business that adds value, stands for

EXCELLENCE &

WOW

 ... and executes like a maniac. We are all

entrepreneurs: **The electrician. The software coder.
The logistics genius. And the driver (below) of a
16-wheeler ... who turns his “office”/“workplace”
into ... Rolling Magic.**



LVI. The LAST Word (**Version EIGHT**)

“Life is not a journey to the grave with the intention of arriving safely in one pretty and well preserved piece, but to skid across the line broadside, thoroughly used up, worn out, leaking oil, shouting ...

‘GERONIMO!’”

—**Bill McKenna**
(professional motorcycle racer)

LVII. The LAST Word (**Version NINE**)

*“Nobody
knows
anything.”*

—William Goldman,
screenwriter extraordinaire

As I walk down the street today (1 FEB 2014) in the small town in New Zealand (Takaka) where my wife and I spend the North American winter, I can't help but wonder, “*Well, will things here really be all that different a decade from now?*” Y'know, I'm not all that sure they won't be. *And: I'm not all that sure they will be.*

Cheers, Tom

Appendix

Systems Have Their Place: SECOND Place

Tom Peters

01 March 2014

“If I could have chosen not to tackle the IBM culture head-on, I probably wouldn’t have. My bias coming in was toward strategy, analysis and measurement. In comparison, changing the attitude and behaviors of hundreds of thousands of people is very, very hard. [Yet] I came to see in my time at IBM that culture isn’t just one aspect of the game—it is the game.”

—Lou Gerstner, former chairman, IBM

Foreword

There is no doubt whatsoever about the importance of systems—even in a 1-person business. For most of us, the “to do” list—a system if ever there were one—is an imperative aid to making it through the day. On the other hand, there is an other hand. That “to do” list is utterly worthless without the will and discipline to follow up with execution—i.e., actually doing the “to dos.” And if that execution and doing involves others’ help, as it usually does, then our attitude will differentiate between success and failure.

Fact is, we could get by without the system—the “to do” list per se. But we could not get by or get anything done without the “culture”—the discipline to follow up and attitude required to effectively work with others.

*Hence, the title of this paper: “**Systems Have Their Place: SECOND Place.**” Herein are 10 cases—from the U.S. Air Force to Mayo Clinic to Toyota—in which systems, though of the utmost importance, were toothless without the “right” “organizational culture” to abet and sustain performance excellence.*

Systems Have Their Place: SECOND Place

“With ISO 9000 [quality standards] you can still have terrible products. You can certify a manufacturer that makes life jackets from concrete, as long as those jackets are made according to the documented procedures and the company provides next of kin with instructions on how to complain about defects. That’s absurd.”—Richard Buetow, Motorola

“If I could have chosen not to tackle the IBM culture head-on, I probably wouldn’t have. My bias coming in was toward strategy, analysis and measurement. In comparison, changing the attitude and behaviors of hundreds of thousands of people is very, very hard. [Yet] I came to see in my time at IBM that culture isn’t just one aspect of the game—it is the game.”—Lou Gerstner, former chairman, IBM

The research that eventually resulted in the publication of *In Search of Excellence* began in 1977. The story is rather long, but the bottom line is that American business was under frontal, and successful, assault, mainly from quality-obsessed Japanese enterprise. The problem, in my and my colleagues’ view, was largely one of misdirected priorities—namely, American managers’ overwhelming emphasis on business strategy and “the numbers first and foremost”—at the expense of people and quality and execution. Eventually, my partner Bob Waterman and I locked onto a group of American companies (subsequently labeled “the excellent companies”) that were mostly “doing it right,” also in the face of stiff competition, and had never lost their focus on what we labeled “the basics.” Our shorthand for the research results was captured in six words: “Hard is soft. Soft is hard.”

Hard is soft: The typical base of “modern management” is mechanical—emphasizing numbers and systems. Yet there is nothing easier than fudging the numbers (look at the likes of Enron and Lehman Brothers); and, alas, most systems quickly become hothouses for exponentially increasing and inevitably debilitating bureaucracy. That is, these “hard” ideas, the bread and butter of MBA programs and consultancies, are anything but “hard,” inviolable truths. Both numbers and systems are, to be sure, unquestionably imperative for running the small business as well as the giant—but they are not the bedrock.

Note: This paper indirectly stems from the current American presidential primaries. Two candidates suggested that the Department of Defense’s wasteful ways could be curbed by ordering the adoption of “6-sigma management.” Having put in two years of Pentagon duty as a naval officer (1969-1970), I was struck by the hilarity of such a notion; I’d observed the “adoption” of miracle systems before in the DOD (PPBS/Program Planning and Budgeting System, the brainchild of Robert McNamara), and watched their inevitable byproducts—*more* bureaucracy and *more* waste.. Moreover, ideas like this, and the issues associated therewith, are near the heart of my last 35 years of professional work. Hence, with some outside urging, and with no political axe to grind on this score, I prepared this brief paper.

“With ISO 9000 [quality standards] you can still have terrible products. You can certify a manufacturer that makes life jackets from concrete, as long as those jackets are made according to the documented procedures and the company provides next of kin with instructions on how to complain about defects. That’s absurd.” —Richard Buetow, Motorola

Soft is hard: We *did* discover bedrock. It came in the form of deep-seated respect for the work force; managers who were out of their offices and engaged where the work was done (“MBWA,” or Managing By Wandering Around, as Hewlett-Packard called it); an abiding emphasis on trying it (whatever “it”!) rather than talking it to death and then accepting the failures that accompany “a bias for action” as we labeled this phenomenon; keeping constantly and intimately in touch with customers; and “managing” via a small set of inviolable core values. These “soft” ideas, largely AWOL on the American management scene circa 1980, were in fact the “hard” infrastructure of excellence.

Paralleling our work, the quality “movement” took off, and enough “quality gurus” sprouted to fill a sizeable sports stadium. Without a shadow of doubt, the newfound emphasis on quality produced a raft of scintillating success stories—some of which produced extraordinary growth in profitability and market share. Yet a closer look reveals that for every quality program success there were scores of misfires—programs, often absorbing vast amounts of time and sums of money, that produced little or nothing in the way of better quality or improved financial results, and in some situations made a slumping organization even more sluggish.

Though it’s foolhardy to make such an assertion, in my view there was a singular reason for the mixed bag of results; and it was predictable from our excellence research—too much reliance on the apparently “hard” procedures of, say, six-sigma programs and not enough attention to those underlying, apparently “soft” attributes such as the respect for and engagement of the workforce and a personal commitment to excellence.

To support my point, I’ll offer up ten case studies (more accurately, snapshots) of quality programs, often in incredibly resistant environments, that did produce remarkable results. It turns out that they have two principal elements in common:

- * Passionate *local* leadership
- * A bedrock *corporate culture* that supports (or comes to support) an ethos of superior, quality work, courtesy of an engaged and respected and appreciated workforce—and, indeed, an unwavering moment-to-moment commitment to no less than excellence

(There is an eleventh case study, which focuses on failure—that is, the at least short-term demolition of a culture of quality that had previously consistently produced earth-shattering results.)

Herewith the cases:

Case #1/United States Air Force Tactical Air Command/GEN Bill Creech/“Drive bys”

Case #2/Milliken & Company/CEO Roger Milliken/the 45-minute grilling

Case #3/Johns Hopkins/Dr. Peter Pronovost/The roots of checklist power

Case #4/Commerce Bank/CEO Vernon Hill/The RED button commitment

Case #5/Veterans Administration/Abrogating the “culture of hiding”

Case #6/Mayo Clinic/Dr. William Mayo/Teamwork makes me “100 times better”

Case #7/IBM/CEO Lou Gerstner flummoxed by ingrained beliefs

Peters & Waterman 1977-present:

“Hard” is soft!
“Soft” is hard!

Source: *In Search of Excellence: Lessons from America's Best-run Companies*/October 1982 (NB: Research reported at forbes.com demonstrated that the companies in this book outperformed the stock market, 1982-2002, by a wide margin.)

Case #8/Germany's Mittelstand/excellence-in-the-genes
Case #9/Department of Defense/DASD Bob Stone/tracking down the extant
"Model Installation" superstars
Case #10/Matthew Kelly/Housekeepers' dreams
Case #11/Toyota/Growth or bust

Case #1/United States Air Force Tactical Air Command

You've doubtless seen or heard of "flyovers"—the U.S. Air Force Thunderbirds or the Navy's Blue Angels honoring some significant event with their spectacular aerobatics. But how about the "Drive by"?

General Bill Creech was the 4-star general who commanded the USAF's Tactical Air Command. He was a nut about improving the quality of everything—and wildly successful at doing just that. (He increased battle-readiness dramatically—and in the process also saved a bushel of money.) Sure, there were new systems and procedures. But they were, in fact, the least of it. For example, Creech figured that the key to quality was not the already super-motivated high-visibility USAF pilots, but, rather, the supporting cast of thousands upon thousands who stood behind them such as the brilliantly trained mechanics and technicians and logisticians. Like most supporting casts, these folks were effectively invisible, defining "un-sung" in its literal meaning. Creech moved heaven and earth to change all that. Among other things, at TAC's Langley VA headquarters, he had regular "Drive bys." The mechanics and others would polish their gear and spit shine their shoes and vehicles and, with families and friends and the brass in attendance, hold a celebratory event in which the supporting staff and equipment would parade "full dress" around the base grounds. There were a hundred things like this, quintessential "soft stuff" that added up to a matchless, "all hands" enthusiasm for and commitment to quality work—with no less than staggering results. Moreover, Creech painstakingly developed a cadre of acolytes, generals who subsequently infused this ethos into other commands.

While the new systems that supported the quality program were imperative, it was the new "culture" of all-hands engagement, quality-or-bust as only acceptable outcome, and General Creech's passionate, dogged personal engagement that made the difference.

(NB/Small world: Oddly enough, as I was writing this I ran into, on a hike in New Zealand, a retired USAF pilot. Unbidden, he got to talking about the F-16 rides he'd given to low-ranking airmen who'd performed their supporting work notably well. "*I really took those rides seriously, Tom, as seriously as a combat-training sortie,*" he said. "*We were really trying to honor the amazing work these guys were doing that kept us flying.*" At the time of his comment, he had no idea that I'd ever heard of General Creech or, for that matter, TAC!)

(NB: In this paper, I chose to use interchangeably the likes of "Six-Sigma," TQM/"Total Quality Management," "Deming Principles," Crosby's "Do It Right the First Time," and General Creech's own "Six Pillars." As a result, many readers will doubtless scream bloody murder. But my point is simple: Coherent approaches *are* vitally important! But it really doesn't matter much which one, among the tested ones, you choose—as long as the culture is "right" and the passionate-determined leadership is in place.)

Case #2/Milliken & Company

I met Bill Creech and Roger Milliken at about the same time, in the mid-80s. Roger ran Milliken & Co., the textile giant performing brilliantly against all odds in an industry under crippling assault. In dedicating my 1987 book *Thriving on Chaos* to him, I labeled Milliken & Co.'s commitment to quality the best I'd ever seen. There was indeed a "quality guru" (Phil Crosby as I recall) and new systems had been installed, damn good ones. But make no mistake, the "culture of quality" and war on de-motivating bureaucratic roadblocks that Roger Milliken installed and oversaw with unrelenting (the word was invented to describe Roger) determination made all the difference.

Consider one small, but typical example. When, say, a plant manager from afar arrived at the airport nearest to corporate headquarters, he would invariably be met by "Mr. Milliken," as the boss was called by all except his brothers, and a 45-minute ride would ensue—just the two of them and the driver. The plant manager knew what was coming—a non-stop grilling by Mr. M on one and only one topic, progress since the last grilling on the quality program and environment thereof. It was a good idea in terms of your future welfare to have something—*45 minutes of significant somethings!*—to say on the way to Spartanburg, SC.

And now consider one *big* example. Milliken was very formal ("Mr. M") and rank-conscious to a fault. Yet when Roger decided to create the role of company president, he passed over all the long-in-line and faithfully serving top candidates and selected Tom Malone for the highly visible new slot. Malone had run a small unit—but had become ardent cheerleader-in-chief for the most successful implementation of the quality strategy and ethos in the multi-billion dollar company. The signal Tom's "deep dip" promotion sent? Very loud and very clear: Get aboard the quality culture train ... or else.

Quality guru? Yes, Milliken had one. Supporting systems? Yes, good ones! But the defining difference was sustained and unwavering leadership from the top and the development of a quality culture in the face of the industry's abiding "culture," which was, in effect, exclusively focused on competing through cost cutting.

Case #3/Johns Hopkins

Patient safety is a hot topic, as it well should be—depending on how you add up the stats, American hospitals alone kill 100K to perhaps even 500K of us per year via largely unforced errors. Near the head of the parade of crusaders for change is Johns Hopkins' Dr. Peter Pronovost, appropriately called the father of the widely touted use of "checklists" in hospitals—and said by one high and mighty source to have saved more lives than any other doctor in America over the last decade! Used appropriately, and they very slowly but somewhat surely are coming to be, checklists *can* result in mind-boggling reductions in errors—e.g., 80% or 90% or even more in places of consequence.

The key phrase, however, is "*used appropriately.*" In his book (with Eric Vohr) *Safe Patients, Smart Hospitals*, Dr. Pronovost takes us through the trials and enormous tribulations of "getting checklists right"—i.e., unleashing the full potential of this "obvious" and "simple" tool, initially at a renowned institution (Hopkins) where the traditional medical hierarchy was deeply entrenched. The key, as is invariably the case in such circumstances, was tackling and then, over time, dramatically altering "institutional culture." For one example among dozens, or hundreds, nurses must be permitted—*required!*—to immediately intervene with docs who skip a checklist step. Talk about 20-megaton "culture change" in an environment where all too many (alas, most) M.D.s treat the likes of nurses with blatant disrespect (alas, "blatant" is the appropriate adjective)!

Taking a somewhat closer look, we find that Peter Pronovost's work was to a large extent triggered by the unnecessary loss of a child, Josie King, at Johns Hopkins Hospital. (The event triggered many things at Hopkins as well as elsewhere and is chronicled in *Josie's Story: A Mother's Inspiring Crusade to Make Medical Care Safe*, by the deceased child's

“When I was in medical school, I spent hundreds of hours looking into a microscope—a skill I never needed to know or ever use. Yet I didn’t have a single class that taught me communication or teamwork skills—something I need every day I walk into the hospital.” —Dr. Peter Pronovost

now-crusading mother, Sorrel King.) In his own book, Dr. Pronovost discusses Josie's care, or lack thereof, at a critical moment in the context of a wrongheaded "corporate culture":

“The nurses said they tried to voice their concerns up the chain of command—but no action was taken. The way communication was organized at Hopkins, as it is at most hospitals, did not make this easy. Nurses would have to talk to residents, who then passed the message on to chief residents or fellows, who would then talk to the attending surgeons. It is common for the opinion of lower levels of the hierarchy to be discounted and often ignored by higher-ups. ... If someone jumps rank or seeks approval from another surgeon outside of the chain or in any way circumvents this hierarchy, the penalty is often public humiliation and reprimand.”

Wow—and, sadly, no surprise whatsoever.

Dr. Pronovost examined the roots of such death-dealing behavior, as reflected in his own training regimen, “When I was in medical school, I spent hundreds of hours looking into a microscope—a skill I never needed to know or ever use. Yet I didn't have a single class that taught me communication or teamwork skills—something I need every day I walk into the hospital.” Indeed it is precisely the likes of a rare “culture of teamwork,” or the characteristic absence thereof, that makes the apparently straightforward implementation of the “simple” checklist rise or fall—and accounts for the majority of those 100K+ unnecessary hospital deaths due to preventable errors.

The importance of the “system,” that is, the checklist per se, is irrefutable! Usefulness of the checklist without culture change, however, was/is marginal or zero or even a step back. (That is, done wrong the checklist becomes another mandated bureaucratic annoyance—which may well worsen rather than improve the already lousy coordination among key actors such as doctors and nurses.)

Case #4/Commerce Bank

Commerce Bank (now part of TD Bank) created a revolution of sorts in East Coast consumer banking by creating an atmosphere that welcomed customers at a time when most banks seemed to be going out of their way to alienate their retail clientele. In this “case-lette” I’ll focus on one tiny part of one customer-friendly system. Founder Vernon Hill (with Bob Andelman), in *Fans! Not Customers. How Commerce Bank Created a Super-growth Business in a No-growth Industry*, explains: “Every computer at

Commerce Bank has a special **RED KEY** on it that says, ‘Found something stupid that we are doing that interferes with our ability to service the customer? Tell us about it, and if we agree, we will give you \$50.’”

It’s a “system,” sure, but it’s 95% a transparent “culture-enhancement device”—the focus is on attitude far more than process. That is, the message is, “For God’s sake, we beg each and every one of you to please help improve the quality of the customer experience!”

Case #5/Veterans Administration

Surprising many, Veterans Administration hospitals again and again rank at the top of every list on patient safety/quality of care evaluations. One key reason is the success of the VA staff at developing an understanding of the nature and source of medical errors. That sounds obvious, but as things are, the health care system in general seems perversely designed to keep people (docs, etc.) from admitting and thence analyzing errors. The VA’s Ken Kizer calls it a “*culture of cover-up that pervades healthcare.*” It contrasts sharply with the airline industry. “When a plane crashes,” says James Bagian, M.D. and former astronaut, now working with the VA, “they ask, ‘What happened?’ In medicine they ask: ‘Whose fault was it?’” The latter, of course, is a perfect device for insuring silence.

The VA frontally attacked this pervasive and deadly “culture of cover-up”—and replaced it with a “culture” based on learning from errors. The new idea, as brilliantly reported in Phillip Longman’s *Best Care Anywhere: Why VA Healthcare Is Better Than Yours*, was “looking for solutions, not seeking to fix blame on individuals except in the most egregious cases.” The good (incredible!) news was that as the culture change around admitting errors/learning from errors was established, *and* as the process came to be seen as trustworthy, there was a resulting ***thirty-fold increase*** in the number of medical mistakes and adverse events that got reported to the “Patient Safety Event Registry.” And the exponentially greater understanding of the source and nature of errors led in turn to procedural and cultural alterations that make the VA the shining example it has become.

Once more the story is indeed one of a spectacularly useful “system” ... enabled, however, courtesy mind-boggling, “genetic”-level culture change, which in turn was enabled by a grassroots-led, passionately pursued (for over a decade) revolution.

Success Key #1: Directly confronting and excising the deeply entrenched *“culture of coverup”*** that pervades medical practice at all levels—and replacing it with a “culture of learning.”**

Case #6/Mayo Clinic

Dr. Pronovost may not have had any team training, but there are a few examples of healthcare organizations that “got it right from the start.” One of the two core values instilled by Dr. William Mayo (Mayo Clinic) in 1910 was, effectively, practicing team medicine. (Designing the practice around the patient, or “patient-centered care” as some call its rare manifestation today, was the other core value.)

The potency of Mayo’s team-based culture? Consider this from Dr. Nina Schwenk, a Mayo newcomer: *“I am hundreds of times better here [than in my prior hospital assignment] because of the support system. It’s like you are working in an organism; you are not a single cell when you are out there practicing.”* (Yes, that’s not a misprint: “hundreds of times better.”) Such a culture lends itself to the safer and more effective practice of medicine, for which Mayo may have few if any worldwide peers.

Again: To be sure there are numerous formal systems at Mayo, but the healthful elixir that matters is a peerless culture of cooperation—that dates back to William Mayo’s inspired leadership a century ago.

(NB: The Mayo examples come from Leonard Berry and Kent Seltman’s superb *Management Lessons from Mayo Clinic*. In fact, I cannot resist one more jaw-dropping “cultural” commentary from Berry and Seltman. It typically boggles the mind of healthcare professionals in my seminars, who are used to the strict separation of disciplines and hierarchies of authority and power in their own institutions. To wit: *“A Mayo surgeon recalled an incident that occurred shortly after he had joined the Mayo surgical staff. He was seeing patients in the Clinic one afternoon when he received a call from one of the most experienced and renowned surgeons on the Mayo Clinic staff. The senior surgeon stated over the phone that that he was in the operating room performing a complex procedure. He explained the findings and asked his junior colleague whether or not what he, the senior was planning seemed appropriate. The junior surgeon was dumbfounded that that he would receive a call like this. Nonetheless, a few minutes of discussion ensued, a decision was made, and the senior surgeon proceeded with the operation. ... A major consequence was that the junior surgeon learned the importance of inter-operative consultation for the patient’s benefit even among surgeons with many years of surgical experience.”* Berry and Seltman also report, another jaw-dropper, that a senior Mayo oversight team more or less routinely disciplines, or even releases, doctors, regardless of technical reputation, who repeatedly fail to practice team medicine.)

(NB: And one more, per my lights, blockbuster: The authors report that in the course of a typical Mayo hiring interview, the candidate is asked to describe a successful project she or he led. The interviewers make careful note of the frequency with which the

“We”

candidate uses
team’s activities!)

rather than “I” to describe her or his

**“I am ... *hundreds*
of times ... better here
[than in my prior hospital
assignment] because of the support
system. It’s like you are working in
an organism; you are not a single
cell when you are out there
practicing.”** —Dr. Nina Schwenk, Mayo Clinic

Case #7/IBM

I first met Lou Gerstner when I was at McKinsey & Co. in the late '70s. The phrase “tough as nails” was invented for the likes of Lou. Only GE’s Jack Welch, among CEOs I’ve met, including generals who ran their nation’s armed forces, is in the same league. Gerstner was also the quintessential McKinsey proponent of “Gimme the facts, period.” He was, in short, an analyst’s analyst—and a superb one at that. My work on organization effectiveness was in its infancy, and though mandated by the Firm’s managing director (de facto CEO), Gerstner thought it was, well, crap. Too “soft” by an order of magnitude!

Time passed, I co-wrote a book about excellence with Bob Waterman (our motto, recall, was “Hard is soft. Soft is hard.”), and Gerstner after a couple of very successful stops-at-the-top, such as American Express, was called in as CEO to save (or dismantle) a staggering IBM. His success was mindboggling, and like so many CEOs in those days, he wrote about it after the fact; i.e., *Who Says Elephants Can’t Dance*. No surprise, I was completely taken by a paragraph that appeared in the introduction:

“If I could have chosen not to tackle the IBM culture head-on, I probably wouldn’t have. My bias coming in was toward strategy, analysis, and measurement. In comparison, changing the attitude and behaviors of hundreds of thousands of people is very, very hard. [Yet] I came to see in my time at IBM that culture isn’t just one aspect of the game—it is the game.”

Gerstner extolling the utter inescapable necessity of wholesale culture change? You could indeed have knocked me over with the proverbial feather! Though not directly on the topic of quality, this is in many ways the crowning example in this brief set. Did Gerstner forget about the analytics during his decade-long sojourn at IBM? You gotta be kidding! His love affair with the “hard facts” was never far from the surface. And yet, he faced the hardest of all facts, namely that “soft” really is “hard.” That without tackling the bedrock (hard, eh?) culture issues, a dramatic shift in corporate performance, even survival, was not possible. Lou also came to appreciate that to make such a change he absolutely needed voluntary buy-in, not merely a mandate from the top, “In the end,” he said in his book, “management doesn’t change culture. Management invites the workforce itself to change the culture.”

Lou Gerstner?

“Invite”?

Wow!

*“Yet I came to see in my time at IBM that culture isn’t just one aspect of the game—
it IS the game.”* —Lou Gerstner

Case #8/Germany's Mighty "Mittelstand"

Germany's extraordinary economic performance, particularly as high-end manufactured products exporter, is not by and large built on the backs of a few giant institutions such as Siemens or Daimler-Benz. Instead the acknowledged bedrock is a stellar set of middle-sized firms—the so-called *Mittelstand*. I studied them closely and even did a PBS television special featuring several Mittelstand firms—it was more or less their first American “public” exposure.

The world of “management thinking,” at the time of my Mittelstand research, in about 1990, was as always awash in buzzphrases—none more commonplace than “empowerment.” Yet as I toured these wildly successful German firms, the spearcarriers for the nation's export excellence, I never once heard “empowerment” (in English or its German equivalent) or “continuous improvement” or their ilk. *Never = Never*. Over time I came to appreciate what I think is the key success factor—and my work over the last 20 years has reinforced that notion. In a word (or words) ... *respect/mutual appreciation*. Superior quality is more or less instinctive in German enterprise; and beneath that “instinctive,” it is a byproduct to a significant degree of the ubiquity of the apprenticeship education and development process. *That process provides a common background and cultural appreciation of superior workmanship among junior and senior workers and their junior and senior bosses—all the way to the CEO*. I observed any number of unstaged exchanges between the CEO-owner (boss of a billion dollar firm) and a 19-year-old line employee that could only be labeled as conversations among colleagues. (Most of us, to put it mildly, think of Germans as rigid and hierarchical—I was taken aback, I'll be the first to admit.) That is, there is widespread respect for and appreciation of craftsmanship and quality work and the initiative required to make it all work—and hence no need for the big boss to call in pricey HR consultants and launch an “empowerment initiative.” Could it be so simple? Of course not! On the other hand, the commonality of my experience throughout visits to a half-dozen companies, ranging from toymakers (Playmobil) to machine-tool manufacturers (Trumpf), I believe strongly supports the argument presented here.

I am hardly saying that systems and measures are not a big part of life in a Mittelstand firm. I am suggesting that they play a supporting role to an incredibly powerful and remarkably widespread national culture of quality work and

self-managed employee on-the-job performance, commitment, accountability, and growth. “Empowerment” consultants need not apply. (I’d also add that virtually all the workforce is unionized—a stereotypical image of union workers focused on “gettin’ the day behind them” is distinctly the wrong image.)

Case #9/Department of Defense Model Installations

Bob Stone was the director of Vice President Al Gore’s mostly invisible and surprisingly effective “re-inventing government” program. His approach at the White House was developed a decade before. When I first met Bob, he was Deputy Assistant Secretary of Defense for Installations, in effect responsible for the status and development of all of our military facilities. He re-defined his DOD task as a headlong effort to achieve nothing short of global excellence. His approach fascinated me—he turned his back on “programs” and “systems,” though he is as much a conservative “systems guy” as anyone I’ve met. In short, he knew from long and frustrating experience that “clever” new systems and programs launched with promises of “transformation” were invariably dead ends in government—that is, their main “products” were increased bureaucracy and constant gaming.

Stone’s extraordinarily effective approach was built around a set of what he labeled “Model Installations.” Given the size of the defense facilities establishment, he figured that there were mavericks out there already doing it right, in fact very right, despite a gazillion bureaucratic impediments; hence, rather than have “brilliant” staff analysts invent “improvement programs,” he cited and publicly honored some small number of stalwart bases as “Model Installations.” He “invited” (shades of Gerstner at IBM) others to learn from the stars’ approaches—which had invariably produced results that put their peers to shame. Stone succinctly captured the notion this way: “Some people look for things that went wrong and try to fix them. I look for things that went right, and try to build off them.” And build off them he did!

(Along the way, Stone *did* attend to the systems per se—and took gargantuan steps to de-bureaucratize them. For example, the principal DOD facilities management guidance document was reduced from 450 pages to eight pages! Stone told me he had wanted to produce the 8-page version in a pocket-size format—however higher-level DOD guidance, beyond his remit, would not permit official documents being printed and distributed in such a revolutionary format. Ah ...)

“Some people look for things that went wrong and try to fix them. I look for things that went right, and try to build off them.” —Bob Stone

Once more, I'm not, to put it mildly, describing an environment short on systems and procedures and measures—but I am describing a context in which local leadership (the model-installation commanders) and a carefully nurtured culture of mutual respect and appreciation of excellence are the dominant drivers of success.

Case #10/Housekeepers' Dreams

The single staff person who has the most face-to-face interaction with the hotel guest is the housekeeper you cross paths with in the corridor and who is responsible for “the little things” in your room that are not in the least bit “little.” We guests all know intellectually we’re sleeping in a room where a thousand others have slept or expressed unattractive habits, but we don’t want to be reminded by the work of a sloppy housekeeper. All that said, the housekeeper is typically the most lightly regarded member of staff—hence, among other things, high turnover and anything but a commitment to service and guest experience excellence. Maybe it’s the residual engineer/MBA in me, but I shy away from books with titles like *The Dream Manager*. But killing idle time in an airport will cause all sorts of odd behavior. Which is to say I aimlessly picked up Matthew Kelly’s *The Dream Manager* in the Atlanta airport—and was instantly hooked. Though written in parable form (I have trouble with that, too), it is the story of a real and outstanding (growth, profits, customer loyalty) cleaning services company—that is, a collection of thousands of de facto housekeepers! (The company chose to remain anonymous—imaging it would be seen by employees as exploitative; I was later thrilled to meet the CEO of the very real firm.)

Kelly, or, rather, the company’s leaders, made an obvious assertion (after the fact—I admit to being bowled over by the obvious time and again) that everyone—yes, including housekeepers!—has dreams. That housekeeper from God knows where is likely a single mom with two kids and three jobs who imagines another more satisfying life if only, say, she could get a community college certificate in business administration or hospitality. Though the CC certificate will not directly make her a better cleaner, it will make her a more fulfilled person—which will indeed doubtless make her a better housekeeper. (It does indeed work!) Given all this, then, the manager’s first job becomes explicitly helping front-line folks achieve their dreams—hence, a “dream manager.”

Kelly brilliantly describes the guiding corporate philosophy:

“An organization can only become the-best-version-of-itself to the extent that the people who drive that organization are striving to become better-versions-of-themselves. The question, then, is: What is an employee’s purpose? Most would say, ‘to help the company achieve its purpose’—but they would be wrong. That is certainly part of the employee’s role, but an employee’s primary purpose is to become the-best-version-of-himself or –herself. ... When a company forgets that it exists to serve customers, it quickly goes out of business. Our employees are our first customers, and our most important customers.”

Perhaps you’d say, as I did at first (yes, even me, Mr. “Soft is hard”), that “dream manager” is a bit over the top. Yet it works—and has produced bottom-line excellence and service excellence for years. And once more, as I talked with Kelly and then the company founder, I discovered that, of course, there are procedure manuals and time-tested systems—damn good ones, in fact. But it’s not those manuals that have produced the exceptional results—it’s a clutch of “mere” housekeepers pursuing their dreams and becoming more effective and fulfilled human beings.

*“We all have
dreams.”* —Matthew Kelly

*“We are ladies and
gentlemen serving
ladies and
gentlemen.”*

—from the Ritz-Carlton Credo

NB: The Ritz-Carlton hotels, under the inspired leadership of Horst Schulze, set a standard for hotel service quality. The organization's "credo": ***"We are ladies and gentlemen serving ladies and gentlemen."*** Sound mundane? Well, it's not. Perhaps the large majority of the front-line staff who almost singlehandedly shape the customer experience—housekeepers redux—have been treated like anything but "ladies and gentlemen." A single word ("lady" or "gentleman") does not excellence make—but it sure as hell helps! As to the idea (I'd say *profound* idea) of employees as "customers," the remarkable Herb Kelleher, Southwest Airlines founder and longtime CEO, always insisted that there was a single primary underpinning for his company's excellence in a brutally competitive environment: *"You have to treat your employees like customers."* Related favorites of mine: From health and beauty-salon chain founder John DiJulius: *"When I hire someone, that's when I go to work for them."* And Arie Weinsweig, founder of the world renowned food emporium Zingerman's: *"If you want staff to give great service, give great service to staff."* (NB: At the Ritz-Carlton, those housekeepers are permitted to spend \$1,000+ to fix a guest problem—without the approval of "management." A lot of middle-managers are not allowed that much leeway!)

Case #11/Toyota

Toyota's systems have long been the envy of the world—ensuring quality matched by none. Or so was the case for several decades. In the last few years, alas, Toyota has become a poster child for quality problems, some of which are purported to have resulted in fatalities. While it's admittedly absurd to pin a problem of this magnitude on a single variable, it seems almost certainly to be more or less the case in this instance.

Closing in on a then-stumbling GM, Toyota pulled out all the stops in a rush to become the world's largest car company in terms of sales. While the objective was achieved, it seems to have come at the expense of a proud culture of quality and excellence, which was effectively replaced by a culture of more along the lines of "growth-at-all-costs."

As a result of the ensuing quality missteps, which clearly dented customers' faith in the product, top leadership was revamped, apologies were made by the Toyoda family, and new family leadership was installed at the top—the results, happily, are promising.

When we speak of Japan's enterprise success, particularly in the quality and continuous improvement arena, we talk often of systems—"CI"/continuous improvement or "lean production" or the "Deming Principles." Dr. Deming's approach did work miracles in Japan, but the lessons extracted therefrom were misleading. Deming may have had a scheme, but it was based almost entirely on an enabling "corporate culture" of employee commitment to quality; moreover, in Japan, the existing national culture and approach to work were tailor-made for implementing Deming's prescriptions. Of course, as suggested in this brief example from Toyota, even the most effective of corporate cultures can be torpedoed, at least in the short term.

The most effective cultures imaginable—e.g., Toyota's—can slip, slip badly, and slip astonishingly quickly. Sustaining a culture of quality and excellence is a daily affair. And a conscious daily affair! Leaders at all levels must explicitly assess their daily performance to gauge the degree to which they have stayed true (or not) to the cultural imperatives of an organization devoted to matchless quality and an invariant standard of excellence.

Systems Have Their Place: **SECOND** Place

These eleven case studies capture the lion's share of the organizational universe. E.g.: the public as well as the private sector. Our fastest growing "industry," healthcare, as well as the poster child for embattled industries, textiles. Non-USA entities—Toyota and the German Mittelstand—as well as American institutions. The life of USAF pilots—and the life of hotel housekeepers. The stories are, obviously, intentionally repetitive. They effectively make the same point again and again: Systems and procedures are necessary but no where nearly sufficient. In fact, in the absence of fired up local leadership and a supportive organizational culture that starts with respect for the contribution of every employee, elaborate systems can readily become additional bureaucratic drag.

To an extent, this discussion is pessimistic. There are no miracle cures. There are no clever systems that will in and of themselves carry the day. If you don't have an effective culture taking the lead, you are pretty much doomed to marginal improvement, or, God help you, steps back by merely installing a system, no matter how ingenious or how highly touted it may be.

*In the end: **Hard is soft.***

***Soft is hard.** The traditionally viewed "soft" variables such as "institutional culture" and "inspired leadership" are the principal keys to success—or failure.*

Closing notes:

(1) While I have consistently indicated to the contrary, one might assume that I am giving systems short shrift. To be sure, I am emphasizing the incompleteness—and often problematic nature—of a strategy that envisions superior systems as a be all and end all. But, trained as I am, first and foremost, as an engineer, I am hardly indisposed to superior systems—organizations do indeed need to be organized, and systems are the scaffolding for effectively organized affairs. In fact, an approach to doing business that brushed off systems and effectively stopped with a culture that was, say, highly supportive of staff would also by and large be dysfunctional. In short, one needs both superb systems *and* a culture that unmistakably “puts people first” in pursuit of quality and overall excellence. The purpose of and impetus for this paper is, then, primarily is to act as a corrective to the traditional approach that, so often, emphasizes systems and de-emphasizes—or ignores!—the sort of organizational cultures described briefly in the cases above.

(2) A related point, a source of continued irritation to me: I am *not* talking about “balance”—a word I dislike! That is, the cases above are do not “balance” culture and systems—they are, de facto, cases of, if you will, “double excellence.” The systems at, say, TAC are superb—*and* the TAC culture instilled by General Creech is appropriate to maximizing the value of those systems and, hence, producing overall excellence and superior results.

**Culture first, systems imperative-but-second ...
but for sustaining excellence in quality and
productivity and performance excellence.**

You’ve gotta do both with panache !