Tom Peters'

EXCELLENCE. "THE WORKS" A Half-Century's Reflections/1966-2016 Appendix LIBRARY OF BEST QUOTES

01 January 2016

(10+ years of presentation slides at tompeters.com)

Contents/"The Works"/1966-2016/EXCELLENCE

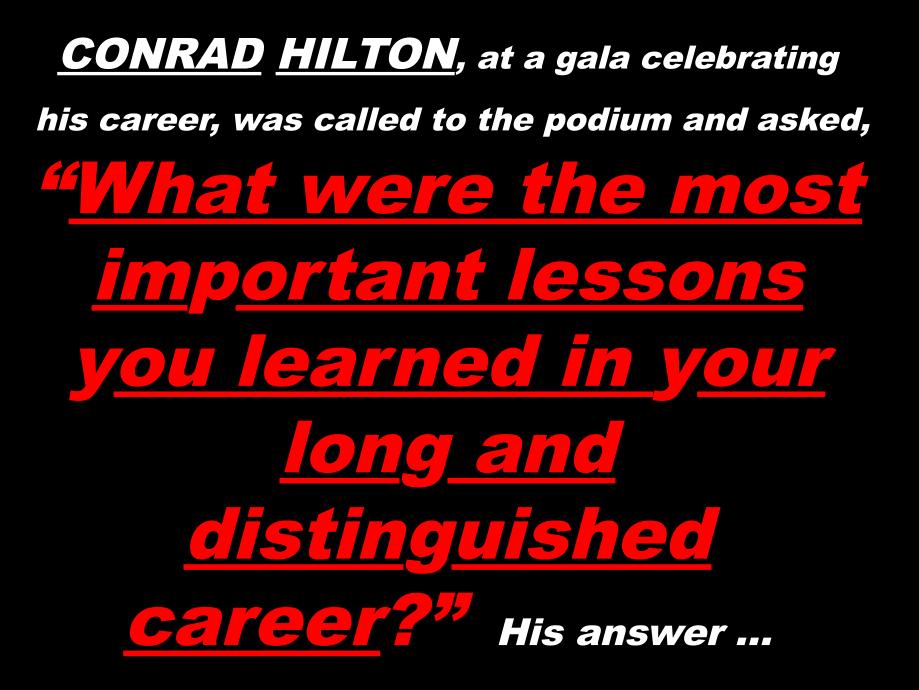
Chapter ONE: Execution/The "All-Important Last 95%" Chapter <u>TWO</u>: EXCELLENCE (Or Why Bother at All?) Chapter <u>THREE</u>: The "Strategy First" Myth Chapter FOUR: (REALLY) First Things Before First Things **Chapter FIVE: 34 BFOs/Blinding Flashes of the Obvious** Chapter SIX: Putting People (REALLY!) First Chapter SEVEN: Tech Tsunami/Software Is Eating the World++ Chapter EIGHT: People First/A Moral Imperative Circa 2016 Chapter <u>NINE</u>: Giants Stink/Age of SMEs/Be The Best, It's the Only Market That's Not Crowded Chapter TEN: Innovate Or Die/W.T.T.M.S.W./ Whoever Tries The Most Stuff Wins++ Chapter <u>ELEVEN</u>: Nine Value-added Strategies Chapter <u>TWELVE</u>: Value Added/1st Among Equals/DESIGN MINDEDNESS Chapter THIRTEEN: The "PSF"/Professional Service Firm "Model" as Exemplar/"Cure All" Chapter <u>FOURTEEN</u>: You/Me/The "Age of 'BRAND YOU'/'Me Inc." Chapter **FIFTEEN**: Women Are Market #1 For Everything/ Women Are the Most Effective Leaders Chapter SIXTEEN: Leadership/46 Scattershot Tactics Chapter SEVENTEEN: Avoid Moderation!/Pursue "Insanely Great"/Just Say "NO!" to Normal **Appendix: Library of Best Quotes**

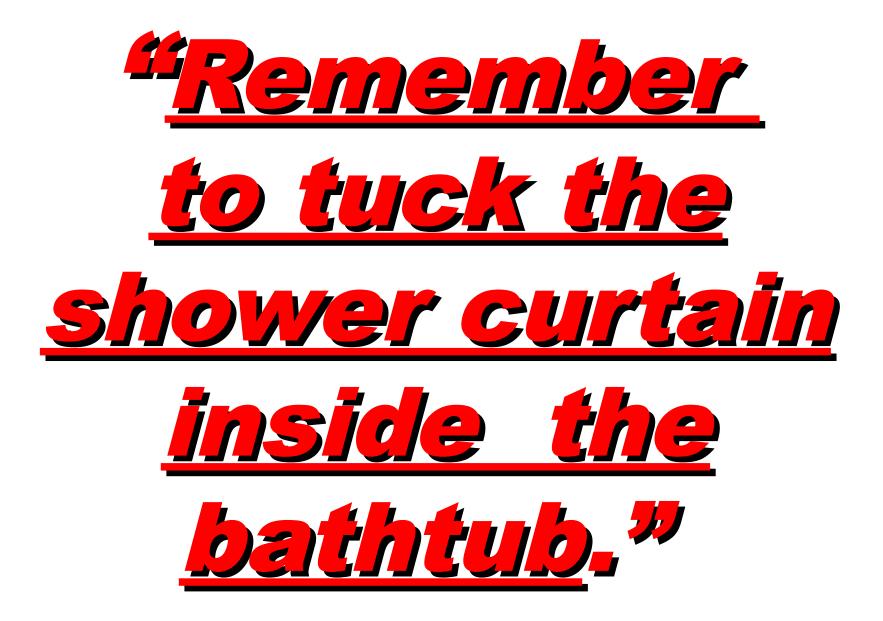
It' simple. I am pulling together here my selection of "best quotes" from the 17 chapters in the book. And, I must admit, some of those quotes are mine—they're the ones herein that have no name on them.

Herewith in 10 Sections:

* Execution * Excellence * People * Tech Tsunami * Moral Responsibility * The Age of SMEs * Innovation * Value-Added Strategies * Brand You * Professional Service Firm Model * Leadership * Avoid Moderation

FYI. (P-L-E-A-S-E steal.) EXECUTION





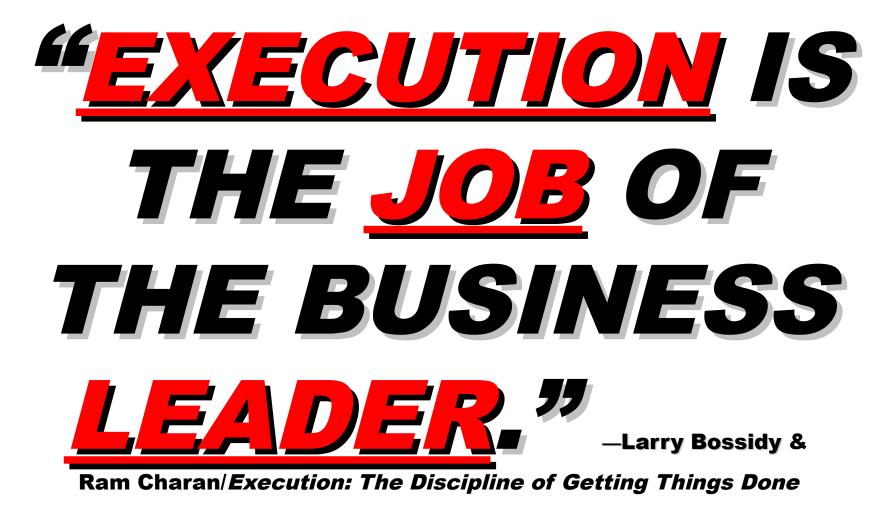
You get 'em in the door with "location, location, location"-and gorgeous appointments. You keep 'em coming back * with the tucked in shower curtain.

*Profit rarely/never comes from transaction #1; it is a byproduct of transaction #2, #3, #4 ...

"EXECUTION 15 STRATEGY."

-Fred Malek

"In real life, strategy is actually very straightforward. Pick a general direction and implement **like hell.**"—Jack Welch



"Amateurs talk about strategy. Professionals talk about logistics."

> -General Omar Bradley, commander of American troops/D-Day

EXCELLENCE

McKinsey: Culture > Strategy Wall Street Journal, 0910.13: "What matters most to a company over time? Strategy or culture?" **Dominic Barton, Managing Director,** McKinsey & Co.: "Culture" McKinsey: People > Strategy



—title, lead article, *Harvard Business Review* July-August 2015, by McKinsey MD Dominic Barton et al.

"When assessing candidates, the first thing I looked for was energy and enthusiasm for execution. **Does** she talk about the thrill <u>of getting things done,</u> the obstacles overcome, the role her people played —or does she keep wandering back to strategy or philosophy?" —Larry Bossidy, Execution

Response/January 1999 to question on his (Peter Drucker's) "most important contribution": *"I focused this discipline on people and power; on values, structure, and constitution; and above all, on responsibilities*

- THAT IS,

I FOCUSED THE

DISCIPLINE OF

<u>MANAGEMENT ON</u>

<u>MANAGEMENT AS A</u>

TRULY LIBERAL ART."

"Management" as conventionally perceived is a dreary/ misleading/constrained word. E.g., mgt/standard usage = Shouting orders in the slave galley.

Consider, please, a more encompassing/more accurate definition:

"Management' is the arrangement and animation of human affairs in pursuit of desired outcomes."

Management is *not* about Theory X vs. Theory Y/"top down" vs. "bottom up." Management *is* about the essence of human behavior (Drucker called it a "liberal art"), how we fundamentally arrange our collective efforts in order to survive, adapt—and, one hopes, thrive. (E.g., Hall of Fame management document: Constitution of the United States of America.) "It may sound radical, unconventional, and bordering on being a crazy business idea. *However— as ridiculous as it sounds—joy is the* core belief of our workplace.

is the reason my company,

Menlo Innovations, a customer software design and development firm in Ann Arbor, exists. It defines what we do and how we do it. It is the single shared belief of our entire team."

—Richard Sheridan, Joy, Inc.: How We Built a Workplace People Love In **Good Business**, Mihaly Csikszentmihalyi (the FLOW guru) argues persuasively that business has become the center of society. As such, an obligation to community is front & center. Business as societal bedrock, per Csikszentmihalyi, has the

"SUM OF

RESPONSIBILITY to increase the ...

HUMAN WELL-

community." In terms of how adults collectively spend their

BEING," Business is NOT "part of the

waking hours: Business **1** the community. And should act accordingly. The (REALLY) good news: Community mindedness is a great way (the BEST way?) to have spirited/committed/customer-centric work force—and, ultimately, increase (maximize?) growth and profitability.

ORGANIZATIONS EXIST TO SERVE. PERIOD.

LEADERS <u>LIVE</u> TO <u>SERVE</u>. PERIOD.

"On the face of it, shareholder value is the dumbest idea in the world. Shareholder value is a result, not a strategy. ... Your main constituencies are your employees, your customers and your products." -Jack Welch, FT, 0313.09, page 1

In Search of Excellence "twitter-ized"/ <140 Characters: Cherish your people, cuddle your customers, wander around, "try it" beats "talk about it," pursue Excellence, tell the truth. 127/Q.E.D.

EXCELLENCE is <u>not</u> a "long-term" "aspiration."

EXCELLENCE *is* the ultimate shortterm strategy. EXCELLENCE *is* ... THE



Michael Raynor and Mumtaz Ahmed: 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.")

Jeff Colvin, *Fortune*: "The Economy Is Scary ... But Smart Companies Can Dominate":

They manage for value—not for EPS. They get radically customer-centric. THEY KEEP DEVELOPING HUMAN CAPITAL. "We all start out in life loving our fathers and mothers above everything else in the world, but that does not close the doors of love. That prepares us to love our wives and husbands and children and friends and to cooperate with and show respect to all worthy individuals with whom we come in contact or have an opportunity to reach in other ways. We must apply that to nations and to other businesses.

"We in IBM must not confine our thoughts just to IBM. We must extend our cooperation to all other businesses whether we do business with them or not. We are one cog in the industrial wheel.

"Then as citizens we must extend our respect to all worthy people in all nations. We are moving along in troublesome times, but the love of these various things of which I have spoken and of the people in whom we are interested is Going to be the great force which will make us all appreciate the spiritual values which constitute the only solid foundation on which we can build."

-Thomas J. Watson, Sr. address to IBM Sales and Service Class 525 and Customer Engineers Class 528, IBM Country Club, Endicott, NY, October 30, 1941 PEOPLE





—Lead article, *Harvard Business Review*. July-August 2015, by Ram Charan, Dominic Barton, and Dennis Carey 1/4,096: excellencenow.com

"Business has to give people enriching,





-Richard Branson

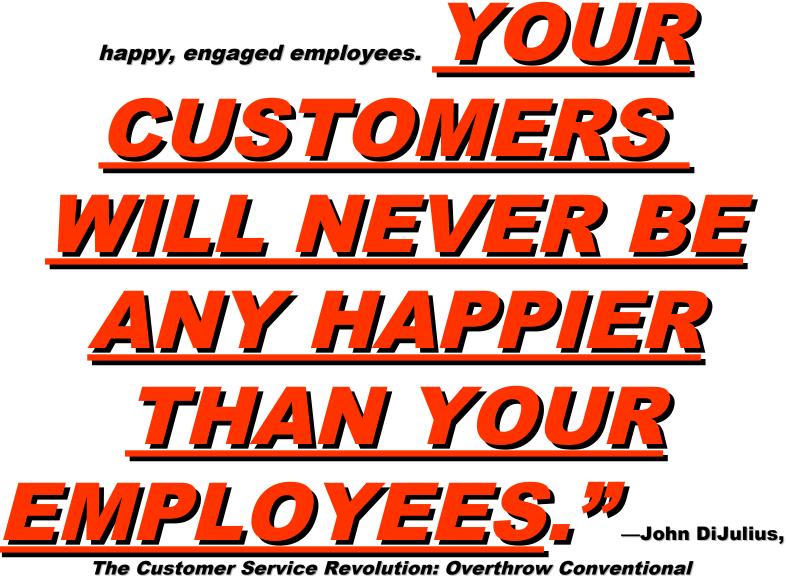


—Herb Kelleher, Southwest Airlines, upon being asked his "secret to success"

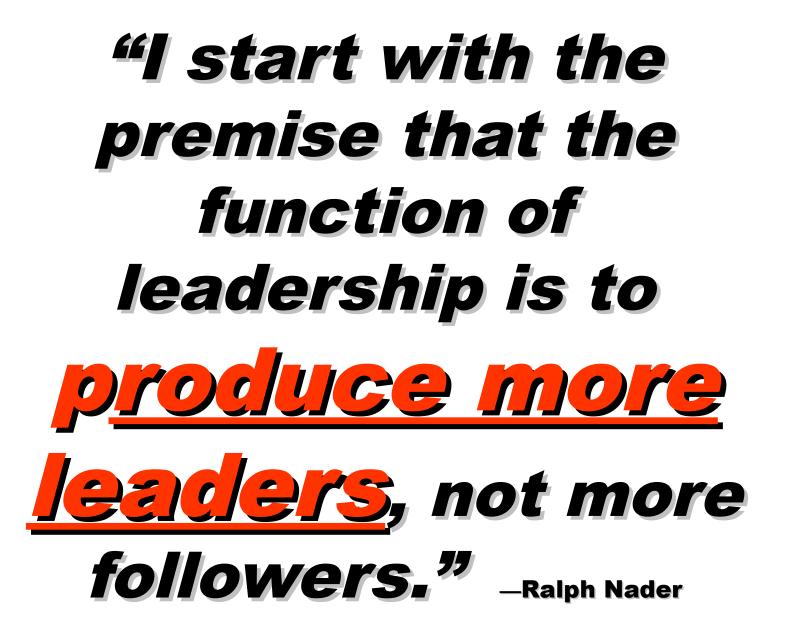


"When I hire someone, that's when I go to work for them."

—John DiJulius, "What's the Secret to Providing a World-class Customer Experience" "What employees experience, Customers will. The best marketing is



Business, Inspire Employees, and Change the World



"The ultimate filter we use [in the hiring process] is that we only hire <u>nice</u>

people. ... When we finish assessing skills, we do something called 'running the gauntlet.' We have them interact with 15 or 20 people, and everyone of them have what I call a 'blackball vote,' which means they can say if we should not hire that person. I believe in culture so strongly and that one bad apple can spoil the bunch. There are enough really talented people out there who are nice, you don't really need to put up with people who act like jerks."

—Peter Miller, CEO OptiNose (pharmaceuticals)

"When we talk about the qualities we want in people, <u>empathy</u> is a big one. ... If you can empathize with people, then you can do a good job. If you have no ability to empathize, then it's difficult to help people improve. Everything becomes harder. One Way that empathy manifests itself is **COURTESY.** ... It's not just a veneer of politeness, but actually trying to anticipate someone else's needs and meeting them in **advance.**⁷⁷—Stewart Butterfield, co-founder/CEO Slack, founder Flickr

"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."

—Bo Schembechler (and John Bacon), "Recruit for Character," *Bo's Lasting Lessons*

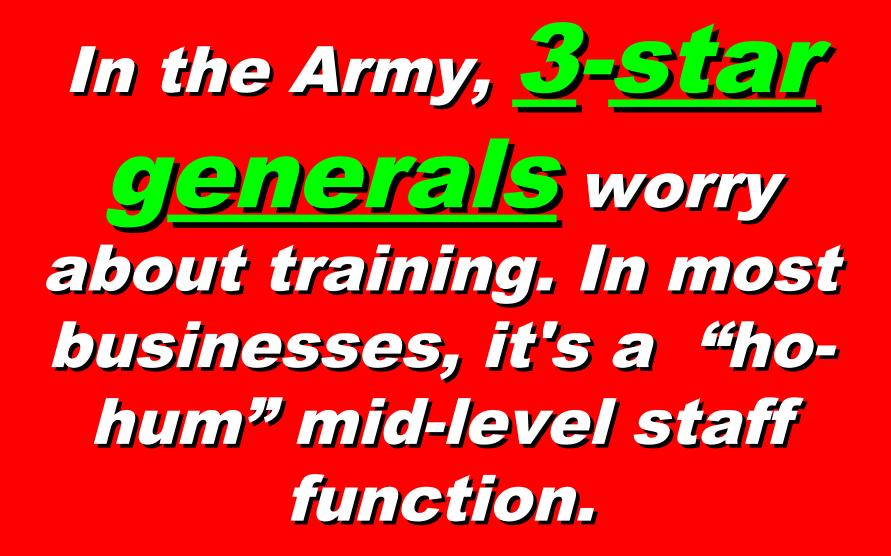
Promotion Decisions

"Alife and death death decisions"

Source: Peter Drucker, The Practice of Management

"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 <u>up the ladder a leader</u> <u>climbs, the less accurate his</u> 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*



Boss & RPD: Your (boss's) job is (much) safer if every one of your team members

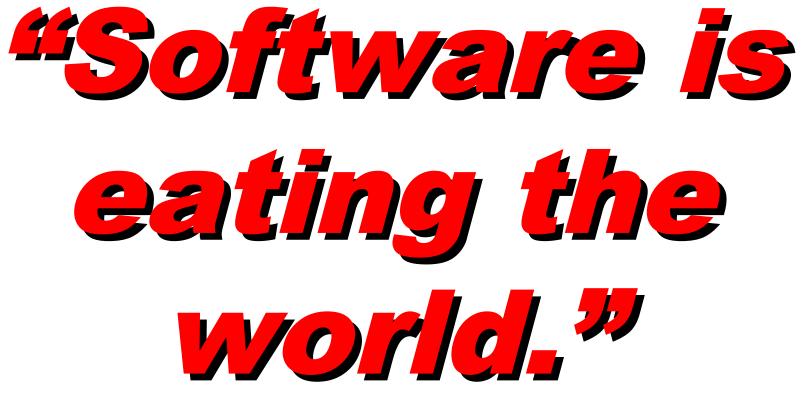
is committed to RPD/ **Radical Personal Development.** Actively support one and all!

What is the best reason to go bananas over training?



(Also: Training should be an official part of the R&D budget and a capital expense.)

TECH TSUNAMI



-Marc Andreessen

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

"Ten Million Jobs at Risk from Advancing Technology: Up to 35 percent of Britain's jobs will be eliminated by new computing and robotics technology over the next 20 years, say experts [Deloitte/Oxford University]."

-Headline, Telegraph (UK), 11 November 2014

"I believe that 90 percent of whitecollar/"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."—Tom Peters, Cover, *Time*, 22 <u>May 2000</u>

"The machine plays no favorites between manual and white collar labor."—Norbert Wiener, <u>1958</u>

"Human level capability has not turned out to be a special stopping point from an engineering perspective....,"

Source: Illah Reza Nourbakhsh, Professor of Robotics, Carnegie Mellon, Robot Futures

"The intellectual talents of highly trained professionals are no more protected from automation than is the driver's left turn."

-Nicholas Carr, The Glass Cage: Automation and Us

"If you think being a professional" makes your job safe, think again."

-Robert Reich

"A bureaucrat is an expensive microchip."

-Dan Sullivan, consultant and executive coach

"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





Our technologies are racing ahead, but our skills and organizations are lagging behind."

Source: Race AGAINST the Machine, Erik Brynjolfsson and Andrew McAfee

"The median worker is losing the race against the machine," *

> -Erik Brynjolfsson and Andrew McAfee, Race AGAINST the Machine

*"Occupations intensive in tasks that can easily be computerized are usually in the middle class." (MIT's David Autor)

MORAL RESPONSIBILTY CORPORATE MANDATE #1 2015: 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 bonus: This is also the <u>#1 mid- to long-term</u> profit maximization strategy!

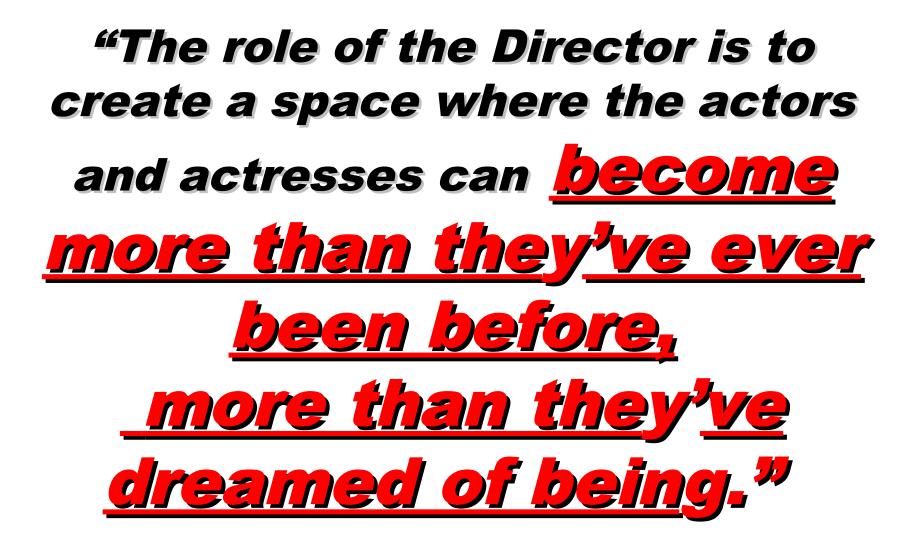
Oath of Office: Managers/Servant Leaders

- 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.



-Robert Altman, Oscar acceptance speech

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.) "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.^m

—Peggy Noonan, "A Life's Lesson," on the astounding response to the passing of Tim Russert, the *Wall Street Journal*, June 21–22, 2008

THE AGE OF SMES



+1/-1*



Source: Richard Foster (via Rita McGrath/HBR/12.26.13

"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:





—Paul Ormerod, Why Most Things Fail:

Evolution, Extinction and Economics

"Mr. Foster and his McKinsey colleagues collected detailed performance data stretching back 40years for **1,000** U.S. companies. They found that the long-term survivors managed to outperform the market. Worse, the longer companies had been in the database, the worse they did."

-Financial Times

M & A success rate as measured by adding value to the



Source: Mark Sirower, The Synergy Trap

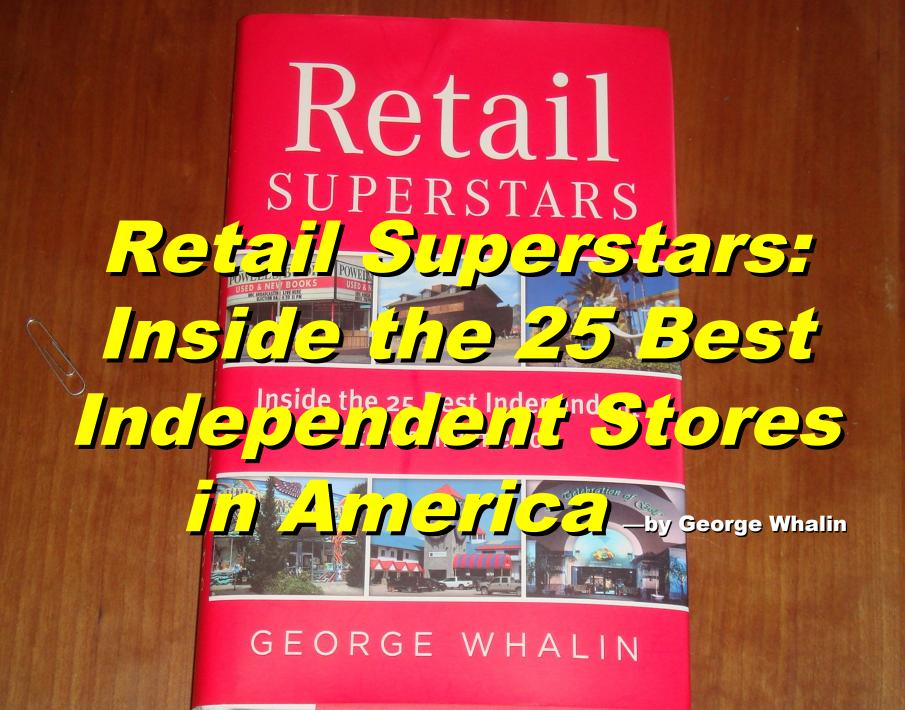
The Future is Small: Why AIM Will Be the World's Best Market **Beyond the Credit Boom** —Gervais Williams, superstar fund manager (FT/1217.14: "Research shows that new and small companies create almost all the new private sector jobs and are disproportionately innovative.")

Dry Basement Science * Basement Systems Inc. (Larry Janesky/Seymour CT) * Dry Basement Science (100,000++ copies!)*1990: \$0; 2003: \$13M; 2010: \$80,000,000

The Magicians of <u>Motueka</u> (PLUS)

W.A. Coppins Ltd.* (Coppins Sea Anchors/ PSA/para sea anchors)

*Textiles, 1898; thrive on **"Wicked problems"** -e.g., U.S. Navy STLVAST (Small To Large Vehicle At Sea Transfer); custom fabric from <u>W. Wiggins Ltd</u>./Wellington (specialty nylon, "Dyneema," from <u>DSM</u>/Netherlands)



JUNGLE JIM'S INTERNATIONAL MARKET, FAIRFIELD, OH: "An adventure in "Shoppertainment," begins in the parking lot and goes on to **1,600** cheeses and **1,400** varieties of hot sauce-not to mention 12,000 wines priced from **58-58,000** a bottle; all this is brought to you by **4**,000 vendors. Customers from every corner of the globe." **BRONNER'S CHRISTMAS WONDERLAND, FRANKENMUTH, MI, POP 6,000** Christmas 5,000: 98,000-square-foot "shop" features ornaments, 50,000 trims, and anything else you can name pertaining to Christmas. ..."

ABE THE BEST. IT'S THE ONLY MARKET THAT'S NOT CROWDED."

From: *Retail Superstars: Inside the 25 Best Independent Stores in America,* George Whalin

I love (that "L-word" again—what can I say?) ... Middlesized Niche-Micro-niche Dominators!*

*"Own" a niche through EXCELLENCE/INNOVATION

(Writ large: Germany's MITTELSTAND/See below)

Hidden Champions* of the 21st Century: Success Secrets of Unknown World Market Leaders Hermann Simon (*1, 2, or 3 in world market; <\$4B; low public awareness)

Baader (Iceland/80% fishprocessing systems) **Gallagher (NZ/electric** fences) W.E.T. (heated car seat tech) **Gerriets (theater curtains** and stage equipment) **Electro-Nite (sensors for the** steel industry) **Essel Propack (India/tooth** paste tubes) SGS (product auditing and certification) **DELO** (specialty adhesives)

Amorim (Portugal/cork products) **EOS (laser sintering) Beluga (heavy-lift shipping) Omicron (tunnel-grid** microscopy) **Universo** (wristwatch hands) **Dickson Constant** (technical textiles) **O.C. Tanner (employee** recognition/\$400M) **Hoeganaes** (powder metallurgy supplies)

<i>agile creatures darting between the legs of the multinational monsters"

ELST

Source: *Bloomberg BusinessWeek* on the German []]

INNOVATION



*The only thing I've learned "for sure" in the last 49 years

READY.



H. Ross Perot (vs "Aim! Aim! Aim!"/EDS vs GM/1985)

Constants Constants Constants

*"One jumps into the fray, then figures out what to do next." (Ready. Fire. Aim.)

"Burt Rutan [Scaled Composites] wasn't a fighter pilot; he was an engineer who had been asked to figure out why the [U.S. Air Force] F-4 Phantom was flying pilots into the ground in Vietnam. While his fellow engineers attacked such tasks with calculators, Rutan insisted on considering the problem in the air. A near-fatal flight not only led to a critical F-4 modification, it also confirmed for Rutan a notion he had held ever since he had built model airplanes as a child. The Way to make a better aircraft wasn't to sit <u>around perfecting a design, it was</u> to get something up in the air and <u>see what happens, then try to fix</u> whatever goes wrong."

—Eric Abrahamson & David Freedman, Chapter 8, "Messy Leadership," from *A Perfect Mess: The Hidden Benefits of Disorder*



-book title, Richard Branson

I want to be a Photographer. Take a ton of photos. Start a photo blog. Organize an art show for your best work. MAKE STUFF.

I want to be a Writer.

Write a ton of pieces. Establish a voice on social media. Start a blog. Write guest posts for friends. MAKE STUFF.

Talk is cheap. Just make stuff.

—Reid Schilperoort, brand strategist, on the one piece of advice that has helped him overcome creative blocks

"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



Source: BusinessWeek, "Type A Organization Strategies: How to Hit a Moving Target"-TACTIC #1

"RELENTLESS TRIAL AND ERROR"

Source: *Wall Street Journal*, cornerstone of effective approach to "rebalancing" company portfolios in the face of changing and uncertain global economic conditions



-High Tech CEO, Pennsylvania

"FAIL FASTER. SUCCEED SOONER."

—David Kelley/IDEO

"MOVE FAST.

BREAK THINGS."

—Facebook

"NO MATTER. TRY AGAIN. FAIL AGAIN. FAIL BETTER."

-Samuel Beckett



excellent failures. <u>PUNISH</u> mediocre successes."

-Phil Daniels, Sydney exec

"In business, you **REWARD** people for taking RISKS. WHEN IT DOESN'T WORK **OUT YOU PROMOTE** THEN -BECAUSE THEY WERE WILLING TO TRY NEW THINGS. IF people tell me they skied all day and never fell down, I tell them to try a different mountain." —Michael Bloomberg

"What really matters is that companies that don't continue to experiment— **COMPANIES** THAT DON'T EVISRE CE FAILURE — eventually get in a desperate position, where the only thing they can do is make a 'Hail Mary' bet at the end." -Jeff Bezos

"The secret of fast progress is INEFFICIENCY, fast and furious and numerous failures."

—Kevin Kelly

"The essence of capitalism is encouraging failure, not rewarding SUCCESS // _Nassim Nicholas Taleb



—Wayne Gretzky

WTTMSASTMSUTF<u>W</u>

WHOEVER TRIES THE MOST **STUFF** AND **SCREWS** THE MOST **STUFF** UP THE FASTEST **WINS**

"If things seem under control, you're just not going fast enough."

-Mario Andretti, race driver

"I'm not comfortable unless I'm uncomfortable."

—Jay Chiat



-Marshall McLuhan

We Are What We Eat.

We Are Who We Hang Out With.

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** <u>COMMUNICATION HAS ALWAYS BEEN,</u> AND IS PECULIARLY IN THE PRESENT <u>AGE, ONE OF THE PRIMARY SOURCES</u> **OF PROGRESS**, ³⁹—John Stuart Mill

"You will become like the five people you associate with the most—this can be either a blessing or a curse." -Billy Cox

The "Hang Out Axiom": "HANG **OUT WITH 'COOL' AND** THOU SHALT BECOME MORE COOL. HANG **OUT WITH 'DULL' AND** THOU SHALT BECOME **MORE DULL. PERIOD.**"

The "We are what we eat"/ "We are who we hang out with"

Axiom: At its core, <u>every</u>(!!!) relationship-partnership decision (employee, vendor, customer, etc.,





"The Billion-man Research Team: Companies offering work to online communities are reaping the benefits of crowdsourcing."

—Headline, FT

CXC/Connectional

Intelligence: "Connectional Intelligence is the ability to combine the world's diversity of people, networks, disciplines and resources, forging connections that create value, meaning, and breakthrough results."

Source: Erica Dhawan and Saj-Nicole Joni, *Get BIG Things Done: The Power of Connectional Intelligence** (*Superb book!)

"The Bottleneck is at the

"Where are you likely to find people with the <u>least diversity of experience</u>, the <u>largest investment in the past</u>, and the <u>greatest reverence for</u> <u>industry dogma</u> ...

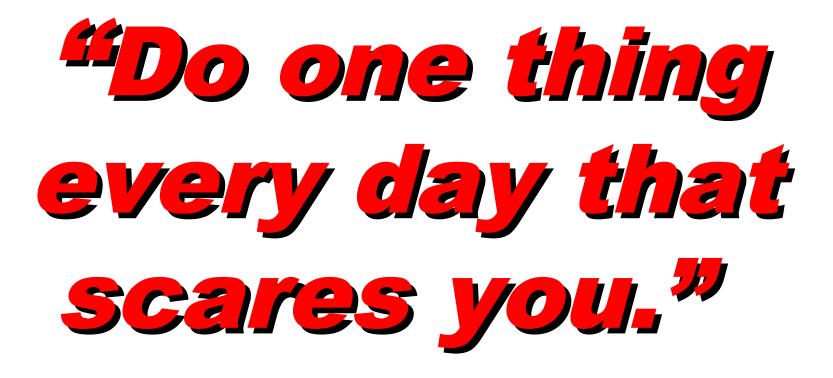


— Gary Hamel/*Harvard Business Review*

Innovation Index: How many of your **Top 5** Strategic **Initiatives/Key Projects** score **8** or higher (out of 10) on a "Weird"/"Profound"/ "Wow"/"Game-changer" Scale? (At least 3???)

Innovation Index: Move every project (definition) **2** notches up on the MOW Scale³ ... THIS WEEK.

Iron Innovation Equality Law: The quality and quantity and imaginativeness of innovation (and formal R&D) shall be the same in all **functions**—e.g., in HR and purchasing as much as in marketing or product development.



—Eleanor Roosevelt

VALUE-ADDED STRATEGIES

<u>Customers</u> describing their service



experience as "superior":

<u>Companies</u> describing the service experience they provide as



-Source: Bain & Company survey of 362 companies, reported in John DiJulius, What's the Secret to Providing a World-class Customer Experience?



—Joe Pine & Jim Gilmore, *The Experience Economy:* Work Is Theatre & Every Business a Stage "At our core, we're a coffee company, but the opportunity we have to extend the brand is beyond coffee. <u>IT'S</u> ENTERTAINMENT."

—Howard Schultz

"When Pete Rozelle ran the NFL, it was a football business and a good one. <u>NOW IT'S TRULY AN</u> <u>ENTERTAINMENT BUSINESS</u>."

-Paul Much, Investment Advisor

From George Whalin's *Retail Superstars*: Jungle Jim's International Market, Fairfield, OH, <u>AN ADVENTURE</u> IN "SHOPPERTAINMENT."

Boston Globe: "Why did you [Berkshire Hathaway] buy Jordan's Furniture?" Warren Buffett: "Jordan's is spectacular. IT'S ALL SHOWMANSHIP." **Beyond the "Transaction"/ "Satisfaction" Mentality**

"Good hotel"/"Happy guest"/ "Exceeded Expectations"

VS.

"Great <u>Vacation</u>"/ "Transformational <u>Conference</u>"/ "Operation <u>Personal</u> <u>Renewal</u>"



*Chief e perience Officer

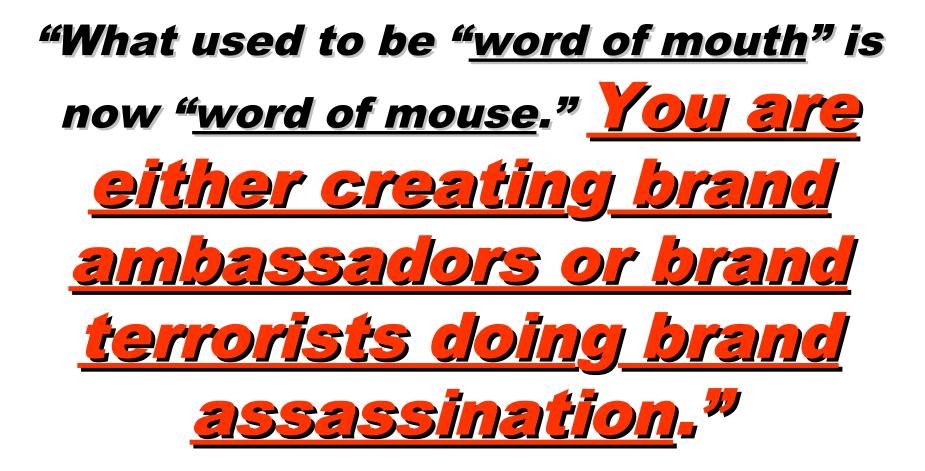


Kindness = Repeat Business = Profit.

"Courtesies of a small and trivial character are the ones which strike deepest in the grateful and appreciating heart." –Henry Clay

"Let's not forget that small emotions are the great Captains of our lives." —Van Gogh

*Little BIG Things/#1 of 163



—John DiJulius, *The Customer Service Revolution: Overthrow Conventional Business, Inspire Employees, and Change the World*

Welcome to the Age of Social Media: takes 20 years to build a reputation and five minutes to **TUIN IL** Also, the Internet and technology have made customers more demanding., and they expect information, answers, products, responses, and resolutions sooner than ASAP." -John DiJulius, The Customer Service Revolution

Welcome to the Age of Social Media: customer is in <u>complete</u> control of communication." —John DiJulius, The Customer Service Revolution: Overthrow

Conventional Business, Inspire Employees, and Change the World

<u>"I would rather engage in a</u> <u>Twitter conversation with a</u> <u>single customer than see our</u> <u>company attempt to attract the</u> <u>attention of millions in a coveted</u> <u>Super Bowl commercial</u>, Why? Because having

people discuss your brand directly with you, actually connecting one-to-one, is far more valuable—not to mention far cheaper!. ...

"Consumers want to discuss what they like, the companies they support, and the organizations and leaders they resent. They want a community. They want to be heard. "[I]f we engage employees, customers, and prospective customers in meaningful dialogue about their lives, challenges, interests, and concerns, we can build a community of trust, loyalty, and—possibly over time—help them become advocates and champions for the brand."

—Peter Aceto, CEO, **Tangerine** (from the Foreword to *A World Gone Social: How Companies Must Adapt to Survive*, by Ted Coine & Mark Babbit)

Going "Social": Location/Size Independent

"Today, despite the fact that we're just a little swimming pool company in Virginia, we have the <u>most trafficked swimming</u> 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 also happen to build them."

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

<u>Q</u>: Who needs a "Social Media Guru"?

A: E-V-E-R-Y-B-O-D-Y

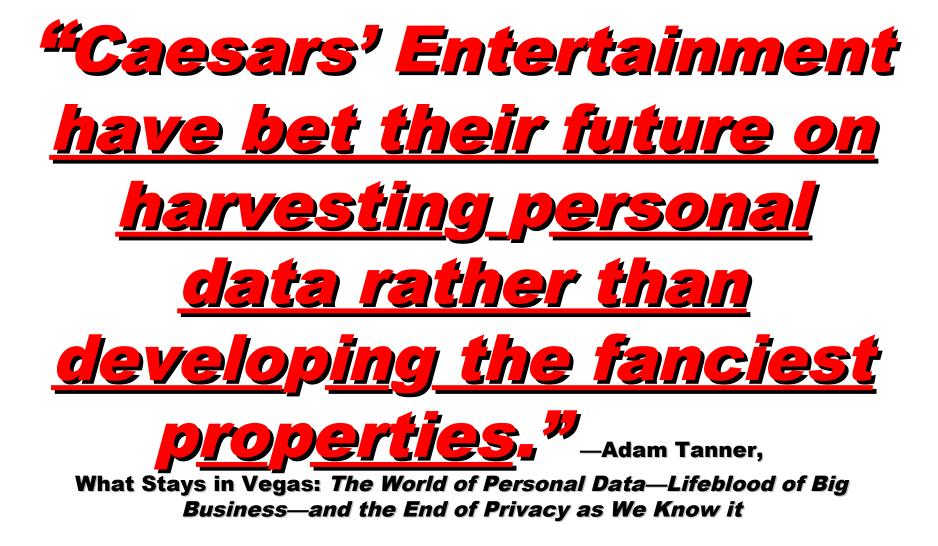


"You know what a 'moment of truth' is. It's when a prospective customer decides either to take the next step in the purchase funnel, or to exit and seek other options. ... But what is a 'zero moment of truth'? Many behaviors can serve as a zero moment of truth, but what binds them together is that the purchase is being researched and considered before the prospect even enters the classic sales funnel ... In its research, Google found that



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 booklength format



Welcome to the Age "Augmented Memory"

"You can run tests on your emails for the last year for keystroke data (how hard you hit the keys, serving as a proxy for anger/stress) and see what times of the day or week you tend to be emotional and how that effects people's responses to your messages.

"You can cross-reference your GPS data with your emails using sentiment analysis (technology that identifies certain words that infer positive, negative or neutral language patterns) to identify the places where you are most productive."

Etc.

Source: John Havens, Hacking Happiness



APPLE market cap > Exxon Mobil*

*10 August 2011 (0410.15: \$740B, 2X #2)

"You know a design is good when you want to lick it."-Steve Jobs

> Source: *Design: Intelligence Made Visible*, Stephen Bayley & Terence Conran



"With its carefully conceived mix of colors and textures, aromas and music, STARBUCKS is more indicative of our era than the iMac. It is to the ACJE Of Aesthetics what McDonald's was to the <u>Age of</u> Convenience or Ford was to the Age of Mass Productionthe 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*

"Typically, design is a vertical stripe in the chain of events in a product's delivery. [At Apple, it's] a long, horizontal stripe, where <u>design is part of</u> every conversation."

-Robert Brunner, former Apple design chief

Design is ...

- * The reception area
- * The restrooms!!
- * 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 and ubiquity of an "Aesthetic sensibility"/ "Design mindfulness"
- * An encompassing "design review" process
- * Etc.
- * <mark>Etc.</mark>

"Businesspeople don't need to 'understand designers better." Businesspeople need to



-Roger Martin/Dean/Rotman Management School/University of Toronto

"Forget CHINA, **INDIA** and the **INTERNET: Economic Growth Is Driven by WOMEN.**"

Source: Headline, Economist

W > 22X (C + J)*

*"Women now drive the global economy. Globally, they control about \$20 trillion in consumer spending, and that figure could climb as high as

\$28 TRILLON 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 confidant that they have a winning strategy when it comes to women. Consider Dell's ..."

Source: Michael Silverstein and Kate Sayre, "The Female Economy," HBR

"Nomen are <u>THE</u> majority market"

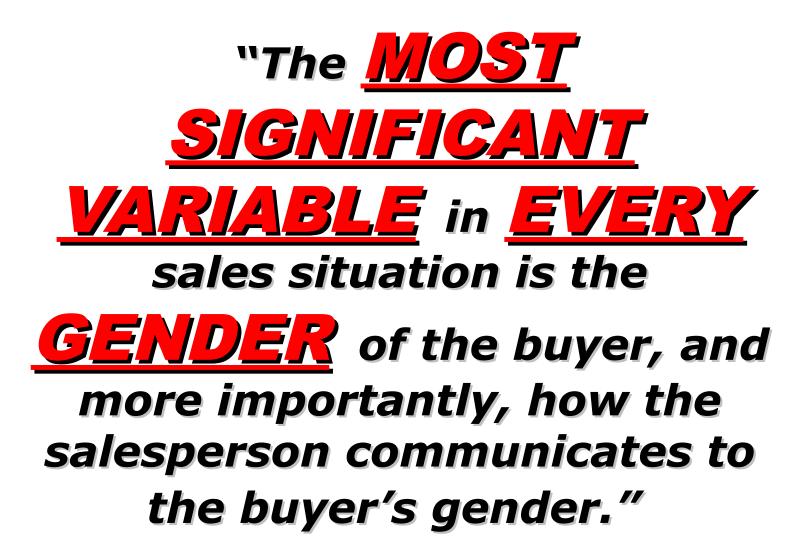
—Fara Warner/*The Power of the Purse*

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 <u>commercial</u> purchasing decisions.

Women (USA) as Purchasing agents: 55% Purchasing managers: 42% Wholesale/retail buyers: 52% **Employee health-benefit** plans: 60%

Source: Martha Barletta/TrendSight Group/0517.11



—Jeffery Tobias Halter, Selling to Men, Selling to Women

Selling to men: THE TRANSACTION MODEL

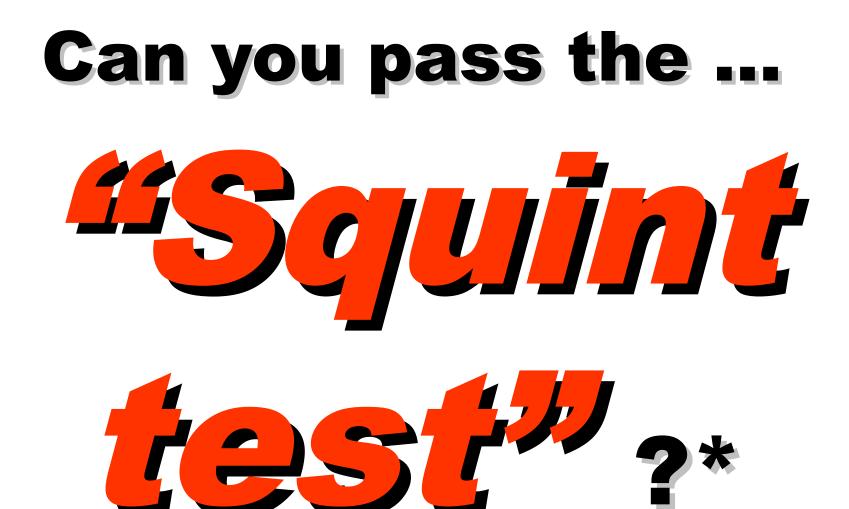
Selling to Women: THE RELATIONAL MODEL

Source: Selling to Men, Selling to Women, Jeffery Tobias Halter

Editorial/<u>Men</u>: Tables, rankings.

Editorial/Women: "Narratives" that cohere and stir the imagination.* **

*Editor-in-Chief, Redwood Publications (UK) ** High Point: *"Imagine the lathe that could have turned that* [table] leg!" vs. "This will go well with grandma's sideboard."



USA

>50: 109,000,000

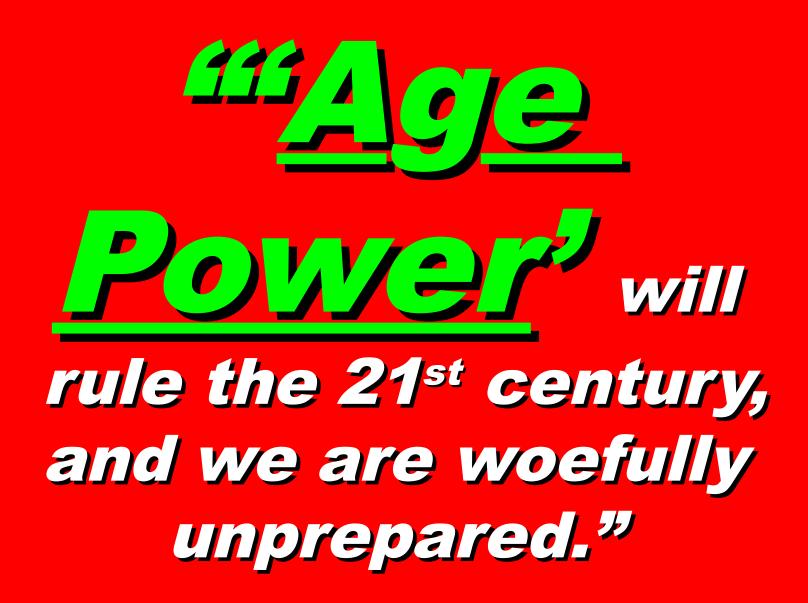
Next 10 years: >50: +19,000,000 18-49: +6,000,000

USA



turns AGE 655





-Ken Dychtwald, Age Power: How the 21st Century Will Be Ruled by the New Old

44-65: "NEW CUSTOMER MAJORITY"

Source: Ageless Marketing, David Wolfe & Robert Snyder

500502 "PEOPLE TURNING 50 TODAY HAVE MORE THAN HALF OF THEIR **ADULT LIFE AHEAD OF**

Average # of cars purchased per

(USA) household, "lifetime":

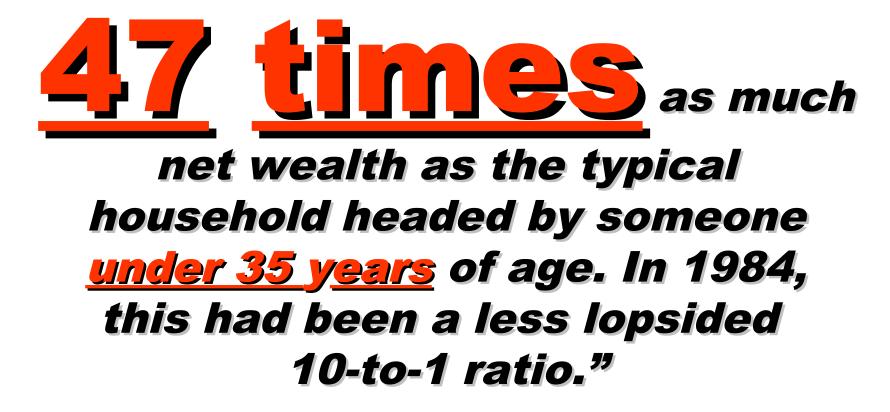


Average # of cars bought per household after the "head of household"



Source: Marti Barletta, PrimeTime Women

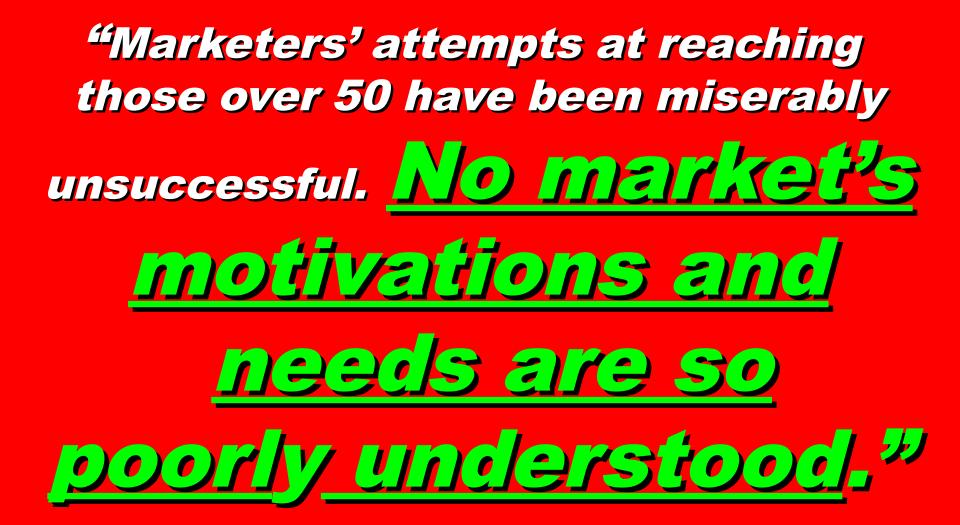
"In 2009, households headed by adults ages <u>65 and older</u> ... had



Source: Pew Research/10.11



-David Wolfe and Robert Snyder, Ageless Marketing



—Peter Francese, founding publisher, American Demographics

We are the Aussies & Kiwis & Americans & Canadians. We are the *Western Europeans & Japanese*. We are the fastest growing, the *bloggest*, the wealthiest, the boldest, the most (yes) ambitious, the most experimental & exploratory, the most different, the most indulgent, the most difficult & demanding, the most service & experience obsessed, the most *vigorous*, (the *least* vigorous,) the most *health* conscious, the most female, the most profoundly important commercial market in the history of the world -and WE WILL BE THE <u>CENTER OF YOUR</u> UNIVERSE FOR THE NEXT THENTY-FIVE

"Rolls-Royce now earns **MORE** from tasks such as managing clients' overall procurement strategies and maintaining aerospace engines it sells than it does from making them." -- Economist

"Big Brown's New Bag: UPS Aims to Be the Traffic Manager for Corporate America[#]-Headline/BW "UPS wants to take over the sweet spot in the endless loop of goods, information and capital that all the packages [it moves] **[Cepresent.**³⁹ –ecompany.com

UPS = <u>United</u>

Problem Solvers

"THE GIANT STALKING BIG OIL: How Schlumberger Is Rewriting the Rules of the **Energy Game.": "IPM [Integrated Project Management] strays from** [Schlumberger's] traditional role as a service provider and moves deeper into areas once dominated by the majors."

Source: BusinessWeek

BRAND YOU

"ONE OF THE DEFINING **CHARACTERISTICS** [OF THE CHANGE] IS THAT IT WILL BE **LESS DRIVEN BY COUNTRIES OR CORPORATIONS AND MORE DRIVEN BY REAL PEOPLE.** It will unleash unprecedented creativity, advancement of knowledge, and economic development. But at the same time, it will tend to undermine safety net systems

and penalize the unskilled."

-Clyde Prestowitz, Three Billion New Capitalists

Brand You. No Option.

DISTINCT or ...

EXTINCT.

GIF THERE IS NOTHING VERY SPECIAL ABOUT YOUR WORK ... NO MATTER HOW HARD YOU APPLY YOURSELF YOU WON'T GET NOTICED, AND THAT INCREASINGLY MEANS YOU **WON'T GET PAID MUCH EITHER.**"

-Michael Goldhaber, Wired



-Tyler Willis, business developer, to Nathan Heller in **"Bay Watched:** How San Francisco's New Entrepreneurial Culture Is Changing the Country," *The New Yorker*, 1014.13







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,

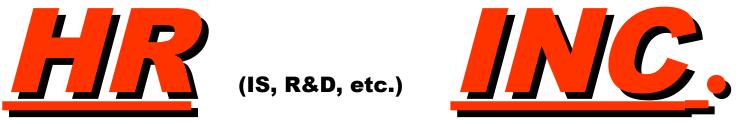
Nobel Laureate/The News Hour/PBS/1122.2006

PROFESSIONAL SERVICE MODEL

Department Head/"Cost center"/ "Overhead" to ...







WHITE-COLLAR SURVIVAL STRATEGY #1: Department as Smallish/Entrepreneurial <u>BUSINESS</u>

E.g.: Training Inc., a 14person unit* in a 50-person HR department in a \$200M business 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.)

Tom Peters

The Professional Service Firm50: Fifty Ways to Transform Your "Department" into a Professional Service Firm Whose Trademarks are Passion and Innovation!

professional service firm

FIFTY WAYS TO TRANSFORM YOUR "DEPARTMENT" INTO A PROFESSIONAL SERVICE FIRM WHOSE TRADEMARKS ARE PASSION AND INNOVATION!

PSF/Professional Service Firm/Beliefs

PROFESSION: CALLING/PASSION TO MAKE A DIFFERENCE/ EXCELLENCE (ALWAYS)

POINT OF VIEW: KNOW EXACTLY WHAT WE STAND FOR/ "DRAMATIC DIFFERENCE"

<u>CLIENT</u>: ENDURING, TEST-THE-LIMITS RELATIONSHIP/"TRUSTED ADVISOR"

<u>SOLUTION:</u> ROCK HIS-HER WORLD/ "WOW"/ IMPLEMENTED "CULTURE CHANGE"/ >>>>> "SATISFACTION"

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.

WPP

Big Idea:

"CORPORATION" AS MEGA-"PSF"

LEADERSHIP

"A desk is a dangerous place from which to view the world."

—John Le Carré

(Managing By Wandering Thomas J. Peters and Robert H. Waterman Jr.

"I'm always stopping by our

stores_at east

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

Source: Fortune, "Secrets of Greatness"



Source: Bloomberg BusinessWeek

"A body can pretend to care, but they can't pretend to be there "- Texas Bix Bender

"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.

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



percent—<u>un</u>scheduled.

... 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.' <u>Yet we waste so much time in unproductive</u> <u>activity</u>—<u>it takes an enormous effort on the part of the leader to keep</u> <u>free time for the truly important things</u>."

-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")





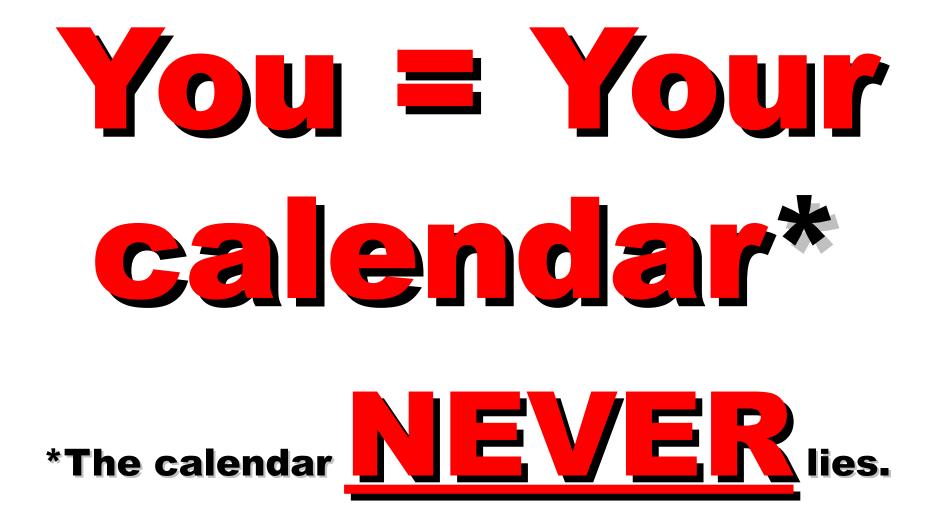
on allies—<u>finding</u> and <u>developing</u> and <u>nurturing</u> allies of every size and shape in every nook and cranny is the name of the winning game.



Winner: "He's such a suck-down."

S = f(#PK[&]<u>W</u>"P) S = f(#PK[&]<u>L</u>"P)

of people you know in the "wrong" places # of people you know in "low" places (Where "S" is success)





—Samuel Taylor Coleridge



-Ben Zander, symphony conductor and management guru



-David D'Alessandro, Career Warfare

Complain all you want, but <u>meetings</u> are what you



(boss/leader)

(*pure THEATER) (**prep prep prep prep!)

leadership opportunity* **

Meetings =

Meeting: <u>Every meeting that</u> does not stir the imagination and curiosity of attendees and increase bonding and co-operation and engagement and sense of worth and motivate rapid action and enhance enthusiasm is a permanently lost opportunity.



to effectiveness, it is concentration. Effective executives do first things first







"The capacity to develop close and enduring relationships is the mark of a leader. <u>Unfortunately, many</u> <u>leaders of major companies believe</u> their job is to create the strategy, organization structure and organizational processes—then they just delegate the work to be done, <u>remaining aloof from the people</u> doing the work." -Bill George, Authentic Leadership

"If I had to pick one failing of CEOs, it's that ... Che contrezo enough."

"In my whole life, I have known no wise people (over a broad subject matter area) who didn't read all the time — none.



amazed at how much Warren [Buffett] reads — and how much I read." — Charlie Munger (#2, Berkshire Hathaway)

"The first principle is that you must not fool yourself, and you are the easiest person to **FOOL** —Richard Feynman

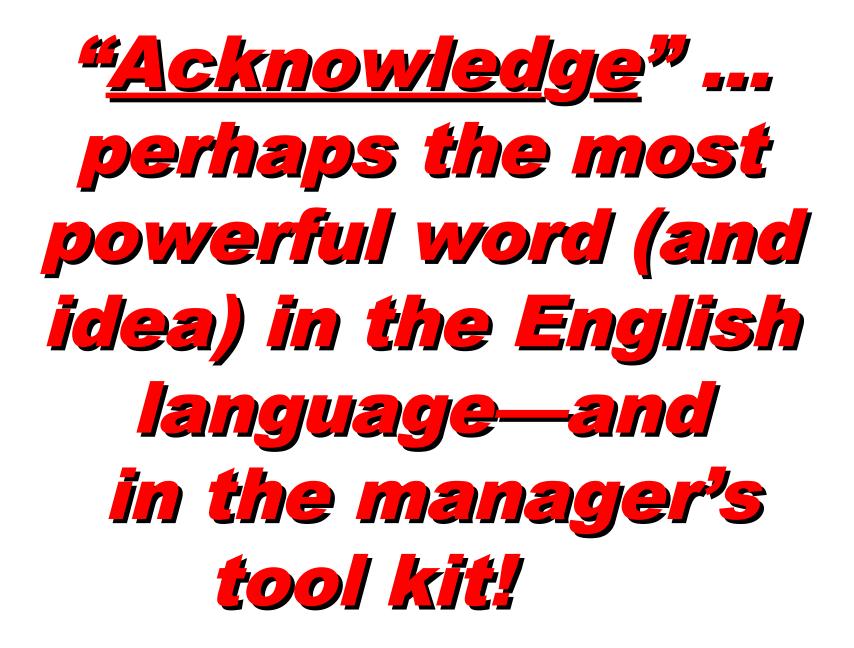
"The deepest principle in human nature is the **Craving*** to be appreciated."

—William James

*"Craving,' not 'wish' or 'desire' or 'longing," per Dale Carnegie, *How to Win Friends and Influence People* (chapter, "The BIG Secret of Dealing With People") "When I left the dining room after sitting next to Gladstone, I thought he was the cleverest man in England. But when I sat next to Disraeli I left feeling I Was the cleverest person."

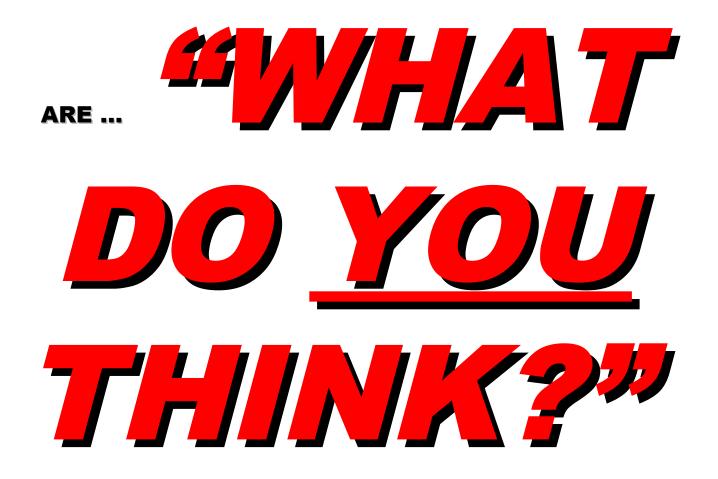
-Jennie Jerome (WSCs American mother)

"When you are talking to [Bill Clinton), you feel like he doesn't care about anything or anybody else around but you. He makes you feel like the most important person in the room." __Mark Hughes, screenwriter, Forbes blogger



"Employees who don't feel significant rarely make significant **contributions**^H_Mark Sanborn

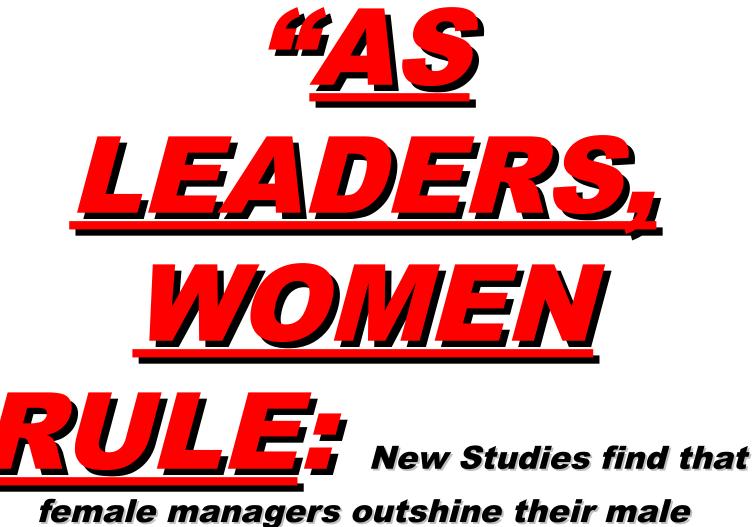
THE FOUR MOST IMPORTANT WORDS IN ANY ORGANIZATION



Source: courtesy Dave Wheeler, posted at tompeters.com

"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



counterparts in almost every measure"

TITLE/ Special Report/ BusinessWeek



-Nicholas Kristof, "Twitter, Women, and Power," NYTimes

"In my experience, women make much better executives than men."

-Kip Tindell, CEO, Container Store

"Women are rated higher in fully 12 of the **16** competencies that go into outstanding leadership. And two of the traits where women outscored men to the highest degree — <u>taking initiative and</u> <u>driving for results</u> — have long been thought of as particularly male strengths."

—Harvard Business Review/2014

For One (**BG**) Thing ...

"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 ...



Source: Nicholas Kristof, "Twitter, Women, and Power," NYTimes, 1024.13

Women-led private tech companies: 35% higher return on investment than male-led ones

Women-led tech companies with venture backing: *Revenues 12% higher than male-led companies*

25,000 Kickstarter projects: *Women-led crowd-funders more likely to get fully funded than maleled*

Source: Inc./October 2015/cover/"Will the Next Steve Jobs Be a Woman?"

<u>Women's Strengths Match New</u> **Economy Imperatives:** Link [rather than rank] workers; favor interactive-collaborative leadership style [empowerment beats topdown decision making]; sustain fruitful collaborations; comfortable with sharing information; see redistribution of power as victory, not surrender; favor multidimensional feedback; value technical & interpersonal skills, individual & 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"

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, Chapter 2, "The Science Behind the Girl"

"The growth and success of Women-<u>owned businesses</u> is one of the most profound changes taking place in the business world today."

-Margaret Heffernan, How She Does It

"The doctor interrupts after...*

*Source: Jerome Groopman, How Doctors Think





(An obsession with) Listening is ... the ultimate mark



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 Skill*.* (*Though women are 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 grow*. Listening is ... the core of effective Cross-functional **Communication.** * (*Which is in turn Attribute #1 of organization effectiveness.)

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 ... Service. Listening is ... the engine of *Network development*. Listening is ... the engine of *Network maintenance*. Listening is ... the engine of *Network expansion*. Listening is ... Social Networking's "secret weapon." 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*. 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 is ... the bedrock which underpins a *Commitment to* EXCELLENCE

*8 of 10 sales presentations fail *50% failed sales presentations ... talking "at" before listening!

—Susan Scott, "Let Silence Do the Heavy Lifting," chapter title, Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a Time

Suggested Core Value #1: "We are Effective Listeners—we treat Listening <u>EXCELLENCE</u> as the Centerpiece of our **Commitment to Respect** and Engagement and **Community and Growth.**"

"I always write 4L/STZNPon the back of my hand before a meeting."

Source: Tweet viewed @tom_peters

"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

"The problem with communication is the illusion that it has been accomplished."

-George Bernard Shaw

THE PROBLEM IS **RARELY/NEVER THE PROBLEM. THE ESPONSE TO THE PROBLEM INVARIABLY** ENDS UP BEING THE **REAL PROBLEM.***

*PERCEPTION IS ALL THERE IS!

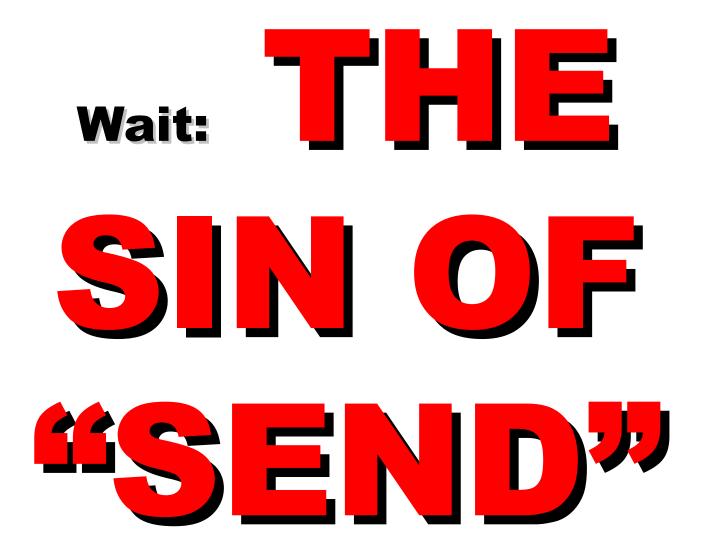
The completed "three-minute call" often-usually-invariably leads to a <u>Strengthening</u> of the relationship. It not only acts as atonement but also paves the path for a "better than ever" trajectory. And having taken the initiative per se is worth its weight in ...

"I regard <u>apologizing</u> as the most magical, healing, restorative gesture human beings can make. It is the <u>centerpiece</u> 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.

Relationships (of all varieties): **THERE ONCE** WAS A TIME WHEN A REE-M ONE CAL HAVE AVOIDED SETTING OFF THE **DOWNWARD SPIRAL THAT RESULTED IN A COMPLETE RUPTURE.***

*Divorce, loss of a BILLION \$\$\$ aircraft sale, etc., etc.



1. Do NOT push "SEND." Pause. Five minutes. An hour. *Overnight.* (TWWNCTAE/The World Will Not Come To An End.) (SBOOSR/Stop Being One Of Skinner's Rats)

2. Do NOT immediately respond to that IM (unless it is a car accident involving spouse or child). PAUSE. REFLECT. (TWWNCTAE/ SBOOSR)

3. Responding to that email CAN wait an hour. Can wait a ... DAY. Pause. Think. Counsel with others. (TWWNCTAE/SBOOSR)

AXIOM2015: The word "Instant" (yes, even in 2015) and the words "creative" "considered" "thoughtful" "excellence" are by & large **NOT** congruent. (TWWNCTAE/SBOOSR)

wsj/0910.13: "What matters most to a company over time? Strategy or culture?

Dominic Barton, Managing Director, McKinsey & Co.:



"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 <u>culture</u> isn't just one aspect THE GAME."

—Lou Gerstner, Who Says Elephants Can't Dance

Contracting Contract Contract Contracting Contract

Handersteinen Andersteinen der Sont from Anderst

Thomas J.Peters and Robert H.Waterman Jr.

Jeno Konstant Heno Konstant Heno Konstant Konsta

Thomas J. Peters and Robert H. Waterman Jr. AVOID MODERATION

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!



STEVE JOBS



BMW



SERGEI DIAGHLEV, TO A LEAD DANCER



HIROSHI YAMAUCHI, NINTENDO, TO A SENIOR GAME DESIGNER



DAVID OGILVY, TO A COPYWRITER

"You can't behave in a calm, rational manner. You've got to be out there on the <u>lunatic</u> fringe."

— Jack Welch

"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 <u>I've believed as many as</u> <u>six impossible things</u> before breakfast."

- Lewis Carroll

"THE REASONABLE MAN ADAPTS HIMSELF TO THE WORLD. THE **UNREASONABLE ONE PERSISTS IN** TRYING TO ADAPT THE WORLD TO HIMSELF. THEREFORE, ALL **PROGRESS DEPENDS UPON** THE UNREASONABLE MAN."

-GB Shaw, Man and Superman: The Revolutionists' Handbook.

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 reach it.

Michelangelo