

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)

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- Appendix: Library of Best Quotes**

It's 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

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 ...

“Remember
to tuck the
shower curtain
inside the
bathtub.”

**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 IS
STRATEGY.”***

—Fred Malek

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

“EXECUTION IS
THE JOB OF
THE BUSINESS
LEADER.”

—Larry Bossidy &

Ram Charan/*Execution: The Discipline of Getting Things Done*

***“Amateurs talk
about strategy.
Professionals talk
about logistics.”***

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

EXCELLENCE

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

“People Before 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 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

**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
MANAGEMENT ON
MANAGEMENT AS A
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.*

Joy 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

RESPONSIBILITY to increase the ... **“SUM OF**

HUMAN WELL-

BEING.” Business is **NOT** “part of the community.” In terms of how adults collectively spend their

waking hours: Business **IS** 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 LIVE TO
SERVE. 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 not a “long-term”
“aspiration.”**

**EXCELLENCE *is* the ultimate short-
term strategy. EXCELLENCE *is* ...
THE**

NEXT 5 MINUTES.*

(*Or NOT.)

**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

Brand =

Talent.

“PEOPLE BEFORE STRATEGY”

**—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,

rewarding lives ... or it's

simply not

worth doing.”

—Richard Branson

“You have to treat your employees like customers.”

**—Herb Kelleher, Southwest Airlines,
upon being asked his “secret to success”**

“If you want staff to give great service, give great service to staff.”

**—Ari Weinzwieg, Zingerman’s, in Bo Burlingham’s
*Small Giants: Companies That Choose to Be Great Instead of Big***

“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

happy, engaged employees. YOUR

CUSTOMERS

WILL NEVER BE

ANY HAPPIER

THAN YOUR

EMPLOYEES.”

—John DiJulius,

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

***“I start with the
premise that the
function of
leadership is to
produce more
leaders, not more
followers.”***

—Ralph Nader

***“The ultimate filter we use
[in the hiring process] is
that we only hire nice***

***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, empathy 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.”—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

***“life and
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 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*

*In the Army, **3-star** **generals** worry about training. In most businesses, it's a “ho-hum” mid-level staff function.*

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?**

GREED.

(It pays off.)

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

TECH TSUNAMI

TECH TSUNAMI

***“Software is
eating the
world.”***

—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 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.” —Tom Peters, Cover, *Time*, **22 May 2000**

“The machine plays no favorites between manual and white collar labor.”—Norbert Wiener, **1958**

***“Human level
capability has not
turned out to be a
special stopping point
from an engineering
perspective.”***

“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

throes of a Great

Restructuring.

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 RESPONSIBILITY

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 #1 mid- to long-term ... 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.

“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

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.’”

—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

THE AGE OF SMES

S&P 500

+1/-1 *

***Every ... 2 weeks!**

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: **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 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

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

acquirer: 15%

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

What to Have Done... and Why

*** Basement Systems Inc.**

(Larry Janesky/Seymour CT)

*** *Dry Basement Science***

(100,000++ copies!)

*** 1990: \$0; 2003: \$13M;**

2010: \$80,000,000

The Magicians of Motueka (PLUS)!

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

***Textiles, 1898; thrive on “wicked problems”**
—e.g., U.S. Navy STLFAST (Small To Large Vehicle At Sea
Transfer); custom fabric from W. Wiggins Ltd./Wellington
(specialty nylon, “Dyneema,” from DSM/Netherlands)

Retail SUPERSTARS

Retail Superstars: Inside the 25 Best Independent Stores in America

—by George Whalin

GEORGE WHALIN

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

\$8-\$8,000 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

5,000: 98,000-square-foot “shop” features **6,000** Christmas

ornaments, **50,000** trims, and anything else you can
name pertaining to Christmas. ...”

***“BE 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?) ... ***Middle-
sized 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% fish-
processing 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)**

***“agile creatures
darting between
the legs of the
multinational
monsters”***

Source: ***Bloomberg BusinessWeek*** on the German **MITTELSTAND**

INNOVATION

INNOVATION

WTTMSW: Whoever
Tries The
Most Stuff
Wins. *

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

READY.

FIRE!

AIM.

H. Ross Perot (vs “Aim! Aim! Aim!**”/EDS vs GM/1985)**

***“On s’engage
et puis on
voit!”**** —Napoleon

****“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 around perfecting a design, it was to get something up in the air and see what happens, then try to fix whatever goes wrong.”

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

Screw it.
Just do it.

—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*

***“EXPERIMENT
FEARLESSLY”***

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

“FAIL. FORWARD. FAST.”

—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

“REWARD

excellent failures.

PUNISH *mediocre*

successes.”

—Phil Daniels, Sydney exec

***“In business, you **REWARD** people for
taking **RISKS.** **WHEN IT**
DOESN'T WORK
OUT YOU PROMOTE
THEM -**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
EMBRACE***

***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

#2/4,096: ***“YOU MISS***

100% OF
THE SHOTS YOU
NEVER TAKE.”

—Wayne Gretzky

WTTMSASTMSUTFW

**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

“If it works, it’s obsolete.”

—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
COMMUNICATION HAS ALWAYS BEEN,
AND IS PECULIARLY IN THE PRESENT
AGE, ONE OF THE PRIMARY SOURCES
OF PROGRESS.”*** —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, **every** (!!!)
relationship-partnership decision
(employee, vendor, customer, etc.,
etc.) is a **strategic**
decision about:

**“Innovate,
Yes’ or No’ ”**

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

—Headline, *FT*

CXQ/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 least diversity of experience, the
largest investment in the past,
and the greatest reverence for
industry dogma ...***

***Top of the
Bottle”***

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
“WOW Scale”**

... 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.

***“Do one thing
every day that
scares you.”***

—Eleanor Roosevelt

VALUE-ADDED STRATEGIES

Customers describing their service

experience as “superior”:

8%

Companies describing
the service experience they provide as

“superior”:

80%

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

NOT “Consultant-ese”

**“Experiences
are as distinct
from services
as services are
from goods.”**

—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. IT’S ENTERTAINMENT.”

—Howard Schultz

“When Pete Rozelle ran the NFL, it was a football business and a good one. NOW IT’S TRULY AN ENTERTAINMENT BUSINESS.”

—Paul Much, Investment Advisor

From George Whalin’s *Retail Superstars*: Jungle Jim’s International Market, Fairfield, OH, AN ADVENTURE 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 Vacation”/
“Transformational
Conference”/
“Operation Personal
Renewal”***

cXo*

***Chief eXperience Officer**

K = R = P

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

“What used to be “word of mouth” is now “word of mouse.” You are either creating brand ambassadors or brand terrorists doing brand assassination.”

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

Welcome to the Age of Social Media: **“It**

takes 20 years to
build a reputation
and five minutes to

ruin it. 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: ***“The
customer is in
complete control of
communication.”***

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

**“I would rather engage in a
Twitter conversation with a
single customer than see our
company attempt to attract the
attention of millions in a coveted
Super Bowl commercial.**

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 Babbitt)**

Going “Social”: Location/Size Independent

“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 also happen to build them.’”

**Q: Who needs a
“Social Media Guru”?**

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

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 booklength format***

**“Caesars’ Entertainment
have bet their future on
harvesting personal
data rather than
developing the fanciest
properties.”**

—Adam Tanner,

What Stays in Vegas: The World of Personal Data—Lifeblood of Big Business—and the End of Privacy as We Know it

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*

Design RULES!

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**

“Design is
treated like a
***religion* at**
BMW.” —*Fortune*

*“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 **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****

“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 design is part of 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.**
- * **Etc.**

***“Businesspeople don’t
need to ‘understand
designers better.’
Businesspeople need to
be designers.”***

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

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

Source: Headline, *Economist*

$$W > 2X (C + I)^*$$

***“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. Consider Dell’s ...”

Source: Michael Silverstein and Kate Sayre, “The Female Economy,” *HBR*

***“Women are
THE 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 commercial 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

**"The MOST
SIGNIFICANT
VARIABLE in EVERY
sales situation is the
GENDER of the buyer, and
more importantly, how the
salesperson communicates to
the buyer's gender."**

—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/Men: 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.”***

Can you pass the ...

“Squint

test” ?*

USA

>50: 109,000,000

Next 10 years:

>50: +19,000,000

18-49: +6,000,000

USA

1 BOOMER

turns **AGE 65**

Every **8 SECONDS**

For the next **20 YEARS**

“Age
Power’ ***will***
rule the 21st century,
and we are woefully
unprepared.”

—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

50@50: “PEOPLE
TURNING 50 TODAY HAVE
MORE THAN
HALF OF THEIR
ADULT LIFE AHEAD OF
THEM.”

—Bill Novelli, *50+: IGNITING A REVOLUTION TO REINVENT AMERICA*

Average # of cars purchased per

(USA) household, “lifetime”:

13

**Average # of cars bought per household after
the “head of household”**

> age 50:

7

“In 2009, households headed by adults ages 65 and older ... had

47 times as much

net wealth as the typical household headed by someone under 35 years of age. In 1984, this had been a less lopsided 10-to-1 ratio.”

Source: Pew Research/10.11

“Baby-boomer
Women: The
Sweetest of
Sweet Spots for
Marketers”

—David Wolfe and Robert Snyder, *Ageless Marketing*

“Marketers’ attempts at reaching those over 50 have been miserably unsuccessful. No market’s motivations and needs are so poorly understood.”

—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 biggest, 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**
CENTER OF YOUR
UNIVERSE FOR THE
NEXT TWENTY-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] represent.” —ecompany.com

UPS = United

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

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.

***“IF 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*

“The ecosystem used to funnel lots of talented people into a few clear winners. Now it’s funneling lots of talented people into lots of experiments.”

—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

Muhammad Yunus: **“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,

Nobel Laureate/The News Hour/PBS/1122.2006

PROFESSIONAL SERVICE MODEL

**Department Head/“Cost center”/
“Overhead” to ...**

MANAGING

PARTNER,

HR

(IS, R&D, etc.)

INC.

**WHITE-COLLAR SURVIVAL STRATEGY #1:
Department as Smallish/Entrepreneurial
BUSINESS**

**E.g.: Training Inc., a 14-
person 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 Firm 50: Fifty Ways to Transform
Your "Department" into a Professional Service Firm Whose
Trademarks are Passion and Innovation!***

the
professional
service firm
50

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”**

**CLIENT: ENDURING, TEST-THE-LIMITS
RELATIONSHIP/“TRUSTED ADVISOR”**

**SOLUTION: 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

In Search of
EXCELLENCE

MBWA

(Managing By Wandering Around)

*Thomas J. Peters and
Robert H. Waterman Jr.*

“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***

Source: Fortune, “Secrets of Greatness”

CEO Doug Conant
sent 30,000
handwritten
‘Thank you’ notes to
employees during the 10
years [approx 10/day] he ran
Campbell Soup.

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. **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.***

—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")

ALLIES: Spend

**80% of your time
on allies—finding and
developing and nurturing allies
of every size and shape in
every nook and cranny is the
name of the winning game.**

Loser: ***“He’s such a
suck-up!”***

Winner: ***“He’s such a
suck-down.”***

$$S = f(\#PK\text{“}\underline{W}\text{”}P)$$

$$S = f(\#PK\text{“}\underline{L}\text{”}P)$$

of people you know in the “wrong” places
of people you know in “low” places
(Where “S” is success)

**You = Your
calendar***

***The calendar NEVER lies.**

***“Nothing is so contagious
as enthusiasm.”***

—Samuel Taylor Coleridge

***“I am a dispenser
of enthusiasm.”***

—Ben Zander, symphony conductor and management guru

“It’s always showtime.”

—David D'Alessandro, *Career Warfare*

***Complain all
you want,
but meetings
are what you***

(boss/leader) ***do!***

Meetings = #1

leadership opportunity* **

(*pure THEATER)

(prep prep prep prep!)**

Meeting: *Every meeting that 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.*

***“If there is any ONE ‘secret’
to effectiveness, it is concentration.
Effective executives do first things first ...
and they do***

***ONE thing at
a time.”***

—Peter Drucker

“Every year, for 25 years, is a startup. For that matter, every event is a start up. No customers. Not

one single

satisfied

customer! I take nothing

for granted.” —Jose Salibi Neto, HSM Group

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

*“If I had to pick one failing of
CEOs, it’s that ... **they
don’t read
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.

Zero. *You’d be*

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

“Acknowledge” ...
perhaps the most
powerful word (and
idea) in the English
language—and
in the manager’s
tool kit!

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

—Mark Sanborn

THE FOUR MOST IMPORTANT WORDS IN ANY ORGANIZATION

ARE ...

**“WHAT
DO YOU
DO
THINK?”**

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

“AS
LEADERS,
WOMEN
RULE: *New Studies find that*
female managers outshine their male
counterparts in almost every measure”

TITLE/ Special Report/ *BusinessWeek*

***“Research [by McKinsey & Co.] suggests
that to succeed, start by
promoting women.”***

—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 — taking initiative and
driving for results — have long
been thought of as particularly
male strengths.”***

—Harvard Business Review/2014

For One (**BIG**) 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 ...*

56% *higher.”*

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 male-led

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

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 & 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-
owned businesses
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

18...

18 ...

seconds!

(An *obsession* with) 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 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 EXCELLENCE as the Centerpiece of our Commitment to Respect and Engagement and Community and Growth.”

***“I always write
‘LISTEN’ on
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
RESPONSE 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 *strengthening* 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 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.*

**Relationships (of all varieties): 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.***

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

Wait: THE
SIN OF
“SEND”

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.:

“Culture.”

“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, Who Says Elephants Can’t Dance

***“Culture eats
strategy for
breakfast.”***

—Ed Schein/1986

In Search of
EXCELLENCE
Lessons from America's
Best-Run Companies

Hard is Soft.
Soft is Hard.

Thomas J. Peters and
Robert H. Waterman Jr.

In Search of
EXCELLENCE

Hard *(numbers, plans)* **is Soft.**

Soft *(people/relationships/culture)* **is Hard.**

*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!**

“INSANELY GREAT”

STEVE JOBS

“RADICALLY THRILLING”

BMW

“ASTONISH ME”

SERGEI DIAGHLEV, TO A LEAD DANCER

“BUILD SOMETHING GREAT”

HIROSHI YAMAUCHI, NINTENDO, TO A SENIOR GAME DESIGNER

“MAKE IT IMMORTAL”

DAVID OGILVY, TO A COPYWRITER

***"You can't behave in
a calm, rational
manner. You've got
to be out there on
the lunatic 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
I’ve believed as many as
six impossible things
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