

Tom Peters'

EXCELLENCE!

“THE WORKS”

A Half-Century's Reflections/1966-2016

Chapter FOURTEEN:

INDIVIDUAL RESPONSIBILITY.

BRAND YOU. NO OPTION.

01 January 2016

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

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- Appendix: Library of Best Quotes**

STATEMENT OF PURPOSE

This—circa January 2016—is my best shot. It took 50 years to write! (From 1966, Vietnam, U.S. Navy ensign, combat engineer/Navy Seabees—my 1st “management” job—to today, 2016.) It is ... **“THE WORKS.”** THE WORKS is presented in PowerPoint format—but it includes 50,000++ words of annotation, the equivalent of a 250-page book.

The times are nutty—and getting nuttier at an exponential pace. I have taken into account as best I can (there really are no “experts”) the current context. But I have given equal attention to more or less eternal (i.e., human) verities that will continue to drive organizational performance and a quest for EXCELLENCE for the next several years—and perhaps beyond. (Maybe this bifurcation results from my odd adult life circumstances: 30 years in Silicon Valley, 20 years in Vermont.)

Enjoy.

Steal.

P-L-E-A-S-E try something, better yet several somethings.* ** *** *****

*Make no mistake ... **THIS IS A 17-CHAPTER BOOK** ... which happens to be in PowerPoint format; I invite you to join me in this unfinished—half century to date—journey.

**My “Life Mantra #1”: WTTMSW/Whoever Tries The Most Stuff Wins.

***I am quite taken by N.N. Taleb’s term “antifragile” (it’s the title of his most recent book). The point is not “resilience” in the face of change; that’s reactive. Instead the idea is proactive—literally “getting off” on the madness per se; perhaps I somewhat anticipated this with my 1987 book, *Thriving on Chaos*.

****Re “new stuff,” this presentation has benefited immensely from Social Media—e.g., I have learned a great deal from my 125K+ twitter followers; that is, some fraction of this material is “crowdsourced.”

***** ***I am not interested in providing a “good presentation.” I am interested in spurring practical action. Otherwise, why waste your time—or mine?***

Note: There is considerable **DUPLICATION** in what follows. I do not imagine you will read this book straight through. Hence, to some extent, each chapter is a stand-alone story.

Epigraphs

“Business has to give people enriching, rewarding lives ... or it’s simply not worth doing.” —Richard Branson

“Your customers will never be any happier than your employees.” —John DiJulius

“We have a strategic plan. It’s called ‘doing things.’” —Herb Kelleher

“You miss 100% of the shots you never take.” —Wayne Gretzky

“Ready. Fire. Aim.” —Ross Perot

“Execution is strategy.” —Fred Malek

“Avoid moderation.” —Kevin Roberts

“I’m not comfortable unless I’m uncomfortable.” —Jay Chiat

“It takes 20 years to build a reputation and five minutes to ruin it.”
—John DiJulius on social media

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

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

“This will be the women’s century.” —Dilma Rouseff

“Be the best. It’s the only market that’s not crowded.” —George Whalin

First Principles. Guiding Stars. Minimums.

*** EXECUTION! The “Last 99%.”**

GET IT (Whatever) DONE.

*** EXCELLENCE. Always. PERIOD.**

*** People REALLY First! Moral Obligation #1.**

*** EXPONENTIAL Tech Tsunami.**

GET OFF ON CONTINUOUS UPHEAVALS!

*** Innovate or DIE!**

WTTMSW/Whoever Tries The Most Stuff Wins!

*** Women Buy (EVERYTHING)!**

Women Are the Best Leaders! Women RULE!

*** Oldies Have (All of) the Market Power!**

*** DESIGN Matters! EVERYWHERE!**

*** Maximize TGRs!/Things Gone RIGHT!**

*** SMEs, Age of/“Be the Best,**

It’s the Only Market That’s Not Crowded”

*** Moderation KILLS!**

NEW WORLD ORDER ?!

0810/2011:

Apple > Exxon*

0724/2015:

Amazon > Walmart**

***Market capitalization; Apple became #1 in the world.**

****Market capitalization; Walmart is a “Fortune 1” company—the biggest in the world by sales.**

Phew.

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Appendix: Library of Best Quotes

Chapter FOURTEEN

New World Order:

Individual

Responsibility.

Brand You.

No Option.

Now a look at “the people stuff” ...
bottom up.

That is, starting with me—and *you.*

14.1 New World Order

“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*

In Store: *Inter-national Equality, Intra-national Inequality*

“The new organization of society implied by the triumph of individual autonomy and the true equalization of opportunity based upon merit will lead to very great rewards for merit and great individual autonomy. This will leave individuals far more responsible for themselves than they have been accustomed to being during the industrial period. It will also reduce the unearned advantage in living standards that has been enjoyed by residents of advanced industrial societies throughout the 20th century.”

—James Davidson & William Rees-Mogg, *The Sovereign Individual*

Globalization 1.0: *Countries* globalizing (1492-1800)

Globalization 2.0: *Companies* globalizing (1800-2000)

Globalization 3.0 (2000+):

INDIVIDUALS

COLLABORATING

& COMPETING GLOBALLY

Source: Tom Friedman/*The World Is Flat*

Like it or not, (to a large extent) dog eat dog; or ... *more skills (and the ability to effectively apply them in project teams) eat less skills.*

Final Exam Questions

Re Your Job/Talent/Qualifications

- 1. Can someone overseas do it cheaper?**
- 2. Can a computer do it faster?**
- 3. Is what you're selling in demand in an age of abundance?**

**14.2 Brand You.
No Option.**

“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

“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**

**Monumental challenges for the economy
as a whole ... and the individual in
particular. (E.g., see Chapter 7.)**

***“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*

Special!

The Rule of Positioning: ***“If you can’t describe your position in eight words or less, you don’t have a position.”***

— Jay Levinson and Seth Godin, *Get What You Deserve!*

Special!

Tom
Peters

***The Brand You50: Fifty Ways to Transform Yourself
from an "Employee" into a Brand That Shouts
Distinction, Commitment, and Passion!***

the brand
you
50

FIFTY WAYS TO TRANSFORM YOURSELF
FROM AN "EMPLOYEE" INTO A BRAND THAT
SHOUTS DISTINCTION, COMMITMENT, AND PASSION!

“BRAND YOU.”

NO OPTION.

I call it **“BRAND YOU.”** (*“They” say I invented the term ... in the mid-90s.*) The idea—again—is that for the sake of economic survival you must stand/stand out for something of significance/value.

Yesteryear’s “slot occupants,” even “reliable” ones, will not survive economically.

(In 1999, I published a set of three books in what we called “The Work Matters” series—one of which was ***The Brand You50: Fifty Ways to Transform Yourself from an “Employee” into a Brand That Shouts Distinction, Commitment, and Passion!*** Some called the “brand you” idea “self-indulgent.” While I understand their point—they got it ass backwards. Substitute for “self indulgent” the word ... **SURVIVAL**. And that was then and this is now—and the issues have been intensifying by orders of magnitude. Our slogan of sorts was **“DISTINCT ... OR EXTINCT.”**

Don’t exactly think *that* needs changing **!**)

DISTINCT

or ...

EXTINCT.

Special



**14.3 Brand You.
Old News.**

12 January 2006: ***Happy
300th birthday,
Brand You!***

For Americans, at least, de facto “brand you” is hardly a new idea.

Inarguably one of the 2 or 3 most important of our “founding fathers” was **Ben Franklin. Read a biography or two about Ben: “Self invented” *is* the plot—in effect, a carefully crafted and managed ... **Brand Ben**.**

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.”**

We can not all be a Ben Franklin. But I believe—as Mr. Yunus says so eloquently—

that we do **all** have a ... Potential Entrepreneurial Spark.

(When you ponder it, it's pretty obvious—we who eons ago de facto made it through the Darwinian survival struggle to something resembling modernity had, by definition, what today we'd label an “entrepreneurial instinct.”*) (*And as we are also coming to recognize, survivors had an organizing instinct—the forerunner to EQ?)

***The
electrician
knows!***

Following World War II, the share of us (USA) who obtained university degrees soared courtesy the GI Bill. At the same time, the share of us working for monster organizations soared as well.

In the process, something approaching an “entitlement mentality” took root. If one had a degree and worked for a giant corporation and humbly behaved as that renowned “organization man,” circa 1955, a stable few decades of work were virtually assured.

And then it all began to disappear. And the “organization men” increasingly were forced to fend for themselves.

So how are these (woefully unprepared) folks going to find an entrepreneurial spark—surely it’s a trait that’s ever so rare?

Answer: Look next door!

“Next door” lives the carpenter or plumber or electrician. He (or she) wouldn’t touch the term “brand you” with a 10-foot-pole. Yet that’s precisely what each one is. A “business unit of one,” independent beyond measure. Which is to say, “it”/Brand You is not some rare creature—we already have ’em by the millions. They’re the guy or gal next door—and their approach to life is a heartening/doable model for virtually all of us.

***“You are the
storyteller of your
own life, and you can
create your own
legend or not.”***

—Isabel Allende

***“Carpenters bend
wood; fletchers
bend arrows; wise
men fashion
themselves.”***

— Buddha

***“BRAND YOU” =
TEAM SPORT!***

“Creating your own myth” is not merely a selfish act of ego-centrism. It’s about ... *survival* ... in a New World Order.

(Among other things, countering the idea of selfishness, to establish your “market value” ... **you must become partners with and indispensable to a rich network of others. That is, indispensability/Brand You is necessarily a team sport.**)

14.4 **“Brand You.”**
Tool Kit.

Thriving in 24/7 (Sally Helgesen)

*** START AT THE CORE.** Nimbleness only possible if we “locate our inner voice,” take regular inventory of where we are.

*** LEARN TO ZIGZAG.** Think “gigs.” Think lifelong learning. Forget “old loyalty.” Work on optimism.

*** CREATE OUR OWN WORK.** Articulate your value. Integrate your passions. I.D. your market. Run your own business.

*** WEAVE A STRONG WEB OF INCLUSION.** Build your own support network. Master the art of “hooking people up.”

Sally Helgesen's book *Thriving in 24/7: Six Strategies for Taming the New World of Work* is an excellent primer to surviving (no small thing) and even thriving in a world of employment that seems to have made a clean break from the past.

It's not that "You're on your own"—or is it? On the one hand, yesterday's hierarchy will not guide the way—you *must* take the lead. On the other hand, if you attack the opportunity with zeal, you'll be constantly developing and maintaining a "horizontal" network that has significant stability.

In any event, Sally *is* clear that yesterday's "acceptable" job aspiration is toast, as 'tis said.

New Work Survival Kit 2016+++++

- 1. Mastery! (Best/Absurdly Good at *Something!*)**
- 2. “Manage” to Legacy (All Work = “Memorable”/“Braggable” *WOW Projects!*)**
- 3. “USP”/Unique Selling Proposition (R.POV8: Remarkable Point of View ... captured in 8 or less words)**
- 4. Networking Obsession! (From vertical/hierarchy/“suck up” loyalty to horizontal/“colleague”/“mate” loyalty)**
- 5. Entrepreneurial Instinct (A sleepless ... Eye for Opportunity!
E.g.: Small Opportunity for Independent Action beats faceless part of Monster Project)**
- 6. CEO/Leader/Businessperson/Closer (CEO, Me Inc. Period! 24/7!)**
- 7. Mistress of Improv (Play a dozen parts simultaneously, from Chief Strategist to Chief Toilet Scrubber)**
- 8. Sense of Humor (A willingness to Screw Up, Shrug & Move On)**
- 9. Comfortable with Your Skin (Bring “interesting you” to work!)**
- 10. Intense Appetite for Technology (E.g.: Are you a “leading edge user” of Social Media?)**
- 11. Embrace “Marketing” (Your own CSO/Chief Storytelling Officer)**
- 12. Obsessed with Renewal (Your own CLO/Chief Learning Officer)**
- 13. Execution Excellence! (Show up early! Leave late! Sweat the details!)**
- 14. EXCELLENCE. PERIOD. (What else?)**

A sampler.
***(Nothing on the list that I consider
“optional.”)***

A professional ...

- **ability to work unsupervised**
- **ability to certify the completion of a job**
- **ability to behave with integrity at all times**

A fabulous definition!

**We will all ... 100% ... be/must become/
must behave as “professionals.”**

No option.

Personal “Brand Equity” Evaluation

- **My current Project is challenging me in these ways ...**
- **New things I’ve learned in the last 60 days include ...**
- **I am known for (2 to 3 things); next year at this time I’ll also be known for (1 more thing).**
- **My public “recognition program” consists of ...**
- **Substantial additions to my Network in the last 90 days include ...**
- **MY RESUME IS DISCERNIBLY DIFFERENT FROM LAST YEAR’S AT THIS TIME AS FOLLOWS ...**

“Brand Equity” ... applies to you or me in the same way it applies to PepsiCo. And the increase thereof emanates, in part, from the likes of the items on this list.

14.5

“Brand You.”

Good Work.

***“The only thing you
have power over is
to get good at what
you do. That’s all
there is; there ain’t
no more!”***

—Sally Field

***Wall Street Journal* asks banking superstar Sallie Krawcheck for her “secret of success”: “There is absolutely nothing that beats hard work. You hoped when you were coming out of college that you were the smartest. It turned out none of us are. But I could sure outwork a lot of folks.”**

**“Worthy” Ambition vs.
“Mere” Ambition per MILTON**

“The difference is well illustrated by the contrast between the person who says he ‘wishes to be a writer’ and the person who says he ‘wishes to write.’

The former desires to be pointed out at cocktail parties, the latter is prepared for the long, solitary hours at a desk; the former desires a status, the latter a process; the former desires to be, the latter to do.” —A.C. Grayling,

The Meaning of Things: Applying Philosophy to Life

“All of our artistic and religious traditions take equally great pains to inform us that WE MUST NEVER MISTAKE A GOOD CAREER FOR GOOD WORK. Life is a creative, intimate, unpredictable conversation if it is nothing else—and our life and our work are both the result of the way we hold that passionate conversation.” —David Whyte, *Crossing the Unknown Sea: Work as a Pilgrimage of Identity*

**“Strive for
Excellence.**

**Ignore
success.”**

—Bill Young, race car driver (courtesy Andrew Sullivan)

“TO **BE**
SOMEBODY OR
TO **DO**
SOMETHING”

—***BOYD: The Fighter Pilot Who Changed the Art of War*** (Robert Coram),
on what one does versus the title one carries

The work matters!

**“It” all starts with being *damn* good at ...
something.**

And it is ... **UNEQUIVOCALLY ...
about “the work,” not the job title.**

14.6 The WOW
Project 50

The WOW Project 50

You = Your

**(WOW) Project
Portfolio**

Tom
Peters

***The Project50: Fifty Ways to
Transform Every "Task" into
a Project That Matters!***

project
50

FIFTY WAYS TO TRANSFORM EVERY "TASK"
INTO A PROJECT THAT MATTERS!

The meat of the meat/the heart of the matter/the alpha and the omega is ... Project Work.

On the one hand, it's the way work is getting done these days. Additionally, it provides the (ONLY) “nuggets” upon which you can build a new-fangled “career”—i.e., a “brand you” “career.”

The nugget of nuggets: The **WOW () Project.**

The WOW Project 50

CREATE

1. ***REFRAME: NEVER ... EVER! ... ACCEPT A PROJECT/ASSIGNMENT AS GIVEN!***
2. ***TRANSLATE YOUR DAILY EXPERIENCES INTO COOL STUFF TO DO.***
 - 2A. ***Become a Benchmarking Fanatic: LOOK at every-small-thing-that-happens-to-you as a Golden Learning Opportunity.***
3. ***Improve your vocabulary! Learn to love “WOW!” Use “the word.” WOW!***
4. ***There are no “small” projects: IN EVERY “LITTLE” FORM OR PROCEDURE, IN EVERY “LITTLE” PROBLEM THERE USUALLY LURKS A B-I-G PROJECT!***
 - 4A. ***CONVERT today's annoying “chore” into a WOW! Project. THE B-I-G IDEA: THERE'S NO SUCH THING AS A “GIVEN.”***
5. ***Put on the brakes! DON'T BETRAY WOW!***
6. ***LOVE MAKES THE WORLD GO 'ROUND!***
7. ***Will it—the project, our baby—be beautiful? Yes ... BEAUTIFUL!***
8. ***Design-Is-It. I.e.: One of the single most powerful forces in the whole bloody universe.***
9. ***IS THE PROJECT REVOLUTIONARY? (ARE YOU SURE?)***

The WOW Project 50

- 10. *Is the Web factored into the project? In a b-i-g way?***
- 11. *Impact.* Henry James asked this, as his ultimate question, of an artist's work: *“Was it worth doing?”***
- 11A. *Made Anybody(s) Angry Lately?***
- 12. *RAVING FANS!***
- 12A. *Women-as-Raving Fans. Women take to products/services—and, thence, “project deliverables”—for (very) different reasons than men.***
- 13. *Pirates-on-the-high-seas. “We” are on a Mission/Crusade. We plan to upset the applecart (conventional wisdom) Big Time ... and Make a Damn Difference.***
- 14. *If you can (hint: you can!), create a “place.” That Is ... Pirates Need Ships at Sea and Caves on Land. (“Safe Houses” in Spy-speak.)***
- 15. *Put it in your resume. NOW! PICTURE YOURSELF CROSSING THE FINISH LINE.***
- 16. *THINK RAINBOW!***
- 17. *THINK ... OR RETHINK ... OR REFRAME ... YOUR CONCEPT ... INTO A “BUSINESS PLAN.”***
- 18. *Think/obsess ... D-E-A-D-L-I-N-E. Be ridiculously/absurdly/insanely demanding of yourself/your little band of renegades.***

The WOW Project 50

19. Find a Wise Friend. WOW Projects Ain't Easy! They Stretch You, Stress You, and Often Vex You. And the Organization.
20. FIND—AND THEN NURTURE—A FEW (VERY FEW) CO-CONSPIRATORS.
- 20A. Find at least one *user/co-conspirator*. NOW. *Think user from the start.*
21. Consider carrying around a little card that reads:

WOW!
BEAUTIFUL!
REVOLUTIONARY!
IMPACT!
RAVING FANS!
EXCELLENCE!

SELL

22. *Be S-U-C-C-I-N-C-T.* Describe your project (its benefits and its WOW!) in T-H-R-E-E minutes.
- 22A. METAPHOR TIME! The “pitch”—and every aspect of the project—works best if there is a compelling theme/image/hook that makes the whole thing cohere, resonate, and vibrate with life.
23. SALES MEANS SELLING ... EVERYONE!
24. Hey: WOW Project Life = Sales. Right? So ... WORK CONSCIOUSLY ON BUZZ. GET VISIBLE AND STAY VISIBLE.
25. Do your “Community Work.” Start to Expand the Network! ASAP.

The WOW Project 50

- 26. Last is as good as first. If they support you ... they are your friends.**
- 27. Preach to the choir! Never forget your friends!**
- 28. Don't try to convert your enemies. Don't waste time on them.**
- 29. CREATE AN A-TEAM ADVISORY BOARD.**
- 30. Become a Master Bootstrapper. You heard it here first: Too much initial money ... kills!**
- 31. Think B-E-T-A! As in ... Beta Site(s). You need customer-partners ... as safe-haven testing grounds for rough prototypes.**

IMPLEMENT

- 32. CHUNK! CHUNK! CHUNK! We've gotta break "it"—our project, now on the move—down into tidbit/do-it-today/do-it-in-the-next-four-hours pieces.**
- 33. Live ... Eat ... Sleep ... Breathe: Prototype! I.e.: BECOME AN UNABASHED PROTOTYPING FANATIC.**
- 33A. Teach prototyping. Prototyping is a "corporate culture" issue. I.e.: Work to create a Culture of Prototyping.**
- 34. PLAY! FIND PLAYMATES!**
- 35. Scrunch the Feedback Loops!**
- 36. BLOW IT UP! PLAY ... AND DESTRUCTION ... ARE HANDMAIDENS.**

The WOW Project 50

- 37. Keep recruiting! Iron Law: WOW Projects Call for WOW! People. Never stop recruiting!**
- 37A. WANTED: COURT JESTER.**
- 38. Make a B-I-G binder! This is the Project Bible. It's the Master Document ... the macro-map.**
- 39. List mania. Ye shall make lists ... and the lists shall make ye omniscient. (No joke.)**
- 40. Think (live/sleep/eat/breathe) Timeline/ Milestones.**
- 40A. WANTED: MS. LAST TWO PERCENT!**
- 41. Master the 15-Minute Meeting. You can change (or at least organize) the world in 15 minutes!**
- 42. C-E-L-E-B-R-A-T-E!**
- 42A. CELEBRATE FAILURES!**
- 43. Station break! The keynote here is action. Exactly right! But: Don't allow the action fanaticism to steer you off course re WOW!/Beauty/Revolution/Impact!/Raving Fans.**
- 44. A Project Has an Identity. It's Alive. PROJECT = LIFE ... SPIRIT ... PERSONALITY.**

The WOW Project 50

- 45. Cast the Net a Little/Lot Farther Afield.**
- 46. *It's the U-S-E-R, stupid! Never lose sight of the user community.***
- 47. *Concoct a B.M.P./Buzz-Management Program. Marketing is Implementation.***

EXIT

- 48. *SELL OUT! It's been "us" against "them" ... and one heck of a ride. But now the time has come to dance with the suits ... if we really want full impact.***
- 48A. *Recruit a Mr. Follow-up ... Who Is as Passionate as You Are! (And L-O-V-E-S Administration.)***
- 49. *SEED YOUR FREAKS INTO THE MAINSTREAM ... WHERE THEY CAN BECOME MUTANT VIRUSES FOR YOUR (QUIRKY) POINT OF VIEW!***
- 50. *Write up the project history. Throw a Grand Celebratory Bash!***

Becoming a “project professional” is no walk in the park.

14.7 The

INVESTMENT NECESSITY

***"The illiterate of the
21st Century will not
be those who cannot
read or write, but
those who cannot
learn, unlearn and
relearn."*** —Alvin Toffler

***“Knowledge becomes
obsolete incredibly fast.***

***THE CONTINUING
PROFESSIONAL
EDUCATION OF ADULTS
IS THE NO. 1 INDUSTRY
IN THE NEXT 30 YEARS***

... mostly on line.” —Peter Drucker

Damn good at something—**and**
getting better every*
day!

(* “Every” is not an “approximation.” It
is a ... **COMMANDMENT.**

Addenda: ***A tour of
duty in
finance!***

“All things pass through finance.” A truism if ever there was one! Maybe math was not your favorite subject. Maybe charts, graphs and numbers bore you.

No matter.

Somehow, by hook or by crook, you must acquire a touch of “finance experience.” Take an accounting course—even if you are an artist. Work with “the finance guy” on your project team. If you’re in a big organization, take a temporary assignment in finance—cleaning the floors if necessary.

We all need to learn a bit of “the finance game”—and have a few friends in finance—or a pal who’s an accountant.

It’s as simple as that!

And ... important beyond measure.

Brand Equity DEPRECIATION:

Rate: 15%?, 25%?

**Therefore: Formal
“Investment**

Strategy”/ F.R.I.P.*

*** FORMAL Renewal Investment Plan**

Yes, you are a ... **DEPRECIATING
ASSET.**

And you **MUST** invest.

And you **MUST** have a renewal
investment plan.

And it **MUST** be formal.

And you **MUST** schedule routine
personal “Brand You Audits.”

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

—Eleanor Roosevelt

I would go so far as to say this is a ...

profound ... idea.

I'd immediately add how ... ***incredibly***

difficult ... it is to even try,
let alone do.

14.8 This Could

Be Cool!

“This is the true joy of Life, the being used for a purpose recognized by yourself as a mighty one ... the being a force of Nature instead of a feverish, selfish little clod of ailments and grievances complaining that the world will not devote itself to making you happy.”

—G.B. Shaw, *Man and Superman*

**Worth pondering.
Eh?**

**(I must admit to LOL-ing out at ...
*“feverish, selfish little clod of ailments
and grievances complaining that the
world will not devote itself to making you
happy.”* Every one of us suffers from this
from time to time—and it is indeed pretty
pathetic.)**

***“Tell me, what
is it you plan
to do with your
one wild and
precious life?”***

—Mary Oliver, poet

The Work Matters!

“What we do matters to us. Work may not be the most important thing in our lives or the only thing. We may work because we must, but we still want to love, to feel pride in, to respect ourselves for what we do and to make a difference.”

—Sara Ann Friedman,

Work Matters: Women Talk About Their Jobs and Their Lives

**The master in the art of living
Makes little distinction between
his work and his play.
He hardly knows which is which.
He simply pursues his vision
of EXCELLENCE in whatever
he (or *she*—TP.2016) does.
Leaving others to decide whether
he is working or playing.
To him he is always doing both.**

Source: Zen Buddhist Text

Ditto Shaw—from a couple of different angles.

***“Nobody can prevent
you from choosing to
be exceptional.”***

—Mark Sanborn, *The Fred Factor*

***“To live is the rarest thing in the
world. Most people exist,
That is all.”*** —Oscar Wilde

***“Make your life itself a
creative work of art.”***

—Mike Ray, *The Highest Goal*

Q.E.D.