

**Tom Peters'**

**EXCELLENCE!**

**“THE WORKS”**

**A Half-Century's Reflections/1966-2016**

**Chapter SIXTEEN:**

**LEADERSHIP**

**01 January 2016**

**(10+ years of presentation slides at [tompeters.com](http://tompeters.com))**

# **Contents/“The Works”/1966-2016/EXCELLENCE!**

- Chapter ONE: Execution/The “All-Important Last 95%”**
- Chapter TWO: EXCELLENCE (Or Why Bother at All?)**
- Chapter THREE: 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 NINE: 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 ELEVEN: Nine Value-added Strategies**
- Chapter TWELVE: Value Added/1<sup>ST</sup> Among Equals/DESIGN MINDEDNESS**
- Chapter THIRTEEN: The “PSF”/Professional Service Firm “Model”  
as Exemplar/“Cure All”**
- Chapter FOURTEEN: 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**

## 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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# Chapter SIXTEEN

# LEADERSHIP

**Tom Peters'**

**LEADERSHIP:**

**“SOME STUFF”\***

**(\*46 “stuffs” to be precise)**

**My real title.**

**When one speaks of leadership, it seems as though the discussion immediately turns to the likes of “vision” and other lofty topics.**

**Be my guest.**

**Since I don't really know (nor, frankly, care) what “vision” means, I decided to go another route. Hardly a grand route. But, I hope, a useful route.**

**Herein ... 46 items/notions/suggestions (“**Some Stuff**”) that, if you try a few items, you will improve your leadership effectiveness.**

**Read it.**

**Try “some stuff” yourself.**

**Hold on to a couple that seem to work for you.**

**I think it might help.**

**16.1/ Hilton's**

**Commandment**

**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**  
**bathhtub.”**

**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 ...**

**This Hilton-ism earns pride of place. In the hotel business, “location location location” matters, it entices me in the door—*but it’s the tucked in shower curtain (and a dozen dozen like items) that brings me back and induces me to recommend your outfit to my friends.***

**And as businesspeople know so well, you typically lose money on the 1<sup>st</sup> transaction and roll in the \$\$\$ on #18, #19, #20 ... and accompanying word of mouth.**

**(And what holds for hotels holds, well, pretty much universally.)**

**(And of course, lots more later ... this elevates enormously the central position of our cadre of shower-curtain-tuckers!)**

**“EXECUTION IS  
STRATEGY.”\***

**—Fred Malek**

**\*XX/eXecution eXcellence**

**Fred, a very successful entrepreneur also committed to public service, was my boss at the White House/OMB in 1973-74. He was an execution “nut”—and passed his fiery passion along to me and many others.**

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

**We think of Welch and strategy as synonymous. Fact is, his greatest accomplishment, from the start of his tenure as CEO, was to shake off GE's lethargy and focus laserlike on ... EXECUTION.**

***“The art of war does not require complicated maneuvers; the simplest are the best and common sense is fundamental. From which one might wonder how it is generals make blunders; it is because they try to be clever.”*** —Napoleon

**Amusing.**

**Profound.**

**So so true of “strategy nuts” in my  
experience.**

**“EXECUTION IS**  
**THE JOB OF**  
**THE BUSINESS**  
**LEADER.”**

—Larry Bossidy &

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

***“Execution is a***

***SYSTEMATIC***

***PROCESS of***

***rigorously discussing hows and  
whats, tenaciously following  
through, and ensuring  
accountability.”***

—Larry Bossidy & Ram Charan/*Execution:  
The Discipline of Getting Things Done*

***“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 & Ram Charan, *Execution***

**“I saw that leaders placed too much emphasis on what some call high-level strategy, on intellectualizing and philosophizing, and not enough on implementation. People would agree on a project or initiative, and then nothing would come of it.”** —Larry Bossidy & Ram Charan,  
*Execution: The Discipline of Getting Things Done*

**Larry Bossidy, former GE Vice-chairman and then CEO of Allied, may have written the 1<sup>st</sup> book with the simple title ... ***EXECUTION.*****

***Why 10,000 books on accounting or marketing ... and ONE on EXECUTION per se?***

**God alone knows.  
I surely don't.**

**The point of the slides: “Execution” isn’t “the grunt work” to be overseen by others—a “*culture of execution-accountability*” starts at the tippy top, and must be the relentless, visible concern of the CEO and his top lieutenants; moreover a focus on execution starts at the start—with the hiring process.**

**(FYI: *Bossidy’s book, with Ram Charan, is superb!* )**

***Does/will the next  
presentation you give/  
review allot more  
time to the process/  
details/politics of  
“implementing” than  
to the “analysis of the  
problem/opportunity”?***

**Rare.**

**Work on it.**

**(Measure it?)**

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

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

**For want of a nail, the shoe was lost,  
For want of a shoe, the horse was lost,  
For want of a horse, the rider was lost,  
For want of a rider, the message was lost,  
For want of a message, the battle was lost,  
For want of a battle, the war was lost,  
For want of a war, the kingdom fell,**

**And all for the want of a nail.**

***(And how well General Bradley—and, among others, U.S. Grant—understood this!)***

**(FYI: Bradley quote is on my “Top 10 Favorite Quotes” list.)**

**“The head of one of the large management consulting firms asks [members of a client organization], ‘And what do you do that justifies your being on the payroll?’ The great majority answer, ‘I run the accounting department,’ or ‘I am in charge of the sales force’ ... Only a few say, ‘It’s my job to give our managers the information they need to make the right decisions,’ or ‘I am responsible for finding out what products the customer will want tomorrow.’ The man who focuses on efforts and stresses his downward authority is a subordinate no matter how exalted his rank or title. But the man who focuses on contributions and who takes responsibility for results, no matter how junior, is in the most literal sense of the phrase, ‘top management.’ He holds himself responsible for the performance of the whole.”** —Peter Drucker

**We'll leave the last word on this topic to Peter Drucker.  
Always a wise idea.**

**(AND ... a wonderful message with which to conclude my  
remarks on execution.)**

**16.2.1/ MBWA:**

**25/60/50/3/5**

***“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.*

**When Bob Waterman and I wrote *In Search of Excellence* in 1982, business was mostly “by the numbers”—and we Americans were struggling (to put it mildly) against hands on, tactile stuff ... like superior Japanese auto quality.**

**Then, at Hewlett Packard (at the time, Silicon Valley’s paragon of Excellence) we were introduced to the famed “HP Way,” the centerpiece of which was in-touch management. HP had a term for this ...**  
**MBWA. (MANAGING BY WANDERING AROUND.)**

**Bob and I immediately fell in love. Not only was the idea per se important and effective and cool, but it symbolized everything we were coming to cherish—enterprises where bosses-leaders were in immediate touch with and emotionally attached to workers, customers, the product.**

***The idea is arguably more important in 2016 than it was in 1982.***

2

5

*“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”

**Despite the presence of a brilliant staff and terabytes of new data every day, not to mention an insanely busy schedule, Starbucks boss Howard Schultz religiously visits at least 25 shops each week. If he doesn't, he says, he loses touch with the basics of the business and his front line team..**

**Amen.**

**Amen/MBWA 25 times over.**

**(And you??)**

***“A body can pretend to care, but they can’t pretend to be there.”***

**— Texas Bix Bender**

**Requires no explanation.**

**“The first and greatest imperative of command is to be present in person. Those who impose risk must be seen to share it.”**

—John Keegan, *The Mask of Command*

**Strong language?**  
**Understatement!**

***YOU ARE***  
***NOT A JERK.***

**You are legitimately busy. You are paid to sort things out and solve problems. That could keep you in the office “25/8.” So I’m not being critical.**

**HOWEVER: *You will slowly—and then quickly—lose touch with the real work of the organization.***

**The only answer to doing MBWA is to do it.**

**It is a matter of urgency, persistence, willpower and a willingness to let go of some of the stuff that keeps you chained to your desk.**

**It *ain’t* easy.**

**It *is* imperative.**

6

0

***“I call 60 CEOs [in the  
first week of the year] to wish  
them happy New  
Year. ...”***

**—Hank Paulson, former CEO, Goldman Sachs  
(and subsequently U.S. Treasury Secretary)**

**Another flavor of working like a demon to stay in touch, from Treasury Secretary Paulson's Goldman Sachs days.**

***Do you have a similar ritual?***

**I do.**

**IT WORKS.**

**(Oh does it ever work.)**

**(Been doing it since 1973.)**

50

*“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”)

**50%** unscheduled time.

**Consider it.**

**(Seriously.)**

**(Seriously: P-L-E-A-S-E CONSIDER IT SERIOUSLY.)**

**(The source, Dov Frohman, is impeccable—a longtime Intel superstar, who is also godfather of much of Israel's high-tech industry.)**

**(I doubt that you'll get there. But the notion per se—coming from a business All Pro Hall of Famer—makes it, or an approximation thereof [25%?], worthy of deep thought.)**

***The CEO of a very successful mid-sized bank, in the Midwest, attended a seminar of mine in northern California in the mid-'80s—but I remember the following, pretty much word for word, as if it were yesterday ...***

***“Tom, let me tell you the definition of a good lending officer. After church on Sunday, on the way home with his family, he takes a little detour to drive by the factory he just lent money to. Doesn’t go in or any such thing, just drives by and takes a look.”***

**When the financial crisis gripped us, and along with it the stories about huge loans (\$500,000, say) to unemployed people to purchase decrepit properties, I was reminded of the previous comment by a mid-sized Midwestern bank CEO.**

**There was obviously more to the financial crisis than this—but this vignette does in its own fashion cut to the core.**

**“The **eyes** have it.”**

**3/5**

**3K/5M:** 3,000  
miles for a 5-minute  
face-to-face  
meeting

**The gospel according to the late Mark McCormack, super-agent, and once voted the most powerful man in U.S. sports.**

***I buy it 100%.***

**And have in fact practiced it, with a 1.000 batting average, in a handful of instances.**

**3,000 miles for a 5-minute (perhaps literally) meeting is a matchless/memorable ...**

**Exhibition of Seriousness ...  
on your part.**

**(In fact, it's important to go home immediately after the 5-minute meeting to further demonstrate, if necessary, your seriousness and unequivocality of intent.)**

**Glib But TRUE**

***“Decisions  
are made by  
those who  
show up.”***

**—Aaron Sorkin**

**“Just” a saying.  
(Albeit from a superb source.)**

**But oh so true.**

**(Think about it ... EVERY DAY.)**

16.2.2/

**MBFFA**

**MBFFA:**

**Managing By Frequent  
Flyer-ing Around**

**I am continually told that “this MBWA stuff” is not on—i.e., not possible—in the Age of Dispersed Teams. To some extent, sure. But let’s not throw in the whole towel.**

**If I was leading an important, dispersed project team, I would find some way—begging, borrowing, or stealing if necessary—to “make the rounds.” For want of a better term, I’ll call it MBFFA—Managing By Frequent Flyer-ing Around. Maybe quarterly?**

**1016 OR OR 1916 OR 2016: FACE-TO-FACE IS IMPERATIVE. **PERIOD.****

**Bosses of bosses: In this Age of Dispersed Teams ... DO NOT CUT THE TRAVEL BUDGET REGARDLESS OF HOW CASH-STRAPPED YOU MAY BE. **PERIOD.****

**16.2.3/ MBWA**

***DID YOU DO  
YOUR MBWA  
TODAY?***

**If not, why not?**

16.3.1/ **IT'S**

**ALWAYS**

**SHOWTIME**

—

**“IT’S ALWAYS  
SHOWTIME.”**

**—David D’Alessandro, *Career Warfare***

***Leaders are actors.***

***Leaders are never offstage.***

***PERIOD.***

***“All the  
world’s  
a stage.”***

**—Shakespeare/“As You Like It”/Act II, Scene VII**

**LIFE = THEATER.  
(LEADERSHIP = THEATER)  
BELIEVE IT.**

**LITTLE = BIG**

**The “little stuff” (chance interactions in the hallway) is **(far)** more important than the big stuff.**

***The “little stuff” is, collectively, the impressions you give—a moment at a time, 30 seconds at a time, 15 SECONDS AT A TIME, that set/maintain /change the “corporate culture.”***

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

**—Samuel Taylor Coleridge**

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

**—Ben Zander, symphony conductor and management guru**

***“The leader must have infectious optimism. ... The final test of a leader is the feeling you have when you leave his presence after a conference. Have you a feeling of uplift and confidence?”***

**—Field Marshall Bernard Montgomery**

***“A leader is  
a dealer in  
hope.”***

**—Napoleon**

**I believe these quotes speak for themselves.**

**(I can't offer any "How tos," though I can surely suggest—**insist!**—that "this STUFF" be front and center in all leadership selection and assessment, from the short term (2 week) project team leader to a senior management position.)**

***“A man without  
a smiling face  
must not open  
a shop.”***

**—Chinese Proverb**

**As good as it gets.  
(And applicable in any situation  
imaginable.)**

**(I.e., consider, damn it, the ...**

**PRACTICAL**

**IMPLICATIONS ... of this.)**

**BE EXPLICIT!**

**HIRE FOR IT!**

**PROMOTE FOR IT!**

***Put these attributes per se—  
e.g., enthusiasm, use the  
word per se—in and more or  
less atop your leader-  
selection-and-promotion-  
and-evaluation specs.***

***“Make it fun to work at  
your agency. ... Encourage  
exuberance. Get rid***

***of sad dogs***

***who spread***

***doom.”***

**—David Ogilvy**

**From the master, David Ogilvy.**

**It, alas, is true, one sourpuss can demoralize a group of 25 in a flash.**

**“Get rid of” is perhaps a bit strong—but Ogilvy’s sentiment is spot on and the biggest of big deals.**

16.3.2/ IT'S ALWAYS SHOWTIME:

**DUNKIN' TIME!**

“Soon after the new CEO joins the staff, he helps organize an organization-wide celebration intended to pump everyone up about their future. ... This guy is probably going to get up on a stage and crow about all the big changes he’s going to make, ‘all of which will make my job harder,’ you’re probably thinking. ***But to your surprise, as your kids just discovered, the main event of the celebration is the opportunity for you, your co-workers, and even the family members who tagged along to plunk this new hotshot executive, dressed in a suit and tie of his Sunday best, into a barrel of cold water.*** ... The dunking goes on for about four hours. Afterward, when you see this guy walking around, chatting and shaking hands with just about everyone—all the while his suit and tie continue to drip water everywhere—he doesn’t seem like such a stuffed shirt anymore. Maybe, just maybe, you can open yourself up and listen to what he has to say. And that’s when the magic begins.”—from the chapter “Fun Matters,” in the book ***Patients Come Second: Leading Change By Changing the Way You Lead***, by Paul Spiegelman & Britt Berrett (Berrett is the one who got dunked—and is CEO of Texas Health Presbyterian Hospital Dallas, with 898 beds.)

**This may not be for you. Fine. But it nonetheless is a wonderful marker on “leadership as show business.”**

**And isn't it fascinating that a book from a hospital CEO would have a full chapter on “Fun”? Obviously it's related to the central theme of a book with a title like ...**

**Patients Come Second.** Said theme, of course (though honored in the breach in 9 of 10 cases) is that patients will not have a good experience unless the staff is (first) excited about what they are doing.

16.4.1/

**The/Your**

**Only**

**Truthteller**

**You = Your  
calendar\***

**\*The calendar NEVER lies.**

**YOUR CALENDAR  
KNOWS PRECISELY  
WHAT YOU  
REALLY CARE ABOUT.**

**DO YOU????**

**Your priorities are revealed in your allocation of time.**

**PERIOD.**

**Obvious?**

**Sure.**

**Important reminder?**

**Yup!**

**So: DO YOU PERFORM A**

**WEEKLY CALENDAR**

**REVIEW?**

***(If you don't ... you are guilty of ... GROSS NEGLIGENCE ... toward yourself.)***

**16.4.2/**

**“To Don’t”**

***"Dennis, you need a ...***

**'TO-DON'T'**

***List !"***

**A good friend-entrepreneur has an idea a minute—and damned if they’re not all good! But to move the next step in his enterprise, namely rolling his program out to a wide audience in dozens of locations, focus is required. His closest advisor, a former CEO of a big company, told my pal (I was there) that the key was ... *managing his “To-don’ts.”***

**Amen!**

**For my friend!**

**For me!**

**For you!**

**“The ONE THING  
you need to know  
about sustained  
individual success:  
Discover what you  
DON’T like doing and  
STOP doing it.”**

—Marcus Buckingham, *The One Thing You Need to Know*

**“THE ONE THING.”**

**Strong language !**  
**(Think about it.)**  
**(Source impeccable.)**

16.5/

**The**

**“Have**

**you ...”**

**50**

**“Mapping your  
competitive  
position”**

***or ...***

**A colleague wrote a *Harvard Business Review* cover article titled “Mapping Your Competitive Position.” He’s a fine fellow whose work I unstintingly admire—and have frequently endorsed without reservation. But for some reason the title got to me when I chanced upon it in an airport magazine shop.**

**So I wrote the list that follows.**

**Instead of that abstract “mapping” project,  
*have you ...***

**1. Have you in the  
last 10 days ...**

***VISITED*** a customer?

**2. Have you called a**

**customer ... *TODAY* ?**

Very **very** pragmatic activities ...  
often crowded out by a million bureaucratic  
brushfires.

1. **Have you ... in the last 10 days ... visited a *customer*?**
2. **Have you called a customer ... *TODAY*?**
3. Have you in the last 60-90 days ... had a seminar in which several folks from the customer's operation (different levels, different functions, different divisions) interacted, via facilitator, with various of your folks?
4. **Have you thanked a front-line employee for a small act of helpfulness ... in the last three days?**
5. Have you thanked a front-line employee for a small act of helpfulness ... **in the last three hours?**
6. Have you thanked a front-line employee for carrying around a great *attitude* ... today?
7. Have you in the last week recognized—publicly—one of your folks for a small act of *cross-functional co-operation*?
8. Have you in the last week recognized—publicly—one of “their” folks (another function) for a small act of cross-functional co-operation?
9. Have you invited in the last month a leader of *another function* to your weekly team priorities meeting?
10. Have you personally in the last week-month called-visited an internal or external customer to *sort out, inquire, or apologize* for some little or big thing that went awry? (No reason for doing so? If true—in your mind—then you're more out of touch than I dared imagine.)

**Have you thanked a front-line  
employee for a small act of  
helpfulness ... in the last  
three days?**

**Have you thanked a front-line  
employee for a small act of  
helpfulness ... in the  
last three hours?**

11. Have you in the last two days had a chat with someone (a couple of levels down?) about specific deadlines concerning a project's next steps?
12. Have you in the last two days had a chat with someone (a couple of levels down?) about specific deadlines concerning a project's next steps ... and what specifically *you can do to remove a hurdle*? (“Ninety percent of what we call management consists of making it difficult for people to get things done.”—Peter “His eminence” Drucker.)
13. Have you celebrated in the last week a “small” (or large!) *milestone* reached? (I.e., are you a milestone fanatic?)
14. Have you in the last week or month revised some estimate in the “wrong” direction and apologized for making a lousy estimate? (Somehow you must publicly *reward the telling of difficult truths*.)
15. **Have you installed in your tenure a very comprehensive customer satisfaction scheme for all internal customers?** (With major consequences for hitting or missing the mark.)
16. Have you in the last six months had a week-long, visible, very intensive *visit-“tour”* of external customers?
17. Have you in the last 60 days called an abrupt halt to a meeting and “ordered” everyone to get out of the office, and “into the field” and in the *next eight hours*, after asking those involved, fixed (f-i-x-e-d!) a nagging “small” problem through practical action?
18. Have you in the last week had a rather thorough discussion of a “cool design thing” someone has come across—away from your industry or function—at a Web site, in a product or its packaging?
19. Have you in the last two weeks had an informal meeting—at least an hour long—with a front-line employee to discuss things we do right, things we do wrong, what it would take to meet your mid- to long-term aspirations?
20. Have you had in the last 60 days had a general meeting to discuss “things we do wrong” ... that we can fix in the next *fourteen days*?

21. Have you had in the last year a one-day, intense offsite with each (?) of your internal customers—followed by a big celebration of “things gone right”?
22. Have you in the last week pushed someone to do some family thing that you fear might be overwhelmed by deadline pressure?
23. *Have you learned the names of the children of everyone who reports to you? (If not, you have six months to fix it.)*
24. Have you taken in the last month an interesting-*weird* outsider to lunch?
25. Have you in the last month invited an interesting-*weird* outsider to sit in on an important meeting?
26. Have you in the last three days discussed something interesting, beyond your industry, that you ran across in a meeting, reading, etc.?
27. Have you in the last 24 hours injected into a meeting “I ran across this interesting idea in (strange place)”?
28. Have you in the last two weeks asked someone to report on something, anything that constitutes an act of brilliant service rendered in a “trivial” situation—restaurant, car wash, etc.? (And then discussed the relevance to your work.)
29. *Have you ... in the last 30 days ... examined in detail (hour by hour) your calendar to evaluate the degree “time actually spent” mirrors your “espoused priorities”? (And repeated this exercise with everyone on team.)*
30. Have you in the last two months had a presentation to the group by a “weird” outsider?

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

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

**33. Have you at every meeting today (and forever more) re-directed the conversation to the practicalities of implementation concerning some issue before the group?**

**34. Have you at every meeting today (and forever more) had an end-of-meeting discussion on “action items to be dealt with in the next 4, 48 hours”? (And then made this list public—and followed up in 48 hours.) And made sure everyone has at least one such item.)**

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

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

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

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

**39. Have you in the last week discussed the idea of “*Wow*”? (What it means, how to inject it into an ongoing “routine” project.)**

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

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

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

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

44. Have you in the last ... *two hours* ... stopped by someone’s (two-levels “down”) office-workspace for 5 minutes to ask “What do you think?” about an issue that arose at a more or less just completed meeting? (And then stuck around for 10 or so minutes to listen—and visibly taken notes.)

45. Have you ... in the last day ... looked around you to assess whether the diversity pretty accurately maps the diversity of the market being served? (And ...)

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

47. Have you during your tenure instituted very public (visible) presentations of performance?

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

49. Have you in the last six months talked about the *Internal Brand Promise*?

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

**So ...**

**HAVE YOU???**

**16.6/**

**1**

*“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

Just say **“No”** to “our five strategic priorities.”

**One’ll do.**

**Two’s most likely a pipedream.**

**Three or more cause nothing but confusion.**

**Four/four+ = A bad joke.**

**(ONE says Mr. Drucker—a rather trustworthy guide. This was also a Jack Welch strategy at GE—one BIG initiative, such as 6-sigma, at a time) (This is a [VERY] Big Deal.)**

**16.7/ Monday  
Morning**

—

**Monday/Tomorrow/Courtesy NFL:**

***“Script” your  
first 5-10***

***“plays.”*** (I.e., carefully  
launch every day/week in a  
***purposeful fashion.***)

**Professional football (USA/NFL) coaches carefully script the first few plays of the game—aiming to get off to a good start. Of course the plan will likely fall through before play #10. But the script per se aims to set the course.**

**“Beginnings are everything.”**

**(More or less.)**

**So start the week off on the right foot.**

***Do NOT—come hell AND high water—let the first 45 minutes of the week slip by.***

***(A week is a precious unit of measure.***

**And a week does have a beginning, middle, and end. Effecting the beginning is crucial to all that follows.)**

**16.8.1/**

**X5**

**EXCELLENCE is**

**not not**

**not a “long-term”  
“aspiration.”**

**EXCELLENCE** is *not* a “long-term”  
“aspiration.”

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

**NEXT 5 MINUTES.\***

(\*Or NOT.)

**EXCELLENCE is not an "aspiration."**

**EXCELLENCE is ... THE NEXT FIVE MINUTES.**

**EXCELLENCE is your next conversation.**

**Or not.**

**EXCELLENCE is your next meeting.**

**Or not.**

**EXCELLENCE is shutting up and listening—really listening.**

**Or not.**

**EXCELLENCE is your next customer contact.**

**Or not.**

**EXCELLENCE is saying "Thank you" for something "small."**

**Or not.**

**EXCELLENCE is the next time you shoulder responsibility and apologize.**

**Or not.**

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

**Or not.**

**EXCELLENCE is the flowers you brought to work today.**

**Or not.**

**EXCELLENCE is lending a hand to an "outsider" who's fallen behind schedule.**

**Or not.**

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

**Or not.**

**EXCELLENCE is waaay "over"-preparing for a 3-minute presentation.**

**Or not.**

**EXCELLENCE is turning "insignificant" tasks into models of ... EXCELLENCE.**

**Or not.**

**Translation: Reflect on your last five minutes  
—and next five minutes.**

**Did they/will they measure up to the  
“Excellence Standard”?**

**(That’s all there is, there ain’t no more.)**

**Next five minutes.**

**OR NOT.**

**16.8.2/**

**X/BLD**

***“Everything can be taken from a man but one thing: the last of the human freedoms—to choose one’s attitude in any given set of circumstances, to choose one’s own way.” —Victor Frankl***

**The late Victor Frankl, one of the world's greatest psychologists, was a survivor of a Nazi concentration camp.**

**(P-L-E-A-S-E:**

**This is NOT a “great quote.”**

**This IS a profound piece of life guidance.)**

**A(A.M.)**

**=BLD**

**The Attitude you decide to take to work this morning/A.M.is your ...**

**BIGGEST.**  
**LIFE.**  
**DECISION.**

**Period.**

**(Think about it as you write your first emails of the day, as you walk out your front door, as you walk in the office door.)**

**EXCELLENCE** is  
a **PERSONAL**  
choice ... **NOT**  
an institutional  
choice!

**Personal.**

**Your call.**

**Your decision.**

**Your life.**

**EXCELLENCE?**

**Or not?**

**16.9/**

**0**

***“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***

**Jose is the best event producer I've encountered in 35 years. He states here the philosophy that guides him.**

**Every day is the beginning of the world:**

**NOT ONE SINGLE**

**SATISFIED CUSTOMER.**

**We must—*each and every day*—demonstrate anew the value of our work and collective effort.**

**16.10/** ***I left out***  
***one (BIG)***  
***thing ...***

***“Tom, you left out one  
thing ... Leaders  
enjoy  
leading!”***

**I'd given a speech on leadership in Dublin—called “The Leadership 50.” Afterwards and over a Guinness, the head of a sizeable marketing services company made his remark about what I omitted.**

**As I reflected, I agreed he was right.  
Simply put:**

***Some people “get off “ on the people and politics puzzles—and the inherent messiness of human affairs— that are at the heart of effective leadership.***

***Some don't.***

**Leading is it's own thing.  
And that thing may or may not be your thing.  
Think long and hard about this.**

**(FYI: This applies to a 4-week leadership assignment as project leader of a 4-person team as it does for a “big” job.)**

16.11/

“I ‘DO’

PEOPLE”

**Les Wexner: FROM FASHION  
TRENDS GURU TO JOY  
FROM PICKING/  
DEVELOPING PEOPLE!\***

**\*Limited Brands founder Les Wexner queried on astounding (>>Welch) longterm growth & profitability: It happened, he said,**

**because *“I got as excited  
about developing  
people”*** as he had been about predicting fashion  
trends in his early years.

**Developing a first-class enterprise—retailer or tech company or football team or symphony orchestra—is all about developing people. My friend Mr. Wexner didn't get there at first, but as growth soared, he came around to the “My job is people” view—and did it ever work/pay off.**

**PERIOD.\***

**(\*More or less. Mainly more.)**

**(Source: When the legendary Jack Welch retired from GE, *Business Week* interviewed several CEOs whose companies had outperformed GE during the Welch years. One was Limited Brands CEO Les Wexner. Shifting his focus from fashionista to people-ista/people development fanatic, he said, was his #1 success key.)**

***“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”***

**Obvious.**

***(Or it should be.)***

***“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**

**I love this!**  
**(On my “Top 25” slides list.)**

**A high standard.**  
**I’m tempted to say ... *THE ONLY APPROPRIATE***  
***STANDARD.***

***Again.***

***Please.***

***Sooooooo much more than a “great quote.”***

***Instead: a ... GREAT LIFE PHILOSOPHY.***

16.12/ **Training =  
Investment**

**#1 !**

If you “do people”—which *is* what leaders do—then you must necessarily be committed, heart & soul & wallet,

To ... **“EPD/Extreme People**

**Development.”\*** (\*Which, happily, happens to be the best way to pursue “growth/profit maximization.”)

**2X**

**Recession comes. Most retailers cut back on training to save money. CONTAINER STORE ...**

**DOUBLES ... training for in-store customer-contact employees.**

**Perfect time for best effort++ with any remaining customers who come our way, they say. And the best path to inducing those customers to open their wallets is to double down on helping our closest-to-the-customer people grow.**

**(A few years ago Container Store was ranked as the **#1** company to work for in the \$18 trillion USA economy.)**

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

**FACT.**



??

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

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

**Most firms don't even *have* a "CTO."  
For shame.**

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

*If not, why not?*

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

*If not, why not?*

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

***If not, why not?***

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

*If not, why not?*

Why is your world of business any different than the (competitive) world of rugby, football, opera, theater, the military?

*If “people/talent first” and hyper-intense continuous training are laughably obviously for them, why not you?*

**Someone at a seminar challenged me on this. Said it was unrealistic and, by the way, what does “tingle” mean. I pointed to my sophomore year in college. For us engineers, including civil engineers like me, an introductory chemistry course was required. Most of us looked forward to it as the equivalent of a 4-month long root canal. We had two well known professors, Mitchell Sienko and Robert Plane. They were scholars of the first order and simultaneously entertainers of the first order. Bottom line: By the end of the course, probably half of us (among hundreds) wanted to be chemistry majors. Ten years later the same sort of lightning struck courtesy an econ prof, Keith Lumsden, at the Stanford business school.**

**That is, there are great teachers and great courses—and I do not understand why the corporate world can’t develop or recruit the Sienkos and Planes and Lumsdens. Billions/even trillion\$\$\$ are at stake—and great “profs” concocting great courses could do wonders to, say, recruitment and retention and productivity. As to “tingle,” I’m looking for something beyond “very good”; I’d accept “earthshaking” or “mind-blowing” or, for sure ...**

***“supercalifragilisticexpialidocious.”***

**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 (for selfish as well as  
commercial reasons!

**The boss is the big winner.**

**(A winner at work—*and* a winner in life  
as a useful human being.)**

## **Gamblin' Man**

**Bet #1: >> 5 of 10 CEOs see training as expense rather than investment.**

**Bet #2: >> 5 of 10 CEOs see training as defense rather than offense.**

**Bet #3: >> 5 of 10 CEOs see training as “necessary evil” rather than “strategic opportunity.”**

**Bet #4: >> 8 of 10  
CEOs, in 45-min  
“tour d’horizon” of  
their biz, would  
NOT mention  
training.**

**My odds are not speculative. I've tested this. (Alas.)**

**(If you had any clue as to just how much this pisses me off ...)**

**What is the #1**  
**reason to go**  
**berserk over**  
**training?**

**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.)**

**16.13/ Hiring**

***“Development can help great people  
be even better— **but if**  
I had a dollar to spend, I’d  
spend **70 cents**  
getting the right person in  
the door.”***

**—Paul Russell, Director, Leadership and  
Development, Google**

“In short, hiring is **the most**  
**important aspect of**  
**business** and yet remains  
**woefully**  
**misunderstood.**”

Source: *Wall Street Journal*, 10.29.08,  
review of ***Who: The A Method for Hiring***,  
Geoff Smart and Randy Street

**So do you consider yourself a full-bore ...**  
**PROFESSIONAL** ... when it  
comes to hiring? (Take care in  
answering, please.) (*If you buy  
something like the “70%,” what could be  
more important?????*)

***So I asked a Starbucks regional manager why her front line folks always seemed to have a smile—in Saudi Arabia as much as in Boston. And she said ...***

***“It’s simple, really,  
Tom. Hire for ☺s,  
and, above all,  
promote for ☺s.”***

**—Starbucks regional manager,  
on why so many smiles at Starbucks shops**

**“Oh, uh, sure ...”**

**(Sorry for being such a dunderhead.)**

***“We look for ...  
listening, caring,  
smiling, saying  
‘Thank you,’ being  
warm.”***

**— Colleen Barrett, former President, Southwest Airlines**

**Same same Southwest Airlines!**  
**(Gawd, is this ever important!)**  
**(Gawd, is this unusual!)**

**P-L-E-A-S-E** take this to heart ... **NOT** in general, but as to the ... **SPECIFICS**. *(These words per se—as written on the prior three slide—are the crux of the matter; that is, the crux of Starbucks' and Southwest's matchless success.)*

**16.14/** **Quiet**

***“We live with a value system that I call the Extrovert Ideal—the omnipresent belief that the ideal self is gregarious, alpha, and comfortable in the spotlight. The archetypal extrovert prefers action to contemplation, risk-taking to heed-taking, certainty to doubt. ... We think that we value individuality, but all too often we admire one type of individual ... Introversion is now a second-class personality trait. ... **The Extrovert Ideal has been documented in many studies. Talkative people, for example, are rated as smarter, better looking, more interesting, and more desirable as friends. Velocity of speech counts as well as volume: We rank fast talkers as more competent and likeable than slow ones. But we make a grave mistake to embrace the Extrovert Ideal so unthinkingly.** ... As the science journalist Winifred Gallagher writes, ‘The glory of the disposition that stops to consider stimuli rather than rushing to engage with them is its long association with intellectual and artistic achievement. Neither  $E = mc^2$  or Paradise Lost was dashed off by a party animal.’ Even in less obviously introverted occupations, like finance, politics, and activism, some of the greatest leaps forward were made by introverts ... figures like Eleanor Roosevelt, Warren Buffett and Gandhi achieved what they did not in spite of but because of their introversion.”*** —Susan Cain, *Quiet: The Power of Introverts in a World That Can’t Stop Talking*

Susan Cain's ***Quiet: The Power of Introverts in a World That Can't Stop Talking*** made a profound impact on me. We tend to favor the “noisy ones”—and thence downplay the power of the 50% amongst us who are “the quiet ones.”

I.e., we blow off (or, at least, undervalue)

almost **50%** of the talent pool.

Talk about a “missed opportunity”!

***“If you are a manager, remember that one third to one half of your workforce is probably introverted, whether they appear that way or not. Think twice about how you design your organization’s office space. Don’t expect introverts to get jazzed up about open office plans or, for that matter, lunchtime birthday parties or teambuilding retreats. Make the most of introverts’ strengths— these are the people who can help you think deeply, strategize, solve complex problems, and spot canaries in your coal mine.***

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

***“The next time you see a person with a composed face and a soft voice, remember that inside her mind she might be solving an equation, composing a sonnet, designing a hat. She might, that is, be deploying the power of quiet.”***

—Susan Cain,

*Quiet: The Power of Introverts in a World That Can't Stop Talking*

**I repeat, we more often than not blow off half the population of candidates for hiring—and subsequently promotion.**

**16.15/**

# **Promotion**

## **Promotion Decisions**

***“life and  
death  
decisions”***

**Source: Peter Drucker, *The Practice of Management***

**A senior promotion decision in particular is akin to an acquisition decision. *The same degree of care therewith should be exercised.***

16.16/

# Evaluation

***EVALUATING***

***PEOPLE = #1***

***DIFFERENTIATOR***

**Source: Jack Welch, now Jeff Immelt, on**

**GE's top strategic skill (!!!!)**

**Strong language.  
Entirely plausible.**

**Think about it.  
Could you say (anything anywhere  
nearly) the same?**

**53 = 53\***

**\*53 people = 53 (different) evaluation criteria**

**There are, for example, 53 players on a team's active duty NFL (USA pro football) roster.**

**Each player has a unique role to fulfill on the team. (Duh.)**

**Each one is at a different place in their personal and professional development. No two are alike. (Duh.)**

**A generic evaluation scheme would literally be**

**... **INSANE.****

**One needs 53 different measures for 53 different players. (**DUH.**)**

**16.17/**

**Me**



***“Being aware of yourself  
and how you  
affect everyone  
around you is  
what distinguishes a  
superior leader.”***

—Edie Seashore

The leadership gurus speak with one voice on this: ***Self-knowledge and self-development is Leader Job #1.*** \*

(\*This hasn't been my standard view—but there is such unanimous agreement among so many people I respect, that I willingly stand corrected. So be it!)

Think about it.

(Your self assessment skills likely [do]

... **STINK**. *Especially* if you think they're good!)

***“To develop  
others, start  
with yourself.”***

**—Marshall Goldsmith**

**Mr. Goldsmith is perhaps the best known executive coach around.**

**So: Pay attention.**

**P-L-E-A-S-E.**

**“Work on  
me first.”**

**—Kerry Patterson, Joseph Grenny, Ron McMillan and  
Al Switzler/*Crucial Conversations***

***“Leadership is self-knowledge. Successful leaders are those who are conscious about their behavior and the impact it has on the people around them. They are willing to examine what behaviors of their own may be getting in the way. ... The toughest person you will ever lead is yourself. We can't effectively lead others unless we can lead ourselves.”***

***—Betsy Myers, Take the Lead: Motivate, Inspire, and Bring Out the Best in Yourself and Everyone Around You***

***“How can a high-level leader like \_\_\_\_\_ be so out of touch with the truth about himself? It’s more common than you would imagine. In fact, the higher up the ladder a leader climbs, the less accurate his self-assessment is likely to be. The problem is an acute lack of feedback [especially on people issues].”***

**—Daniel Goleman (et al.), *The New Leaders***

**Read.**

**V-E-R-Y** carefully.

**Repeat: Your self-evaluation** (doubtless)

**S-T-I-N-K-S.**

DALE  
CARNEGIE

HOW TO  
WIN FRIENDS  
&  
INFLUENCE  
PEOPLE



***“The biggest problem I shall ever face: the management of Dale Carnegie.”***

**—Dale Carnegie, diary of**

**A wonderful observation.**

**Which clearly applies to me ... *and* thee.**

***"Everyone thinks  
of changing the  
world, but no one  
thinks of changing  
himself."***

**—Leo Tolstoy**

**Yikes.**

**(Well, maybe we *do* consider self improvement. But look again at the quotes in this section: Some [**VERY**] savvy people suggest/conclude that self-knowledge and self-development is indeed ... **Leader Task #1**.)**

**16.18/**

**100%**

**10X**

**Every day brings at  
least 10 leadership  
opportunities for  
every one (100%)  
of us. \***

(\*Over, perhaps, the age of 12)

Inspired by: Betsy Myers, *Take the Lead: Motivate, Inspire, and Bring Out the Best in Yourself and Everyone Around You*

**Leadership is not limited to formal roles. While we all know that, it doesn't hurt to offer a reminder. Literally every day offers up a plethora of leadership opportunities.**

***When you are busy beyond measure, but take a half-hour to help someone who is also up against a crushing deadline—well, that's leadership of the 1<sup>st</sup> order.***

**(The bigger idea is to instill the idea of “leaders all” into everyone in your organization.)**

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

**—Ralph Nader**

**Mr. Nader de facto seconds the prior motion, and asks us to get everyone focused on personal growth and thinking and acting like a leader. Development accelerates—and the customer is the ultimate beneficiary of a skilled staff that seizes the moment without muss, fuss, or order shouting.**

**Leaders all!**

**(Duh!)**

16.19/

**R.O.I.R.**

**>>**

**R.O.I.**

**RETURN ON  
INVESTMENT IN  
RELATIONSHIPS**

**Track & Manage ...**  
***your investments in  
relationships/your  
relationships portfolio  
as closely as you  
would track &  
manage budget  
numbers.***

**ROIR beats ROI any day!**

*(Assiduously ... **Track &***

**Manage** ... *your investments  
in relationships as closely as you would  
track & manage budget numbers.)*

***What ...***

***PRECISELY* ... *is***

***this week's***

***Relationship***

***Investment***

***Plan??????***

**This is not to be taken casually or, worse, left to chance.**

***Formal process!***

***Measure!***

***Period!***

**(And as a boss, train-coach-evaluate your team on this. As individuals. As a group.)**

**Do you prep for phone calls—especially with customers or vendors or those "below" you on the org chart? If not, why not?**

A big part of “all this” is conscious thought. ***E.g. every single phone call is an RDO/Relationship Development Opportunity.***

While I’m not suggesting you totally program your life, I am most decidedly suggesting that the “relationship game” is as much about prep as any other important life activity.

***“Allied commands depend on mutual confidence and this confidence is gained, above all through the development of friendships.”***

**—General D.D. Eisenhower, *Armchair General*\***

**\*“Perhaps his most outstanding ability [at West Point] was the ease with which he made friends and earned the trust of fellow cadets who came from widely varied backgrounds; it was a quality that would pay great dividends during his future coalition command.”**

***“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***

**Confirmation from two unimpeachable sources.**

**FRIENDSHIPS MATTER.**

**FRIENDSHIPS ARE NOT**

**“SOFT.”**

**BELIEVE IT.**

**George Crile (Charlie Wilson's War) on Charlie**

**Wilson:** *"The way things normally work, if you're not Jewish you don't get into the Jewish caucus, but Charlie did. And if you're not black you don't get into the black caucus. But Charlie plays poker with the black caucus; they had a game, and he's the*

*only white guy in it. The House [of Representatives],*

*like any human institution,  
is moved by friendships, and  
no matter what people might  
think about Wilson's antics,  
they tend to like him and enjoy  
his company."*

**And one more (fascinating source!) for good measure.**

16.20/

“SUCK ❄️❄️

DOWN FOR  
SUCCESS!”

**“Success doesn’t depend on the number of people you know; it depends on the number of people you know in high places!”**

**or**

**“Success doesn’t depend on the number of people you know; it depends on the number of people you know in low places!”**

**The real work of the organization is done two or three levels “down.”**

**Go there.**

**LISTEN.**

**MAKE FRIENDS.**

**BE OF SERVICE.**

**AND: Reap outrageous rewards!**

**(FYI: An enormous share of INNOVATION occurs two or three levels “down”—that is, close to the action. An organization of “100% innovators” is a gem among gems—and, more or less, a necessity circa 2016+.)**

**“I got to know his**

**[Icahn’s] secretaries. They**  
**are always the keepers of**  
**everything.”**

**—Dick Parsons, then CEO Time Warner,  
on dealing with an Icahn threat to his company**

**“Parsons is not a visionary. He**  
**is, instead, a master in the art**  
**of relationships.”**

**Source: Bloomberg BusinessWeek (03.11)**

***“I got to  
know his  
secretaries.”***

**—Dick Parsons**

**(as CEO Time Warner, on successfully dealing with Carl Icahn)**

Utterly fascinating that the ... **CEO**  
**OF TIME WARNER** ... would  
say that “**getting to know the**  
**secretaries**” was a/the key to  
success, in this case dealing with the  
tough-as-nails Carl Icahn.

George Crile (*Charlie Wilson's War*) on  
Gust Avrakotos' strategy: ***“He had  
become something of a  
legend with the people  
who manned  
the underbelly of the  
Agency [CIA].”***

**The CIA mover and shaker in *Charlie Wilson's War* was not all that senior, and was on the outs with the big big guys in the agency.**

**Nonetheless, he was able to move heaven and earth because He had the whole damn “underbelly” of the agency doing his bidding. Why? He had invested so much time and energy assisting these invisible folks over the years. (I repeat: He was reaping the rewards of a *longterm* investment-in-“low”-places strategy!)**

$$S = f(\#PK \text{ “W” } P)$$

$$S = f(\#PK \text{ “L” } P)$$

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

**Engineer-by-training that I am, I decided to put “all this” in equation form for the sheer hell of it.\***

**All yours ...**

**Loser:** ***“He’s such a suck-up!”***

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



**16.21.1/**

**80**

***“ ... careless  
with her  
friendships”***

**In a novel I was reading, one character described another as “*careless with her friendships.*” I ... naturally ... turned this into management advice. When one is in the middle of a tough change endeavor, it’s natural to spend your time mostly on those you are trying to bring around to your point of view.**

**Mistake!**

**The ... **MOST IMPORTANT PEOPLE IN YOUR WORLD** ... are your friends/allies, especially long-term allies. It’s ever so easy to take them for granted. And yet it is their collective—*and sustaining*—passion that is your principal strategic “tool.”**

***So ... on a daily or weekly basis ... measure yourself on “ally time.” Little (NOTHING??) is of greater importance.***

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

# Mind Your Allies!

- \*\* Invest time, gobs of**
- \*\* PLAN your time investment**
- \*\* “Over”-inform allies**
- \*\* Seek your allies’ counsel until you’re blue in the face—and then some**
- \*\* Showcase your allies in any success (you stay in the background)**
- \*\* Etc.**
- \*\* Etc.**

**Be *organized* about your attention to allies—  
or else you will, indeed, in the heat of battle  
tend to take them for granted.**

16.21.2/

**ENCIRCLEMENT!**

**Simple, really (though insane amounts of effort are involved): Don't waste time on enemies. Avoid 'em like the plague.**

**Instead: Encircle 'em  
with an ever-growing and  
well-maintained army of allies  
—and compelling “demos” of  
your “new deal” crafted  
jointly by you and those  
allies.**

**All you need to know.  
Seriously.  
(Well, more or less.)**

**16.22/**

# **POLITICS**

**(Rule of 75)**

**75%+** of (for example)

**effective project  
management is  
political mastery!**

**Believe it!**

**ALL SUCCESS IS A**  
**MATTER OF**  
**IMPLEMENTATION.**

**ALL IMPLEMENTATION IS**  
**A MATTER OF POLITICS.**

**Many eschew the word “politics,” see it as a dirty affair. I stick with the following definition:**

**“POLITICS IS THE ART OF GETTING THINGS (EVERYTHING OF NOTE) DONE.”**

***The “social stuff” (i.e. “political stuff”) is in fact by far the most important stuff—large or small project.***

***My “project management” curriculum would include heavy doses of psychology, social psychology, leadership training. (Wanna be a better project manager? Read 10 great political biographies for starters—save the technical stuff for later.)***

## **What EFFECTIVE Politicians\* Do/Short**

**Lunch**

**Small favors**

**MBWA**

**Cultivate allies**

**\*“Politician” here means those who are effective at the “politics of getting things done,” not elected officials.**

## **What Politicians\* Do/Long**

**Lunch (Recruit allies)**

**Small favors**

**Thank everybody for everything all the time**

**Let others take credit for damn near everything**

**MBWA**

**Cultivate allies (Win by viral ally development,  
not confrontation with enemies)**

**Cultivate assistants and aides**

**to key players**

**Always smile and be especially gracious when around  
your enemies (don't let a vendetta arise)**

**Never gloat**

**Patience re relationship/ally development**

**See setbacks as normal**

**If contentious, let someone else be the front man**

**\*“Politician” here means those who are effective at the  
“politics of getting things done,” not elected officials.**

# **Deconstructing “politics.”**

***A-L-L***

***IMPLEMENTATION***

***FAILURES ARE***

***YOUR FAULT!***

**A-L-L**

**(Am I clear?)**

**Let me try again: A-L-L**

## **The (Effective) Project Manager Knows ...**

- 1. All implementation failures are your fault.**
- 2. All implementation failures are people failures.**
- 3. Project management is people management.**
- 4. “Politics” is the alpha and omega and everything in between of project management —*love it or leave it.***

**I gave a talk to project managers in a tech industry. They'd grown up with/excelled at tech.**

**I was tough on them. I told them that as I saw it, *“When you took the project management job you left the tech part of the job behind—and got into the PPI business.”***

**That is:**

***P*eople.**

***P*olitics.**

***I*mplementation.**

**And, rather brutally, I concluded, *“If you don't see it that way, get out now and save yourself a lot of heartbreak and frustration.”***

## **Best Project Managers ...**

***Get off on people!***

***Attract great people!//***

***Work with people to “go places you’d never imagined”!***

***Enjoy/Revel in project politics!***

***Salesperson!/Story teller extraordinaire!***

***Affable!***

***Sense of humor!***

***Enthusiast!***

***Aggressive listener!***

***Socratic questioner!***

***Partner/peer who loves #s/Accounting/***

***Project mgt software/Admin!***

***Commitment to EXCELLENCE!***

***Execution/Accountability nut!***

***Lives high-tempo “Fail. Forward. Fast.”***

**What Managers Actually DO ...**

***Meetings!***

***Politics!***

***People!***

**The facts of ... **REAL** ... life.\***

**(\* Assuming that your goal is effective implementation.)**

# **What Managers Actually DO (Expanded)!**

***Meetings!***

***Politics!***

***Developing and  
maintaining relationships!***

***People!***

***MBWA/Managing By  
Wandering Around!***

**Life in the real world of leading and getting things done.**

**LOVE IT OR LEAVE IT.**

## **Tweets on Politics/07.06.11/PLEASE\* (\*I'm lazy) READ FROM BOTTOM TO TOP!**

- \*\*My definition of the creative leader is one who hires creative folk, then uses her political skills to enable those creatives to get their work past zillions of recalcitrant gatekeepers.**
- \*\*Friends in advertising? Mine laugh when I call them creative. Wanna get a big account? Creativity helps. Politics wins.**
- \*\*Deny politics. Deny ego. Deny bias. It's a (dumb] game a lot of people play.**
- \*\*An innovator is someone who gets innovative stuff implemented which in turn is the ultimate test of political skills!**
- \*\*I'm all about implementation. To get things done with real people in the real world means holding your nose at times. Period.**
- \*\*Most failures are implementation failures. It would help ENORMOUSLY if one could EMBRACE the "politics of implementation" rather than being perpetually pissed off about it.**
- \*\*Some stuff doesn't interest me in the least, but the person saying it does. So I more or less fake caring about it. And you don't????**
- \*\*Brilliant innovative ideas married to lousy political skills get you absolutely nowhere.**
- \*\*To fail to suck up and suck down is to have lost total touch with reality!!!!!!!!!!**
- \*\*Wanna get things done? Learn "excellence at sucking up" and "excellence at sucking down"!**
- \*\*"Out for the team" is too idealistic for me. We humans came equipped with egos—and failing to acknowledge that is disastrous. So out for the team and out for me are not/need not be in conflict.**
- \*\*Churchill was gruff AND a Masterful Politician when he so chose ... few better in history.**
- \*\*With all due respect to virtue and purity, Nelson Mandela is the best living politician!**
- \*\*Find me an EXCELLENT CEO or EXCELLENT General who is/was not a Master of Politics! (6:1 says you can't.)**
- \*\*We ALL have big egos. We ALL need confirmation. Can you overdo stroking? Of course. But 98.763% UNDER-do it!**
- \*\*Genius = Stroking egos!!!!!!!!!!!!!!!!!!**
- \*\*Leader Nirvana: EXCELLENCE at politics. EXCELLENCE at meetings. EXCELLENCE at people.**
- \*\*Gawd it bugs me when people dismiss "politics." Politics is "the art of getting things done." Been with us since we were apes spending time socializing so as to get organized.**
- \*\*Managers are NOT paid to "produce." They are paid to induce others to go "above and beyond" and produce constant WOW!**
- \*\*It ain't gonna change. Some good at politics. Some bad at politics. Many complain "It's a waste" Absurd! Self-defeating!**
- \*\*What should managers do: PEOPLE. POLITICS. MEETINGS.**

**On 6 July 2011 I tweeted extensively politics—and responded to others' tweets. A summary is shown on the prior slide ... WHICH YOU MUST (per me) READ FROM BOTTOM TO TOP!**

**Obviously this is shorthand—and some of the remarks are in response to others responding to me. I've done my best to make it intelligible—and it gives you a snapshot of my view on the inescapable necessity to master politics if you want to get things (damn near anything/s) done.**

**Read this (!!!) ...**

***Influence:  
Science and  
Practice*** —Robert Cialdini

OVER  
THREE-  
QUARTERS  
OF A  
MILLION  
COPIES SOLD!

FOURTH EDITION

# INFLUENCE

*Science and Practice*

*"The best and best researched book ---  
ever --- on this topic. Robert Cialdini would  
have predicted 10 years ago the power  
of 'permission marketing' on the Web!"*

*—TOM PETERS, The Tom Peters Group*

**ROBERT B. CIALDINI**

**As good a primer on changing hearts  
and minds as I've ever come across.**

**16.23.1/**

**Wait**

***Wait: The Art  
and Science  
of Delay*** —Frank Partnoy

**I can hardly exaggerate the degree to which this book impacted me. I have instinctively bought into/preached the idea (certainty) that “Wild times/“Moore’s Law”” means our default position must always be ... *race*.**

**Haste is hardly un-important. But Partnoy challenges us. In fact, with so much change in the air, it is, counter-intuitively, the quintessential time to strategically ... **SLOW DOWN (AND THINK) BEFORE WE ACT.****

**“The central  
element of good  
decision-making is a  
person’s ability to  
manage delay.”**

—Frank Partnoy, *Wait: The Art and Science of Delay*

**“Central element”/“define who we are” is strong and provocative language. At the least, ( **VERY** ) worth thinking about.**

***“Life might be a race  
against time, but is  
enriched when we rise  
above our instincts and  
stop the clock to process  
and understand what we  
are doing and why.”***

**—Frank Partnoy, *Wait: The Art and Science of Delay***

**More ... VERY ... strong language.  
Once again, worthy of great reflection.**

**SPEED SAVES.**

**SPEED KILLS.**

***“The essence of intelligence would seem to be in knowing when to think and act quickly, and knowing when to think and act slowly.”***

**—Robert Sternberg, in Frank Partnoy, *Wait:***

***The Art and Science of Delay***

***“Thinking about the role of delay is a profound and fundamental part of being human. ... The amount of time we take to reflect on decisions will define who we are. Is our mission simply to be another animal, or are we here for something more?”***

**—Frank Partnoy, *Wait:***

***The Art and Science of Delay***

**I OFFER NO COURSE OF ACTION.  
I WAS TAKEN ABACK.  
PARTNOY HAS MADE ME REFLECT.  
WHO COULD ASK FOR MORE?**

**Over to you ...**

16.23.2/

**Wait: Do**

**NOT Push**

**“Send”**

**Wait: THE**  
**SIN OF**  
**“SEND”**

**When I wrote this, I was in the middle of a big muddle that had been precipitated by my pushing “Send” when I should have held off for a short or long while—or, more likely, forever.**

**Have you ever been there?  
Of course you have!**

**We are—and I say this without fear of contradiction —suckers. We have fallen hook, line, and sinker for the ILIR/Iron Law of Instant Response.**

**Please re-think.**

**If you do, it may (**WILL?**) change your life.**

**Dramatically.**

**For the better.**

**I almost guarantee that.**

**TWWNCTAE**

**SBOOSR**

**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)**

**AXIOM2016:** The word “Instant” (yes, even in 2016) and the words “creative” “considered” “thoughtful” “excellence” are by & large **NOT** congruent. (TWWNCTAE/SBOOSR)

**TWWNCTAE.**

**SBOOSR.**

**!!!!!!!!!!!!**

**16.24/**

**100=1**

***“Keep a short  
enemies list. One  
enemy can do more  
damage than the  
good done by a  
hundred friends.”***

—Bill Walsh, *The Score Takes Care of Itself* (Walsh was the “hall of fame” coach of the San Francisco 49ers football team)

**The ratio sounds about right to me.**

***No badmouthing ...***

***in private.***

**Badmouthing is a bad idea.  
PERIOD.**

**Badmouthing in private is as bad as badmouthing in public. The walls have ears. There's ALWAYS somebody who knows somebody who knows somebody ... and your intemperate language ends up in places where it's **(VERY)** harmful to your cause and you.**

***Enemies waste time  
and energy ... and make  
a mess of your attitude.***

***(BELIEVE IT.)***

**Mainly, enemies are a waste of (PRECIOUS) energy.**

**I wish I could find some brilliant way to say this. Dwelling on enemies is in my opinion the**

**#1** waste of time and energy—and f&^&s  
up your attitude beyond measure.

**FOCUS:** Allies.

**FORGET:** Enemies.

**(Your work capacity—and effectiveness—will soar.)**

16.25/

***“If I had to  
pick the #1  
failing of CEOs,  
it’s that ...”***

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

**Wow.**

**A bold assertion.**

**#1** failing

**?????**

**At the least: Well worth considering.**

**Pause and reflect on this. PLEASE.**

**(FYI: I am fascinated by and do not disagree with the assertion.)**

**FACT: Regardless of your job, in 2016 you are either a sterling/obsessive student. Or ...**

**TOAST.**

**(The quote comes from someone who is a VERY Big Deal in the world of finance. Short of Warren Buffett, but barely. Speaker not ID'd because remark at a private social dinner.)**

***“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)

**16.26/**

# **The “Fred Smith Question”**

***“Who’s the most interesting person you’ve met in the last 90 days? How do I get in touch with them?”*** —Fred Smith

***Maybe not such an easy question to answer?***

**(It isn't for me, at any rate.)**

**Take it seriously.**

**VERY seriously.**

**(P-L-E-A-S-E.)**

**(Origin: I was once on a CNN panel with FedEx founder Fred Smith. He asked me the question on the prior slide. I didn't have a good answer. 25 years later, I'm still mortified. SO HAVE YOU GOT A**

**GOOD ANSWER ?)**

16.27/

**Your\* (\*My!)**

**Judgment**

**Stinks**

***“The first principle is that you must not fool yourself, and you are the easiest person to fool.”***

**—Richard Feynman**

**PLEASE CONSIDER: Multi-month/  
continuing Study Group to assess  
(at a snail's pace) the impact on day-to-  
day affairs of the limitations of  
judgment implied by ...**

**Daniel Kahneman's  
*Thinking, Fast  
and Slow***

**“Unfortunately, Kahneman argues [Nobel laureate Daniel Kahneman’s masterpiece *Thinking, Fast and Slow*], very often our brain is too lazy to think slowly and methodically. Instead, we let the fast way of thinking take over. As a consequence, we often ‘see’ imaginary causalities, and thus fundamentally misunderstand the world.”**

**Source: *Big Data: A Revolution That Will Transform How We Live, Work, and Think*, by Viktor Mayer-Schonberger and Kenneth Cukier**

**Cognitive biases cloud every decision and judgment we make. Awareness is not “the answer”—but it helps. I am a long time—40 years plus—student of these phenomena. I am hardly urging paralysis—we must move forward. I am simply urging study/ reflection/awareness.**

**How often is our judgment twisted by cognitive biases?**

**100%** of the time.

**(Not a joke line.)**

**(Not a rounding error.)**

**For a list of**

**159**

**cognitive**

**biases, see ...**

***[http://en.wikipedia.org/wiki/List\\_of\\_cognitive\\_biases](http://en.wikipedia.org/wiki/List_of_cognitive_biases)***

# **Cognitive Biases: Behavioral, Social, and Memory**

**Actor-observer Bias**

**Ambiguity Effect**

**Anchoring or Focalism**

**Attentional Bias**

**Availability Cascade**

**Availability Heuristic**

**Backfire Effect**

**Bandwagon Effect**

**Base Rate Fallacy or Base Rate Neglect**

**Belief Bias**

**Bias Blind Spot**

**Bizarreness Effect**

**Change Bias**

**Cheerleader Effect**

**Childhood Amnesia**

**Choice-supportive Bias**

**Clustering Illusion**

**Confirmation Bias**

**Congruence Bias**

**Conjunction Fallacy**

**Conservatism (Bayesian)**

**Conservatism or Regressive Bias**

**Consistency Bias**

**Context Effect**

**Contrast Effect**

**Cross-race Effect**

**Cryptomnesia**

**Curse of Knowledge**

**Decoy Effect**

**Defensive Attribution Hypothesis**

**Denomination Effect**

**Distinction Bias**

**Dunning-Kruger Effect**

**Duration Neglect**

**Egocentric Bias**

**Egocentric Memory Bias**

**Empathy Gap**

**Endowment Effect**

**Essentialism**

**Exaggerated Expectation**

# **Cognitive Biases: Behavioral, Social, and Memory (cont.)**

**Experimenter's/Expectation Bias**

**Extrinsic Incentives Bias**

**Fading Affect Bias**

**False Consensus Effect**

**False Memory**

**Focusing Effect**

**Forer Effect or Barnum Effect**

**Framing Effect**

**Frequency Illusion**

**Functional Fixedness**

**Fundamental Attribution Error**

**Gambler's Fallacy**

**Generation or Self-generation Effect**

**Google Effect**

**Group Attribution Error**

**Halo Effect**

**Hard-easy Effect**

**Hindsight Bias**

**Hostile Media Effect**

**Hot-hand Fallacy**

**Humor Effect**

**Hyperbolic Discounting**

**Identifiable Victim Effect**

**IKEA Effect**

**Illusion of Asymmetric Insight**

**Illusion of Control**

**Illusion of External Agency**

**Illusion of Transparency**

**Illusion of Truth Effect**

**Illusion of Validity**

**Illusory Correlation**

**Illusory Superiority**

**Impact Bias**

**Information Bias**

**In-group Bias**

**Insensitivity to Sample Size**

**Irrational Escalation**

**Just-world Hypothesis or Phenomenon**

**Lag or Spacing Effect**

**Less-is-better Effect**

# **Cognitive Biases: Behavioral, Social, and Memory (cont.)**

**Leveling and Sharpening**

**Levels-of-processing Effect**

**List-length Effect**

**Loss Aversion**

**Ludic Fallacy**

**Mere Exposure Effect**

**Misinformation Effect**

**Modality Effect**

**Money Illusion**

**Mood-congruent Memory Bias**

**Moral Credential Effect**

**Moral Luck**

**Naive Cynicism**

**Negativity Bias**

**Negativity Effect**

**Neglect of Probability**

**Next-in-line Effect**

**Normalcy Bias**

**Observation Selection Bias**

**Observer-expectancy Effect**

**Omission Bias**

**Optimism Bias**

**Ostrich Effect**

**Outcome Bias**

**Out-group Homogeneity Bias**

**Overconfidence Effect**

**Pareidolia**

**Part-list Cueing Effect**

**Peak-end Rule**

**Persistence**

**Pessimism Bias**

**Picture Superiority Effect**

**Planning Fallacy**

**Positivity Effect**

**Post-purchase Rationalization**

**Primacy, Recency & Serial Position Effects**

**Processing Difficulty Effect**

**Pro-innovation Bias**

**Projection Bias**

**Pseudocertainty Effect**

# **Cognitive Biases: Behavioral, Social, and Memory (cont.)**

**Reactance**

**Reactive Devaluation**

**Recency Illusion**

**Reminiscence Bump**

**Restraint Bias**

**Rhyme as Reason Effect**

**Risk Compensation or Peltzman Effect**

**Rosy Retrospection**

**Selective Perception**

**Self-relevance Effect**

**Self-serving Bias**

**Semmelweis Reflex**

**Shared Information Bias**

**Social Comparison Bias**

**Social Desirability Bias**

**Source Confusion**

**Status Quo Bias**

**Stereotypical Bias**

**Stereotyping**

**Subadditivity Effect**

**Subjective Validation**

**Suffix Effect**

**Suggestibility**

**Survivorship Bias**

**System Justification**

**Telescoping Effect**

**Testing Effect**

**Time-saving Bias**

**Tip of the Tongue Phenomenon**

**Trait Ascription Bias**

**Ultimate Attribution Error**

**Unit Bias**

**Verbatim Effect**

**Von Restorff Effect**

**Well-traveled Road Effect**

**Worse-than-average Effect**

**Zeigarnik Effect**

**Zero-risk Bias**

**Zero-sum Heuristic**

**This will give you a flavor of the forces aligned you as you make a judgment about this or that.**

**NO: Paralysis.**

**YES: Awareness and caution.**

**Aargh.**

16.28.1/

# The “Big Two” CEO Myths/#1: Do CEOs Matter?

**0.016%**

## High-Impact CEOs?

“The belief that CEOs are the most important cause of corporate performance is deep and widespread but largely lacks empirical support. Even fervent advocates of CEO power have calculated the CEO’s impact as small and easily swamped by environmental and company-specific

variables. ... ***The reality is that for the***

***vast majority of companies, one***

***competent CEO is very much***

***like another.*** ... The causation myth’s durability is

also due to our tendency to credit the leader for a group’s success or failure. Any number of studies have demonstrated that subjects wrongly assign responsibility to a group’s leader even when the true cause was truly something else.”

—Michael Dorff, *Indispensable and Other Myths*

# High-Impact CEOs?

**“Michael Dorff, author of *Indispensable and Other Myths*, told me that with large, established companies, ‘It’s hard to show that picking one qualified CEO over another has a major impact on performance.’ Indeed, a major study by the economists Xavier Gabaix and Augustin Landier, who happen to believe that current compensation levels are economically efficient, found that if the company with the 250<sup>th</sup> most talented CEO [by economic measures] suddenly managed to hire the most talented CEO, its value would increase by a mere **0.016%.**”**

—James Surowiecki, “Why CEO Pay Reform Failed,” *The New Yorker*, 0420.15

**Throw in the towel? Leaders don't make a difference? Not the point. But it is a cautionary tale. The answer to every problem is not to seek "the tall man on the white horse" to save the day. Life is a lot more ragged than that.**

**Carry on.**

**Muddle through.**

**(And maybe try a few of the tactics offered up in this chapter?!)**

**16.28.2/ The “Big Two”**

**CEO Myths/#2:**

**Must CEOs**

**Maximize**

**Shareholder**

**Value?**

**“The notion that corporate law requires directors, executives, and employees to maximize shareholder wealth simply isn’t true. There is no solid legal support for the claim that directors and executives in U.S. public corporations have an enforceable legal duty to maximize shareholder wealth. The idea is fable.”**

—Lynn Stout, professor of corporate and business law, Cornell Law school, in *The Shareholder Value Myth: How Putting Shareholders First Harms Investors, Corporations, and the Public*

***“Courts uniformly refuse to actually impose sanctions on directors or executives for failing to pursue one purpose over another. In particular, courts refuse to hold directors of public corporations legally accountable for failing to maximize shareholder wealth.”*** —Lynn Stout,

professor of corporate and business law, Cornell Law school,  
in *The Shareholder Value Myth: How Putting Shareholders First Harms Investors, Corporations, and the Public*

**Lynn Stout's slim volume is a worthy read. That is ... a first-order myth buster.**

***“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**

**Jack Welch?**

**THE** ... Jack Welch?

**“Shareholder Value Jack”?**

**YUP.**

16.29.1/ **Acknowledgement** !

**Acknowledgement**



**I like the second title slide better than the first.**

***“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”)**

***“The deepest urge  
in human nature  
is the desire to be  
important.”***

**—John Dewey**

***“Appreciative words are the most powerful force for good on earth.”***

**—George W. Crane, physician, columnist**

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

**—Ken Langone, co-founder, Home Depot**

**P-L-E-A-S-E.**

**Savor each of these quotes.  
(Repetitive though they are.)**

**Read.**

**Re-read.**

**Re-reread.**

***Do not rush through them.***

**The sources are impeccable.**

**The idea is priceless.**

**P-R-I-C-E-L-E-S-S.**

**The idea is practical.**

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

**Operative term is “tool kit.”**

**You must measure (yes) yourself on this.**

**Daily.**

**You must ... LEARN ... to do this.**

**(It is a field of formal study.)**

**You must practice.**

**You must de facto become an**

**“acknowledgement professional.”**

***“Society is a vehicle for earthly heroism. Man transcends death by finding meaning for his life. It is the burning desire for the creature to count. What man really fears is not extinction, but extinction with insignificance.”***

***—Ernest Becker, *Denial of Death****

**The language is ... BIG.**

**The idea is ... BIG.**

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

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

**More of the same.**

**(Worth repeating/rereading a zillion times.)**

***“Employees who  
don't feel significant  
rarely make  
significant  
contributions.”*** —Mark Sanborn

**Brilliant.**

**Beyond brilliant.**

**Worthy of deep study.**

**A charter member of my “Top 10 Slides” set.**

***“Leadership is about how you make people feel—about you, about the project or work you’re doing together, and especially about themselves.”***

***—Betsy Myers,  
Take the Lead: Motivate, Inspire, and Bring Out  
the Best in Yourself and Everyone Around You***

**Variation on the prior theme.**

**“People want to be part of something larger than themselves. They want to be part of something they’re really proud of, that they’ll fight for, sacrifice for, trust.”** —Howard Schultz, Starbucks



***“Awesome”***

**I watched (as a patient) an ER doc at work. When a nurse or tech came by with something for him to look at, he invariably said**

***“Awesome,”*** in a rather quiet voice.

**You could call it over the top—and it could have been. But fact is somebody brought him something he needed, and he recognized it. For one thing, docs rarely say “thanks” to anyone. (Sad but true.) And especially their “underlings.” Second, someone *had* helped, so *why not* recognize that?**

***“One kind word  
can warm  
three winter  
months.”***

**– Japanese Proverb**

***“I can live for  
two months  
on a good  
compliment.”***

**—Mark Twain**

***Acknowledge and appreciate  
and succeed. (That's all,  
folks. No kidding.)***

***Boil it down, and all we want  
is to be acknowledged. Get  
that, routinely offer such  
acknowledgement—and you  
couldn't fail if you tried.***

## **A CANDIDATE FOR THE “VALUES STATEMENT”:**

***“We habitually express appreciation for one another’s efforts—because we do in fact consciously appreciate everyone’s ‘ordinary’ ‘daily’ contributions, let alone the extraordinary ones.”***

**Yes.**

**Formalize.**

**CORE VALUE.**

“Marion ... glanced at the raised hands and enjoyed the interest in her work. She ... gazed at her former postdoc, her rebellious child with her hand raised. ‘What do you need now?’ she asked herself. Strange, she’d never posed the question that way before. She’d always considered what her postdoc *demanded*, what she did or did not *deserve*. **But**

**what did she need?** That was the puzzle, but as was so often the case, framing the question properly went a long way. What did she need? In that calm, clear, nearly joyous moment after her talk, the answer began to come to Marion. Ah, yes, of course, she thought with

some surprise. **And she called on**

**Robin.**” —Allegra Goodman, *Intuition*

**It's a long story.**

**A brilliant “troublemaker” causes wonton disruption to a science lab. Subsequently, the boss, a scientist, is addressing a group that includes the “troublemaker.”**

***With a sudden insight, the boss realizes that what the “troublemaker” had wanted all along was, in effect, “simple” recognition/ acknowledgement.***

**Think about it.**

**(If the shoe fits ...)**

**(And it often does for “scientific” or “engineering” types—I am one.)**

**(Redux: the power of “trivial” courtesies.)**

**In Greece,  
a long time ago,  
an old couple  
opened their door**

**to two strangers  
who were,  
it soon appeared,  
not men at all,**

**but gods.**

**It is my favorite story—  
how the old couple  
had almost nothing to give  
but their willingness  
to be attentive—**

**and for this alone  
the gods loved them  
and blessed them.**

**16.29.2/ Acknowledgement**

**PLUS**

***“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

**I attended a memorial service for one of my great mentors, the generally acclaimed #1 leadership guru (and extraordinary humanist) Warren Bennis. About 15 of his friends and colleagues spoke—myself included. It was eerie: We each said the same thing, albeit in slightly different words.**

***“Warren made you feel clever—and at the center of his universe.”*** (Which in turn

**spurs you to live up to his appreciation!) This ability may be the effective leader’s most valuable attribute when it comes to engaging the mind and heart and soul and energy of others.**

***“It was much later that I realized Dad’s secret. He gained respect by giving it. He talked and listened to the fourth-grade kids in Spring Valley who shined shoes the same way he talked and listened to a bishop or a college president. HE WAS SERIOUSLY INTERESTED IN WHO YOU WERE AND WHAT YOU HAD TO SAY.”***

**—Sara Lawrence-Lightfoot, *Respect***

***“You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you.”***

**—Dale Carnegie**

16.29.3/ **Acknowledgement**

**PLUS**

**PLUS**

***“The one piece of advice which will contribute to making you a better leader, will provide you with greater happiness, and will advance your career more than any other advice... and it doesn't call for a special personality or any certain chemistry...and anyone can***

***do it, and it's this: You***

***must care.”***

—Melvin Zais

**General Melvin Zais was the epitome of effective leadership—on the battlefield in his case. This quote is from a speech to young U.S. Army leaders.**

**(I once gave away 4,000 copies of the Zais speech—to each Midshipman at the United States Naval Academy. The occasion was an invited lecture to the entire student body/brigade.)**

16.29.4/

**NOT:** “Yes,  
but ...”

**“Yes, but ...”**

**“Yes, and ...”**

**Big deal:** “Yes, but ...” has a negative connotation (“Here’s what you left out ...”). “Yes, and ...” is a positive (“GREAT idea, maybe we can even make it better.”). The person (upper-level boss) who suggested this says it is a “day vs. night” thing.

(A “small” idea that’s really a big idea.

Another Little **BIG** thing.)

**16.29.5/ Acknowledgement  
(The Other Side  
of the Coin)**

***“Don’t  
belittle!”***

**—Renowned OD Consultant**

**The flip side of appreciation is “belittling.” A marvelous story is told of an organizational development consultant of renown called in to advise a big company on “culture change.”**

**He entered the conference room filled with senior execs, turned to the white board next to him, and wrote on the board two words ...**  
**“DON’T BELITTLE.”**

**With that, the story goes, he turned, pointed to the board, and walked out of the room.**

**Apocryphal or not—and I have every reason to believe it’s true—the idea is spot on!**  
**(Repeating an earlier assertion, this is of ...**  
**MONUMENTAL ... importance.)**

**16.30.1/**

**2**

**“THANK**

**YOU”**

**Nothing but nothing but nothing is more important than saying “Thank you.”**

**PERIOD.**

**“Little” >> “Big”**

# **THIS TALE OF SMALL IS VERY VERY **BIG.****

**It's not "Thank you" for making the million-dollar sales that matters. (That's going to happen regardless.) It's, to use One-Minute Manager/Ken Blanchard's term, "catching someone doing something [some *little* thing] right."**

**And to the recipient, the *spontaneous* "little ones" have higher impact than the biggies.**

**(Please re-read: **SMALL** >> Big.)**

**1/80\***

**\*Post-interview "Thank you" notes**

**A women came up to me after my riff on acknowledgement. She'd just landed a big job— competing against about 80 others. The person who made her the offer told her that of the 80 candidates, she was the ... ONLY**

**ONE ... who followed up the interview with thank you notes to each of the interviewers.**

***(Doubtless she had the technical specs to fit the job, as did most or all of the others. But a distinguishing factor, beyond the bare requirements, doubtless were those T-notes!)***

**“Retired United States Navy Captain Mike Abrashoff knows the importance of**

saying **‘THANK YOU.’** In *It’s*

***Your Ship***, Abrashoff relates how he sent letters to the parents of his crew members on the guided-missile destroyer USS Benfold, many of whom came from underprivileged backgrounds. Putting himself in those parents’ shoes, he imagined how happy they would be to hear from the Commanding Officer that their sons and daughters were doing well. And he figured that those parents would, in turn, call their children to tell them how proud they were of them.

**“Abrashoff debated whether to send a letter to the parents of one young man who wasn’t really star material. Weighing the sailor’s progress, he decided to go ahead. A couple of weeks later, the sailor appeared at his door, tears streaming down his face. It seems that the kid’s father had always considered him a failure and told him so. After reading the captain’s letter, he called to congratulate his son and tell him how proud he was of him. ‘Captain, I can’t thank you enough,’ said the young man. For the first time in his life, he felt loved and encouraged by his father.**

**“As Abrashoff says, ‘Leadership is the art of practicing simple things—commonsense gestures that ensure high morale and vastly increase the odds of winning.’ In other words, small changes can have big consequences.”**

**Source: Rick Faulk and Barry Libert, *BARACK, INC.***

***What Business Can Learn from the Obama Campaign***

**More.**

***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**



**NO! YOU  
CANNOT  
“OVERDO IT”!**

**I'M SO SICK AND TIRED OF THIS "DEBATE"  
OVER DE-VALUING THE "THANK YOU  
CURRENCY."**

**Bullshit.**

Say **"Thank you"** until  
you're **blue** in the face.  
Then say it some more.

**It is the key to every flavor of relationship—  
and, by extension, leader effectiveness.**

16.30.2/

**Thank you!**

**“THANK**

**YOU”**

**Thank you.**

16.31/ **Body**

**Language**

***“Research indicates the pitch, volume and pace of your voice affect what people think you said about FIVE TIMES as much as the actual words you used.”***

***—Stanford Business/Spring 2012/on the work of Prof. Deborah Gruenfeld***

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

**—Stanford Business**

**Not giving a body language lecture here.  
Just urging awareness.  
(And [as usual] studenthood/study.)**

**(FYI: The “hard” research  
on body language is  
voluminous. It ain’t  
anecdotal.)**

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

**Source: John Carlin, *Playing the Enemy: Nelson Mandela and the Game that Made a Nation*. (Mandela meets surreptitiously with justice minister after decades in prison—and turns on the charm)**

*“In the election in 1994, **his smile**  
**was the campaign**. That  
smiling iconic campaign poster—on billboards,  
on highways, on street lamps, at tea shops  
and fruit stalls. It told black voters that he  
would be their champion and white voters that  
he would be their protector. It was the smile  
of the proverb ‘tout comprendre, c’est tout  
pardonner’—to understand is to forgive all. It  
was political Prozac for a nervous electorate.”*

*From “See the Good in Others,” **Mandela’s Way:  
Fifteen Lessons on Life, Love, and Courage**, by Richard Stengel*

**Q.E.D.**

**16.32/**

**4/8/12**

***“The 4 most  
important  
words in any  
organization are ...***

THE FOUR MOST IMPORTANT WORDS IN ANY ORGANIZATION

ARE ...

**“WHAT**

**DO YOU**

**THINK?”**

Source: courtesy Dave Wheeler, posted at [tompeters.com](http://tompeters.com)

**For what it's worth, I agree wholeheartedly  
with Mr. Wheeler's assertion:**

**FOUR-MOST-IMPORTANT.**

**“WDYT” =**

***Certification of me***

**(the one asked) *as a person of***

***Importance whose***

***opinion is valued.***

Not only is **WDYT** a peerless source of information—but it is also a peerlessly peerless motivator.

**Tomorrow: How  
many times will you  
“ask the *WDYT*  
*question*”?**

**(Count 'em!!)**

**(Practice makes better!) (This is a**

**STRATEGIC skill!)**

**As usual, my measurement bias.**

**8:**

**Change the World With EIGHT Words**

**What do you think?**

**How can I help?**

# HELPING



***Are you a full-fledged  
“professional” when it  
comes to helping?***

HOW TO OFFER, GIVE, AND RECEIVE HELP

Understanding Effective Dynamics in One-to-One,  
Group, and Organizational Relationships

EDGAR H. SCHEIN

Helping: (**MUCH**) easier said than done! A formal skill to be studied and practiced.

(Frankly, I think effectiveness at helping makes neurosurgery look like a walk in the park. It—done right—is an act of **EXTREME DELICACY.**)

What do managers *do* for a living?

# Help!

Right?

How many of us could call ourselves “*professional helpers*,” meaning that we have studied—like a professional mastering her musical craft—“helping”? (Not many, I’d judge.)

Ed Schein: ***Helping: How to Offer, Give, and Receive Help***

Last chapter: 7 “principles.” E.g.:

**PRINCIPLE 2:** “*Effective Help Occurs When the Helping Relationship Is Perceived to Be Equitable.*”

**PRINCIPLE 4:** “*Everything You Say or Do Is an Intervention that Determines the Future of the Relationship.*”

**PRINCIPLE 5:** “*Effective Helping Begins with Pure Inquiry.*”

**PRINCIPLE 6:** “*It Is the Client Who Owns the Problem.*”\*

(Words matter!! Read a quote from NFL player-turned lawyer-turned professional football coach, calling his players “my clients.” (\*Love the idea that the employee is a “Client” ! )

**Employee as Client!**

**“Helping” is what we (leaders) “do” for a living!**

**STUDY/PRACTICE “helping” as you would neurosurgery!**

**(“Helping” *IS* your neurosurgery!)**

**Schein's book is simply a must read.**

A “must **read.**”

A “must **study.**”

A “must **practice.**”

**Boss as ...**

**CHRO/Chief**

**Hurdle**

**Removal**

**Officer**

**Removing impediments to GTD/Getting Things Done is a major part of the boss' FORMAL role.**

**12:**

**Change the World  
With TWELVE Words**

**What do you think?**

**How can I help?**

**What have you learned?**

***You*** (leader) ***should be able to  
get immediate answer upon  
stopping anyone and  
asking, “What have  
you learned  
today?”***

**2016/2016+: Learn something every day—literally—or quickly fall behind in the employability race (individual without perpetually enhanced skills) and effectiveness race (organization without 100% learners).**

**Yes:**

**EVERY EMPLOYEE.**

**EVERY DAY.**

**EVERY = EVERY.**

**4/8/12**

**What do you  
think?**

**How can I help?**

**What have you  
learned?**

**Your mantra!**

**16.33.1/**

**2/3**

**“I’M**

\*\*\*\*\*

**SORRY”**

***“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.***

**“Centerpiece.”**

**Big word, eh?  
(Think on it.)**

Bestselling Author of *The Manager's Book of Questions*

JOHN KADOR

# effective apology



mending fences,  
building bridges,  
and restoring trust

I urge you to read: **John Kador's**  
***Effective Apology:***  
***Mending Fences,***  
***Building Bridges, and***  
***Restoring Trust***

**Yes, there are books on this topic—in fact, a full book shelf.**

**My advice: BECOME A  
FULL-FLEDGED  
STUDENT OF APOLOGY.**

**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.**

**This works.**

**Schedule the time—formally—for your  
“three-minute calls.”**

**Again: FORMALIZE THE  
PRACTICE.**

**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 ...**

**The “virtuous circle” effect—all but guaranteed!**

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

**\*PERCEPTION IS ALL THERE IS!**

**Time & time again (and time & time again) this is proven to be the case.**

***You don't get in trouble for the screw up—you get in trouble for the quality and rapidity of the response.***

***“At Converse I had a fabulous boss. She solved problems the moment they happened, because those little problems can all of a sudden balloon into something. The faster you deal with them, the more you nip them in the bud.”***

**—Kathy Button Bell,  
Chief Marketing Officer, Emerson**

**Speed matters (a lot).**

**BUT/ALAS...**

**fester is typically the default setting.**

**\$115,000 to \$35,000**

**\$413,000 to \$36,000**

With a new and forthcoming policy on apologies ... *Toro, the lawn mower folks, reduced the average cost of settling a claim from*

**\$115,000** *in 1991 to* **\$35,000** *in 2008—*  
*and the company hasn't been to trial in the last*

**15 years!**

The VA hospital in Lexington, Massachusetts, developed an approach, totally uncharacteristic in healthcare, to apologizing for errors—even when no patient request or claim was made. *In 2000, the systemic mean VA hospital malpractice settlement*

*throughout the United States was* **\$413,000**; *the Lexington VA hospital settlement number was*

**\$36,000** *—and there were far fewer per patient claims to begin with.)*

Source: John Kador, *Effective Apology*

**\$115K.**

**\$35K.**

**0 for 15 years.**

**\$413K.**

**\$36K.**

**Wow.**

**Comeback**

**(big, quick response)**

**>>**

**Perfection**

Responding to a problem effectively usually leads to a **better** relationship than existed before the problem occurred.

You are now seen not just as a “provider of useful goods”—but as a “***trustworthy*** partner as we go forward.”

**BIG DEAL.**  
**(Understatement.)**

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*

**ZERO** exaggeration.

16.33.2/

**Apology.**

**Gender.**

I'M SORRY—  
I WAS WRONG.



WITH NO TIME LEFT ON THE CLOCK, THE  
SEASON ON THE LINE, DAN UNLOADS THE  
HAIL MARY FOR THE WIN — UNBELIEVABLE!

**Yup.**

**Guys by and large have a ... “Sorry”  
block.**

**(One *more* reason women are more  
often than not better managers.)**

16.34/

***It takes 20  
years to build  
a reputation  
and five minutes  
to ruin it.***

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*

## **Losing Your Brand in the Course of a Bad Day**

***“Before the Internet, search and social media, brands had always been like smug little monarchies, dispensing persuasion and amusement from their remote palaces without resistance from a passive populace. **Now, the marketplace is like an election campaign. A rough-and-tumble election campaign that never, never ends.”***** —Bruce Philp, *Consumer Republic*

**The stakes on responsiveness have**

**gone up 1000X.**

# Welcome to the Age of Social Media\*

(\*Applies to **100%** of us)

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

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

Source: John DiJulius, *The Customer Service Revolution*

**Not overstated.**

**P-l-e-a-s-e.**

**C-o-n-s-i-d-e-r.**

**Repeat:**

**NOT OVERSTATED.**

**“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 Babbit)

**This extraordinary comment comes from a CEO in ... *financial services*. (Tangerine is a large, very successful Canadian bank.)**

**(While perhaps this is an exaggeration—the underlying point is exactly on the money. Hmmmm ... perhaps it is**

**NOT** an exaggeration. Think on it.)

**“Amy Howell** [social marketer extraordinaire,  
founder of Howell Marketing] **ignites**  
**epidemics. In a good way,**  
**of course. Epidemics of**  
**excitement. Epidemics of**  
**business connections.**  
**Epidemics of influence.”**

—Mark Schaeffer, *ROI/Return on Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing*

**There is an entire industry of those who know how to play this (**VERY**) high stakes social media game. The bank of experiences—good and bad—is growing exponentially.**

***You must play.***  
***On payroll or off, you***  
***must engage your own***  
***Amy Howell/s ... or***  
***become an Amy Howell!***

## Going “Social”: Location and 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.”*

**A small swimming pool firm takes to social media with a vengeance and becomes a major**

**(world!) force in its market space.**

**Cool.**

**VERY cool.**

**Message for you as a leader?**

# **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](http://www.zeromomentoftruth.com) for ZMOT in booklength format**

**The conventional marketing game is over—  
before it starts.**

**(No kidding.)**

**(ZMOT rules.)**

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

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



16.35.1/

**K = R = P**

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

**Life 101.**

**Could any commentary be more important?**

This is **NOT** a “terrific quote.”

It is a PLL/ **PRIMARY**

**LIFE LESSON.**

**K = R = P**

**Kindness =**  
**Repeat Business =**  
**Profit.**

**FACT.**

**K = R = P/Kindness = Repeat business = Profit**

**Kindness:**

**Kind.**

**Thoughtful.**

**Decent.**

**Caring.**

**Attentive.**

**Engaged.**

**Listens well/obsessively.**

**Appreciative.**

**Open.**

**Visible.**

**Honest.**

**Responsive.**

**On time all the time.**

**Apologizes with dispatch for screw-ups.**

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

**“Professional” in all dealings.**

**Optimistic.**

***Understands that kindness to staff breeds kindness to others/outside.***

**Applies throughout the “supply chain.”**

**Applies to 100% of customer’s staff.**

**Explicit part of values statement.**

**Basis for evaluation of 100% of our staff.**

**K = R = P/Kindness = Repeat business = Profit**

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

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

***the budget.*** ***KINDNESS***

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

***—Putting Patients First, Susan Frampton, Laura Gilpin, Patrick Charmel  
(Griffin Hospital/Derby CT; Planetree Alliance)***



**\*From, in this instance, health care.**

***“The letter from the public relations director of the retirement community was similar to many I had received. It included the date and time of the talk I was soon to give, directions, and other sundry bits of information. As I absentmindedly perused it, the sentence at the very bottom of the sheet caught my attention. It read: ‘We will have a glass of water available at the podium.’ Of course it is not uncommon for speakers to find a glass of water at the podium. For the first time, however, a host had taken the trouble of reassuring me in advance that the water would await me at the appointed place and time. An act that many would consider almost negligible was made significant by virtue of being put in writing. Here was someone trying to do all she could to make her guest feel welcome and at ease. The message she conveyed was ‘We value you and your presence among us, and we are thinking of all you might possibly need. Rest assured that, as far as we are concerned, you will have the opportunity to perform at your best.’ All I had to do, in other words, was relax and enjoy their hospitality. It was thoughtful professionalism at its best.”* —E.M. Forni, *The Civility Solution: What to Do When People Are Rude* (from “Eight Rules For a Civil Life,” #7: “Pay Attention to the Small Things”)**

**One more.**

***The Manager's  
Book of  
Decencies: How  
Small Gestures  
Build Great  
Companies.*** —Steve Harrison, Adecco

**Read it.**

**Kindness ... WORKS!**

**Kindness ... PAYS!**

**16.35.2/ The Kindness Factor**  
**(Life 101)**  
**(Why Not Business?)**

***“Wherever there is  
a human being,  
there is an  
opportunity for  
kindness.”***

**—Lucius Annaeus Seneca**

**(from *Choosing Civility: The Twenty-five Rules of Considerate Conduct*, by P.M. Forni)**

***“I denied myself the pleasure of contradicting him abruptly and of showing immediately some absurdity in his proposition; and in answering I began by observing that in certain cases or circumstances his opinion would be right, but that in the present case there ‘appeared’ or ‘seemed to me’ some difference, etc. The conversation***

***I engaged in went more pleasantly; the modest way in which I proposed my opinions procured them a readier reception and less contradiction; I had less mortification when I was found to be in the wrong, and I more easily prevailed with others to give up their mistakes and join with me when I happened to be in the right.”*** —Benjamin Franklin

**Old Ben is always a good bet.**

***“Three things in human life are important. The first is to be kind. The second is to be kind. And the third is to be kind.”***

***—Henry James (in *Choosing Civility: The Twenty-five Rules of Considerate Conduct*, by P.M. Forni)***

***“We do no great things, only small things with great love.”***

**—Mother Teresa**

***“I long to accomplish a great and noble task, but it is my chief duty to accomplish humble tasks as though they were great and noble.”*** —Helen Keller

***“Character may be manifested in the great moments, but it is made in the small ones.”*** —Churchill

***“Be not forgetful to  
entertain strangers:  
For thereby some have  
entertained angels***

***unawares.”*** —Paul of Tarsus (in *Choosing  
Civility: The Twenty-five Rules of Considerate Conduct,*  
by P.M. Forni)

**Amen.**

**Works for me.**

**Works for you.**

**(And, I repeat, works in  
business.)**

**16.35.3/**

**Otis**

***“The ‘golden rule’ is of  
no use whatsoever  
unless you realize it is  
your move.” —Frank Crane***

**Enterprise Value:**

***“WE ARE  
THOUGHTFUL  
IN ALL WE  
DO.”***

**I am smitten with the word  
“*thoughtfulness*”—and all it stands for.  
Frankly, thoughtfulness stands out far  
more in today’s hyper-harried world than  
ever before.**

**Redux: Sure, this is about human**

**decency. **BUT** ... it is also  
(**DIRECTLY**) about profitability ... which  
in the long run (and, actually, the short  
run) are driven by the quality of  
relationships.**

***Thoughtfulness is key to customer retention.***

***Thoughtfulness is key to employee recruitment and satisfaction.***

***Thoughtfulness is key to brand perception.***

***Thoughtfulness is key to your ability to look in the mirror—and tell your kids about your job.***

***“Thoughtfulness is free.”***

***Thoughtfulness is key to speeding things up—it reduces friction.***

***Thoughtfulness is key to transparency and even cost containment—it abets rather than stifles truth-telling.***

**Hard to dispute, I'd argue.**

***(And the list could readily be three times as long.)***

***“For many years literature was my life  
... One day, while lecturing on the  
Divine Comedy, I looked at my  
students and realized that I wanted  
them to be kind human beings more  
than I wanted them to know about  
Dante. I told them that if they knew  
everything about Dante and then went  
out and treated an elderly lady on the  
bus unkindly, I’d feel that I had failed  
as a teacher.”***

***—P.M. Forni, *Choosing Civility: The  
Twenty-five Rules of Considerate Conduct* (Forni is professor of  
Italian literature at Johns Hopkins University and founder of the***

***Johns Hopkins Civility Project***

**Ah, Civility**

## **The Twenty-five Rules**

- 1. Pay Attention**
- 2. Acknowledge Others**
- 3. Think the Best**
- 4. Listen**
- 5. Be Inclusive**
- 6. Speak Kindly**
- 7. Don't Speak ill**
- 8. Accept and Give Praise**
- 9. Respect Even a Subtle "No"**
- 10. Respect Others' Opinions**
- 11. Mind Your Body**
- 12. Be Agreeable**
- 13. Keep It Down (and Rediscover Silence)**
- 14. Respect Other People's Time**
- 15. Respect Other People's Space**
- 16. Apologize Earnestly**
- 17. Assert Yourself**
- 18. Avoid Personal Questions**
- 19. Care for Your Guests**
- 20. Be a Considerate Guest**
- 21. Think Twice Before Asking for Favors**
- 22. Refrain from Idle Complaints**
- 23. Accept and Give Constructive Criticism**
- 24. Respect the Environment and Be Gentle to Animals**
- 25. Don't Shift Responsibility and Blame**

Source: P.M. Forni, Cofounder of the Johns Hopkins Civility Project (and professor of Italian literature); from *Choosing Civility: The Twenty-five Rules of Considerate Conduct*

**E.M. Forni is one of my heroes.**

**And the answer is ....**

**OTIS**

**A college prof gave a science test. Students were quiet as expected—until the end, when audible griping surfaced.**

**The last question asked students to supply the first name of the custodian who cleaned that sector of the building.**

**Namely ... Otis.**

***The teacher explained that if you'd mastered the science but had not the interest or courtesy to bother to know the custodian's name, you had in many respects failed—and so had she!***

**(Put that teacher in the Hall of Fame immediately!)**

**Source: Deborah Norville, *THANK YOU POWER: Making the Science of Gratitude Work For You***

***“David Lefkovitz, owner of LEFKO Renovations in Atlanta, avoids standard pitch letters. Instead, when he starts a home remodeling project, he writes to the neighbors, saying that he wants to avoid inconveniencing them—he invites them to call him personally with any complaints. Many save his letters and, impressed by his courtesy, hire him later.”*** —Verne Harnish, *Fortune* (12.12.11)

Far (**far far far far**)

**far**) from commonplace—which, in crude terms,  
is why it is such a great strategy!

**ASIDE: We assume everybody knows how to do the “manager”/“leader” “soft” “stuff”:**

***“Listening,’ hey, everybody knows how to do that ...”***

***“I say ‘Thank you’ ... when and if it’s merited.”***

***“Of course they, uh we, act like a ‘team.’”***

***“If I’m really the one at fault, I’ll admit it.”***

***“I know how to offer help, who doesn’t?”***

***“Thoughtful? Yeah, sure, yup, you betcha, I’m thoughtful.”***

***How utterly bizarre that we take all of the ... **REAL WORK OF LEADERSHIP AND DEALING WITH HUMAN BEHAVIORAL PROCLIVITIES** ... for granted!***

**How many “hard ass” management books dwell on listening or appreciating or the “economic value of kindness”?**

**Damn few.  
(At most.)**

**Yet that *listening* and *appreciating* and *kindness* and the like is the true basis for that holy of holies—sustainable competitive advantage.**

***Thoughtfulness.***

***Kindness.***

***Civility.***

***Appreciation.***

***Apology.***

***Helping.***

***Listening.***

***I'd give my left arm to  
see a leadership  
development program built  
around these topics!***

**16.35.4/**

**Yo,**

**Frank**

***“All cruel people  
describe  
themselves as  
paragons of  
frankness.”***

**—Tennessee Williams**

**A word to the wise.**

**“Truth-telling” is a good thing, but I’d be hard pressed to disagree with Mr. Williams. So-called “tough-minded” execs are not infrequently jerks who will frequently demoralize/paralyze 100 people with a “simple” “frank” remark.**

***(And, alas, they often don’t realize what they’ve done—see Marshall Goldsmith’s earlier remark about self-awareness, the lack thereof, among senior folks.)***

***“It’s a ‘simple’ fact.  
Many people will  
remember a  
‘simple’ sleight  
for decades!  
Beware!”*** —consumer goods exec

# 16.36.1/ Meetings ❄️ ❄️

## ROCK!

(Make that: SHOULD Rock)

(Make that CAN Rock)

(Make that MUST Rock)

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

**(boss/leader) do!**

**You volunteered to be a boss.  
Bosses “do” meetings.**

**GET OVER IT.**

**(Or, rather, get better at it.)**

**(Pursue ... EXCELLENCE ... in, yes,  
meetings.)**

**(Remember: Bosses “do”**

**meetings. PERIOD.)**

**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.

Meetings are **#1** thing bosses

do. Therefore, **100%** of those

meetings: **EXCELLENCE.**

**ENTHUSIASM.**

**ENGAGEMENT.**

**LEARNING. TEMPO.**

**WORK-OF-ART. DAMN IT.**

Perhaps you'll call this absurd. And you surely won't bat 1.000. ***Nonetheless, the underlying logic of the ubiquity—and hence importance—of meetings means that this is the premier platform for expressing leadership.*** (And while the form of meetings is changing dramatically courtesy new tech, the frequency is, if anything, going up.)

**Meetings = #1**

**leadership opportunity\* \*\***

**(\* pure THEATER)**

**(\*\*prep prep prep prep!)**

***By definition.***

**(Repeat: It's what you "do.")**

**Prepare for a  
meeting/every meeting  
as if your professional  
life and legacy  
depended on it.**

***It does.***



***Meeting = Theater***



**FYI:** *This is ... not*  
*... a rant about*  
*“conducting better*  
*meetings.”*

**This discussion is *not* about “better meeting mechanics.”**

**It *is*—and I repeat—about ...**

**MEETINGS\* AS  
LEADERSHIP  
EXCELLENCE  
OPPORTUNITY #1.**

**\*I.e., Your *NEXT* meeting.**

***Yes they (still) will.***

**In the age of high-tech, meetings will matter more than ever. With team-member separation increasingly the norm, more prep than ever is required to bring vitality to an “electronic meeting”—with, perhaps, a wildly multi-cultural composition.**

**16.36.2/ Meetings:**

**The Rule of ...**

**15**

**< 15**

**(If a boss gives off vibes of boredom or distraction or looks like he/she would rather be anywhere else— staff get the message in**

**<15** seconds. **FOR**

**SHAME/FOR STUPID.)**



16.37/

**WOMEN RULE!**



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

—Nicholas Kristof, “Twitter, Women, and Power,” *NYTimes*

**McKinsey is not exactly a bunch of lightweights.**

***“In my experience,  
women make much  
better executives  
than men.”***

**—Kip Tindell, CEO, Container Store**

**Container Store is wildly successful—and is a mainstay among the “Fortune 100 Best Companies to Work For in America”—it was in fact recently ranked #1.**

**“AS**  
**LEADERS,**  
**WOMEN**

**RULE:** *New Studies find that  
female managers outshine their male  
counterparts in almost every measure”*

**TITLE/ Special Report/ *BusinessWeek***

**1 2 / 1 6**

**“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**

**Read carefully.**

**The research is solid, the collective**

**McKinsey & Container Store CEO & HBR  
imprimaturs are non-trivial.**

## **Lawrence A. Pfaff & Assoc.**

- **2 Years, 941 mgrs (672M, 269F); 360° feedback**
- **Women: better in 20 of 20 categories; 15 of 20 with statistical significance, incl. decisiveness, planning, setting stds.)**
- **“Men are not rated significantly higher by any of the raters in any of the areas measured.” (LP)**

**More.**  
**Ditto.**

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.”*

**56! /**

**McKinsey!**

**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?”

**Tech-world has been about the worst of worlds for women. Slowly but surely (more or less/maybe) that's changing at the margin. On the other hand, women-led tech *startups* appear to be doing better than their male peers, per *Inc.* magazine.**

**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***

**If the research reported at the outset of this section supports the overall strength of women-as-leaders, the findings are magnified by the changing organizational backdrop—that is, women's' inherent strengths are becoming evermore relevant in the nature of work in the unfolding economy. Straightforward organizational arrangements are giving way to floating crap games of ever-morphing teams. Adherence to hierarchal norms is going out the window. Adhocracy is far more (in general) within women's comfort zones than men's.**

**(To be snarky, “agile” is pretty much what women do by instinct—it's news to men, who of course immediately reduce it to rigid rulesets.)**

## **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 21<sup>st</sup>-century negotiator will need the female touch"**

**Quite a list, eh?**

**(Wow!)**

**Read slowly.**

**Please.**

**“TAKE THIS QUICK QUIZ: Who manages more things at once? Who puts more effort into their appearance? Who usually takes care of the details? Who finds it easier to meet new people? Who asks more questions in a conversation? Who is a better listener? Who has more interest in communication skills? Who is more inclined to get involved? Who encourages harmony and agreement? Who has better intuition? Who works with a longer ‘to do’ list? Who enjoys a recap to the day’s events? Who is better at keeping in touch with others?”**

Source/from the back cover: ***Selling Is a Woman’s Game: 15 Powerful Reasons Why Women Can Outsell Men, Nicki Joy & Susan Kane-Benson***

**More.**  
**Ditto.**

***“[Women] see  
power  
in terms of  
influence,  
not rank.”*** —*Fortune*

***“Guys want to put everybody in their hierarchical place. Like, should I have more respect for you, or are you somebody that’s south of me?”***

**—Paul Biondi, Mercer Consultants  
(from *It’s Not Business, It’s Personal*, Ronna Lichtenberg)**

**Right on.**

**And, again, peculiarly relevant to the emerging organizational formats, which reject such rigidity.**

**(News flash: You cannot “run” a 20-person project team with members from 9 companies and 5 countries on three continents the same way you run an Army platoon!)**

**“Headline 2020: Women Hold**

**80 Percent of  
Management and  
Professional Jobs”**

***Source: The Extreme Future: The Top Trends That Will  
Reshape the World in the Next 20 Years, James Canton***

**Context for the above.**

**A new world order.**

**A projection, but likely not far off the mark.**

## **Women's Share of Degrees 2008**

**Bachelor's ... 57%**

**Advanced ... 59%**

**Source: Martha Barletta/TrendSight Group/0517.11**

**Helps explain that 80% estimate.**

**(And the gap is growing )**

**Women Age 22-30 Earn 8% More  
Than Male Counterparts ...**

**Atlanta ... 21%**

**New York ... 17%**

**Miami ... 14%**

**Memphis ... 19%**

**Etc.**

**Glimpse of tomorrow?**

**“THE NEW GENDER  
GAP: From  
kindergarten to  
grad school, boys  
are becoming the  
second sex”**

**—Cover story, *BusinessWeek***

**Not Just America ...**

**“BOYS FALLING  
SEVEN  
YEARS BEHIND  
GIRLS  
AT GCSE LEVEL”**

**—headline, *Weekly Telegraph*, UK**

**Worrisome.**

**(But this is not the place for an extended discussion on the topic. Just a [troublesome] teaser.)**

**Girls education #1: Yields  
highest return on  
investment in developing  
world\***

**\*better nutrition for family. Better kids'  
education. Better health. Higher  
family income. Lower birth rate. Etc.**

**Source: Larry Summers, as reported in "The Payoff  
From Women's Rights," Isobel Coleman,  
*Foreign Affairs*, May-June 2004**

**FYI.**

***“The growth and success of women-owned businesses is one of the most profound changes taking place in the business world today.”***

**—Margaret Heffernan, *How She Does It***

**U.S. firms owned or controlled by Women:  
10.6 million (48% of all firms)**

**Growth rate of Women-owned firms vs all firms: 3X**

**Rate of jobs created by Women-owned firms vs all firms: 2X**

**Ratio of total payroll of Women-owned firms vs total for Fortune 500 firms: >1.0**

**Ratio of likelihood of Women-owned firms staying in business vs all firms: >1.0**

**Growth rate of Women-owned companies with revenues of >\$1,000,000 and >100 employees vs all firms: 2X**

**Source: Margaret Heffernan, *How She Does It***

# **U.S. Women-owned Biz**

**U.S. employees  
thereof > F500  
employees  
worldwide**

**Source: Martha Barletta, *Marketing to Women***

**And another angle on the same story.  
(#s are far beyond “impressive”—they  
are singular in their importance.)**

**94% OF LOANS TO ...**

**WOMEN\***

**\*Microlending; “Banker to the poor”; Grameen Bank;  
Muhammad Yunus; 2006 Nobel Peace Prize winner**

**Another angle on women-owned businesses. Mr. Yunus never intended his micro-lending program to be skewed toward women. But the sad fact is the male recipients tended to squander their loans, often and alas, on the likes of booze and gambling. The women put it into the business and community. Over time the fraction on the prior slide climbed to the sky.**

***“There are countless reasons rescuing girls is the right thing to do. It’s also the smart thing to do. Consider the virtuous circle: An extra year of primary school boosts girls’ eventual wages by 10-20%. An extra year of secondary school adds 15-25%. Girls who stay in school for seven or more years marry four years later and have two fewer children than girls who drop out. Fewer dependents per***

***worker allows for greater economic growth. ... When girls and women earn income, they re-invest 90% in their families. They buy books, medicine, bed nets. For men the figure is more like 30-40%.***

***‘Investment in girls’ education may well be the highest-return investment available in the developing world,’ Larry Summers wrote when he was chief economist at the World Bank. The benefits are so obvious, you wonder why we haven’t paid attention. Less than two cents of every development dollar goes to girls—and that***

***is a victory compared to a few years ago when it was something like one-half cent. Roughly 9 of 10 youth programs are aimed at boys. ...”***

***—Nancy Gibbs, “The Best Investment: If you really want to fight poverty , fuel growth and combat extremism, try girl power,” TIME (0214.2011)***

Reading “suggestion” (as in I *beg* you):

***Half the Sky:  
Turning Oppression  
into Opportunity for  
Women Worldwide***

—Nicholas Kristof and Sheryl WuDunn

# HALF THE SKY

TURNING OPPRESSION  
INTO OPPORTUNITY  
FOR WOMEN WORLDWIDE

Nicholas D. Kristof  
and Sheryl WuDunn

WINNERS OF THE PULITZER PRIZE



**This book is superb—though sometimes harrowing.**

***Warren Buffett  
Invests Like a Girl:  
And Why You  
Should Too*** —Louann Lofton

## **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”

**Sparkling list of attributes.  
(Could we have avoided the Great  
Recession if women had run the  
investment world? A legitimate  
question!)**

**“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***

**I believe women by and large are more effective managers than men, especially circa 2016. But that assertion takes on**

**10X** more power when one acknowledges that women are the (overwhelmingly) primary drivers of economic growth as consumers of goods and services, at retail and, increasingly, as purchasers of the majority of wholesale/commercial goods and services.

**Can you pass the ...**

***“Squint***

***test”*** ?

**Take a photo of your executive team. Hold it 18 inches from your face and squint at it. Does it look pretty much like the market you serve? Odds are, as just suggested, that women are a significant—perhaps dominant—share of your customer population.**

**So: *Does the composition of your exec team (more or less\*) match that market portrait?***

**(\*I'm *not* talking about or in any way urging quotas; I am talking about general congruence between market characteristics and leadership team composition—it makes simple economic sense.)**

***“I speak to you with a feminine voice. It’s the voice of democracy, of equality. I am certain, ladies and gentlemen, that this will be the women’s century. In the Portuguese language, words such as life, soul, and hope are of the feminine gender, as are other words like courage and sincerity.”***

**—President **Dilma Rousseff** of Brazil,  
1st woman to keynote the United Nations General Assembly**

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**—President **Dilma Rousseff** of Brazil,  
1st woman to keynote the United Nations General Assembly**

***... this will be  
the women's  
century ...***





**Elizabeth Cady Stanton**  
(more or less) (31 March 2007)

**I've had a great—and enlightening and humbling—time working women's issues over the last 20 years.**

***In my spare time as well as professional time.***

**For a local (Vermont) historically themed costume party, I skipped over Ben Franklin and Abe Lincoln and instead dressed as my hero, Elizabeth Cady Stanton, arguably the chief engineer of the 70+ year American effort to gain the right to vote for women. (Which eventually occurred in 1920.)**

16.38.1/

**1** Mouth,

**2** Ears

***“It is the  
privilege of  
wisdom to  
listen.”***

**—Oliver Wendell Holmes**

**A profound statement.**

**Bosses: LISTENING?**

***“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 power of open ears and closed mouth—  
as mark of respect-appreciation and  
priceless source of information-wisdom.**

**(Novelist Charles McCarry is a  
knowledgeable CIA vet, and in this quote he's  
referring to de-briefing a defector. Even in  
such an extreme situation the ... *closed-  
mouth-for-as-long-as-it-  
takes* ... strategy is mercilessly  
effective.)**

**FIERCE**

**ATTENTION**

**AGGRESSIVE**

**LISTENING**

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

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

**Same point as McCarry.  
(Situation not quite as fraught as the CIA.)**

NATIONAL BESTSELLER

# Fierce Conversations

*Achieving Success  
at Work & in Life,  
One Conversation at a Time*

UPDATED  
WITH NEW  
MATERIAL

SUSAN SCOTT

Foreword by  
Ken Blanchard, Ph.D.

**Fierce** (literal, ed),  
robust, intense,  
strong, powerful,  
passionate,  
eager,  
unbridled

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

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

**This book is priceless.**

**The hypothesis is irrefutable:**

***We “do” conversations.***

**(Leaders or non-leaders.)**

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

***“Be Here,  
Prepared To  
Be Nowhere  
Else”***

**—chapter title from Susan Scott,**

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

***“Fierce conversations  
often do take time.***

***The problem is,  
anything else takes  
longer.”***

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

**The art of conversing is the art of leadership !**

**So ... how are your conversational skills?\***  
**(\*Odds are [sky] high that they are not as good/  
**FIERCE** as you think—not by a long shot.)**

**16.38.2/**

**18**

**“The doctor  
interrupts  
after ...”\***

**\*Source: Jerome Groopman, *How Doctors Think***

**Harvard Med School doc Jerome Groopman tells us that the patient is the doctor's best source of evidence about the patient's problem.**

**Period.**

**Then, citing hard-nosed research, Groopman asks,**

***“On average, how long does the patient speak before the doc interrupts ...***

**18**



18 ...

***seconds!***

The topic here is leaders, not M.D.s ***But I will bet you a fat sum that the majority of “leaders” fall within the docs’ 18-second timeframe.***

**(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 ...***  
***the ULTIMATE***  
***mark of***  
***RESPECT.***

- 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*

When it comes to ... **SUSTAINABLE**  
**COMPARATIVE STRATEGIC**  
**ADVANTAGE** ... there is *nothing* but  
*nothing* but *nothing* that compares with ...  
**EXCELLENCE IN STRATEGIC**  
**LISTENING.**

**Period.**

**(Think about it ... LONG & HARD.)**

**“AGGRESSIVE LISTENING”:** *“My education in leadership began in Washington when I was an assistant to Defense Secretary William Perry. He was universally loved and admired by heads of state ... and our own and allied troops. A lot of that was because of the way he listened. Each person who talked to him had his complete, undivided attention. Everyone blossomed in his presence, because he was so respectful, and I realized I wanted to affect people the same way.*

*“Perry became my role model but that was not enough. Something bigger had to happen, and it did. It was painful to realize how often I just pretended to hear people. How many times had I barely glanced up from my work when a subordinate came into my office? I wasn’t paying attention; I was marking time until it was my turn to give orders. That revelation led me to a new personal goal. I vowed to treat every encounter with every person on Benfold (Abrashoff was the Captain) as the most important thing at that moment. It wasn’t easy, but my crew’s enthusiasm and ideas kept me going.*

*“It didn’t take me long to realize that my young crew was smart, talented and full of good ideas that usually came to nothing because no one in charge had ever listened to them. ... I DECIDED THAT MY JOB WAS TO LISTEN AGGRESSIVELY ...”*—Mike Abrashoff, *It’s Your Ship: Management Techniques from the Best Damn Ship in the Navy*

**Mike Abrashoff is one the most pursued “management gurus.” His approach to effectively commanding a U.S. Navy guided missile destroyer is admired far and wide. Among the primary tactics he used was**

***“aggressive***

***listening”*** —not exactly the

**norm for ship captains, or, for that matter, the average manager.**

## **Tweets on Listening/@tom\_peters**

***Hustle essential. But remember to routinely take-make the time to engage people at a personal level about professional issues-opportunities.***

***People are on to you! They are able in a flash to discern that even though you asked a question you are not tuned in to their response.***

***If you ask a question and don't ask 2 or 3 follow up questions, odds are you weren't listening to the answer.***

***If you are "listening" and in your mind preparing your response, then, duh, you aren't listening!***

***I grew up near railroad crossings. As kids we had drummed into us, "Stop. Look. Listen." Bosses should religiously heed this advice!***

***You must introduce a core training course in listening. Label it "Fundamentals of execution." Execution hinges on listening—  
It's not a solo act.***

***Listening is a purposeful act requiring effort and 100% attention. There's nothing casual or automatic about it.***

***Listening is expensive. It's just that the alternative is far more expensive.***

**Best Listeners Win ...**

***“IF YOU DON’T  
LISTEN, YOU  
DON’T SELL  
ANYTHING.”***

**—Carolyn Marland**

**\*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***

## **10 Essential Selling Principles Most Salespeople Get Wrong**

- 1. Assuming the problem that the prospect communicates is the real problem.**
- 2. Thinking that your sales “presentation” will seal the deal.**

**3. Talking too much.**

- 4. Believing that you can sell anybody anything.**
- 5. Overeducating the prospect when you should be selling.**
- 6. Failing to remember that salespeople are decision-makers, too.**
- 7. Reading minds.**
- 8. Working as an “unpaid consultant” to seal the deal.**
- 9. Being your own worst enemy.**
- 10. Keeping your fingers crossed that a prospect doesn’t notice a problem.**

**No surprise.  
Right?**

**Repeat: LISTENING AS**

**S-T-R-A-T-E-G-I-C ADVANTAGE #1.**

16.38.3/

# Step #1 \*

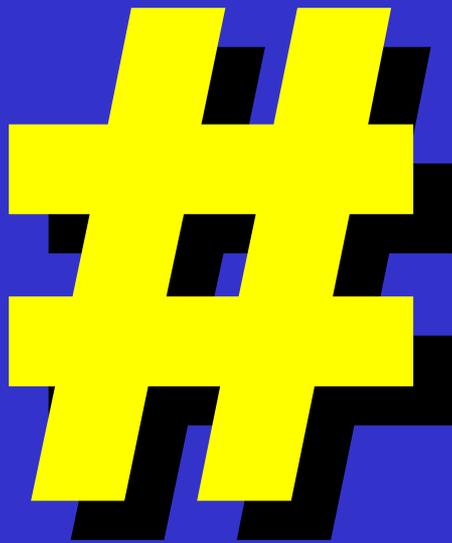
**\*Right now**

***“I always write***  
***‘LISTEN’*** ***on***  
***the back of my hand***  
***before a meeting.”***

**Source: Tweet viewed @tom\_peters**

**Nice.**

**16.38.4/**



**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.”***

**Core Value #1.**

**I'm ... DEAD SERIOUS.**

**(P-l-e-a-s-e be so kind as to consider.)**

Part **ONE**: **LISTEN**\*

(pp**11-116**, of 364)

\* **“The key to every one of our [eight] leadership attributes was the vital importance of a leader’s ability to listen.”** (One of Branson’s personal keys to listening is notetaking—he has hundreds of notebooks.)

Source: **Richard Branson**, *The Virgin Way: How to **Listen**, Learn, Laugh, and Lead*

**Richard Branson would appear to agree with the primacy of listening: The entirety of Part ONE of his book *The Virgin Way*, pages 11-116 (of 364), is titled, simply, “Listen.”**

# **Listen =** **NOTEBOOKS\* \*\***

**\*Branson records his listening—he is constantly recording his observations and discussions in his ubiquitous notebooks. He literally has on his office shelf ...**

**HUNDREDS thereof.**

**\*\*FYI: There is no greater mark of respect than to record what I've said; it certifies the importance thereof.**

**Notebook power:**

**Information.**

**Attentiveness.**

**Respect given through attention to the listener.**

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

If you agree with the above, shouldn't listening be ... perhaps Core Value #1? (\***We are Effective Listeners—we treat Listening EXCELLENCE as the Centerpiece of our Commitment to Respect and Engagement and Community and Growth.**\*)

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

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

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

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

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

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

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

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

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

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

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

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

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

# 16.38.5/ **A Profession**

\*Listening is of the  
utmost ... **STRATEGIC**  
importance!

\*Listening is a proper ...  
**CORE VALUE!**

\*Listening is ... **TRAINABLE!**

\*Listening is a ... **PROFESSION!**

Listening can be **STUDIED** and  
**PRACTICED** to the same  
extent and in the same fashion as learning  
to play the piano or cello.

# **Listen! Ask! Read! Study!**

- ***Listening Leaders: The Ten Golden Rules To Listen, Lead & Succeed***  
—Lyman Steil and Richard Bommelje
- ***The Zen of Listening***—Rebecca Shafir
- ***Effective Listening Skills***—Dennis Kratz and Abby Robinson Kratz
- ***Are You Really Listening?***—Paul Donoghue and Mary Siegel
- ***Active Listening: Improve Your Ability to Listen and Lead***—Michael Hoppe
- ***Listening: The Forgotten Skill***—Madelyn Burley-Allen
- ***Leading with Questions: How Leaders Find the Right Solutions by Knowing What to Ask***—Michael Marquardt
- ***Smart Questions: Learn to Ask the Right Questions for Powerful Results***—Gerald Nadler and William Chandon
- ***The Art of Asking: Ask Better Questions, Get Better Answers***—Terry Fadem
- ***How to Ask Great Questions***—Karen Lee-Thorp
- ***Change Your Questions, Change Your Life***—Marilee Adams
- ***Asking the Right Questions: A Guide to Critical Thinking***  
—Neil Browne and Stuart Keeley
- ***Crucial Conversations***—Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler
- ***Crucial Confrontations***—Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler

## **Starter reading list.**

**(The real point of the list is that there is such a list. That is, listening—and its mate, asking effective questions—is a subject that can be rigorously studied; getting us waaaaay beyond a few stirring guru one-liners.)**

**Is there a full-bore  
training course in  
"Listening" for**

**100% of employees,**

**CEO to temps? If not,  
There (damn well)  
ought to be.**

**Soooooooo??????**

16.38.6/

**Ear Muscle  
Exercise =**

**H-A-R-D Work!**

**Trevor Gay/@tom\_peters: “I once had a boss who regularly asked me,**

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

***If you ain't exhausted  
(after a serious  
conversation), then you  
weren't really listening.\****

**(\*That is not a throwaway line.)**

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

16.38.7/

**1 Mouth\***

**2 Ears**

**The Last Word**

***“Never miss  
a good chance  
to shut up.”***

**—Will Rogers**

**16.39/**

**100**

***“The problem with communication is the illusion that it has been accomplished.”***

**—George Bernard Shaw**

**Leaders:**

**Communications  
failure ...**

**100%\***

**\*Your fault!**

**14 = 14**

**Many bridle at this.**

**Tough; you will never get me to budge.**

***It is up to you (boss/manager/leader) to figure out why someone didn't listen—up to you to craft an “engagement strategy” for each individual: 14 people = 14 different, carefully crafted engagement strategies.\* \*\****

**(\*It's how you earn your pay.)**

**\*\*It's what we routinely expect of teachers: 14 kids = 14 [very] different learning trajectories.)**

**16.40.1/ Practicing ...**

**We-ism**

**Observed closely: The use of**

**“I”**

**or**

**“We”**

**during a**

**job interview.**

**Source: Leonard Berry & Kent Seltman, chapter 6, “Hiring for Values,”  
*Management Lessons From Mayo Clinic***

**Such a “simple” idea—counting the “I’s” and “We-s” in a hiring interview. But how profoundly important. The practitioner in this instance—Mayo Clinic—has differentiated itself in general and in medicine in particular from the herd with its century old emphasis on “team medicine.”**

**(FYI.1: This “I” vs. “We” evaluation extends to interviews of prominent M.D.s seeking a position at Mayo.)**

**(FYI.2: For a wonderful and enlightening analysis thereof, I urge you—in the strongest possible words—to read Leonard Berry & Kent Seltman’s chapter 6, “Hiring for Values,” in *Management Lessons From Mayo Clinic.*)**

***"It became necessary to develop medicine as a cooperative science; the clinician, the specialist, the laboratory workers, the nurses uniting for the good of the patient, each assisting in the elucidation of the problem at hand, and each dependent upon the other for support."*** —Dr. William Mayo, **1910**

**Yup. 105 years !**

***“Teamwork  
isn’t  
optional.”***

—*Fast Company* on the Mayo Clinic, from Leonard Berry & Kent Seltman,  
“Practicing Team Medicine,” Chapter 3 from *Management Lessons From Mayo Clinic*

***"When I was in medical school, I spent hundreds of hours looking into a microscope—a skill I never needed to know or ever use. Yet I didn't have a single class that taught me communication or teamwork skills—something I need every day I walk into the hospital."***

***—Peter Pronovost, *Safe Patients, Smart Hospitals****

***“The nurses said they tried to voice their concerns up the chain of command—but no action was taken. The way communication was organized at Hopkins, as it is at most hospitals, did not make this easy. Nurses would have to talk to residents, who then passed the message on to chief residents or fellows, who would then talk to the attending surgeons. It is common for the opinion of lower levels of the hierarchy to be discounted and often ignored by higher-ups. ... If someone jumps rank or seeks approval from another surgeon outside of the chain or in any way circumvents this hierarchy, the penalty is often public humiliation and reprimand.”*** —Sorel King, *Josie’s Story: A Mother’s Inspiring Crusade to Make Medical Care Safe*, (The book is the story of the loss of Ms. King’s baby daughter Josie due to a Johns Hopkins medical error; Sorel King has become a vociferous patient-safety advocate.)

***Alas, hospitals are often the worst of the lot when it comes to a “team culture.” Peter Pronovost, developer of the checklist approach to patient safety that has saved countless lives, learned early on that this hyper-powerful tool (checklists) is largely impotent in the face of hospital caste systems (i.e., **CASTE CULTURE**).***

***For one thing, as Dr. Pronovost says here, docs are not trained in this “soft stuff.”***

***“Competency is  
irrelevant if we don’t  
share common  
values.”***

—Mayo Clinic exec, from Leonard Berry & Kent Seltman,  
“Orchestrating the Clues of Quality,” Chapter 7 from *Management Lessons From Mayo Clinic*

***“The teamwork, partnerships,  
and integration that I took for  
granted, the culture of Mayo  
clinic that permeates this place  
is incredibly unique.”***

**—Jonathan Cartwright, senior administrator, Mayo Clinic,  
upon returning to Mayo following a stint as CAO  
of a major medical center**

***Competence anywhere is hugely important—especially, by definition, in the hospital. Yet Mayo (and its culture) is clear: Competence is damned important—but it comes second.***

***"The personnel committees on all three campuses have become aggressive in addressing the issue of physicians who are not living the Mayo value of exhibiting respectful, collegial behavior to all team members. Some physicians have been suspended without pay or terminated."***

***—Leonard Barry & Kent Seltman,  
Management Lessons from Mayo Clinic***

**Busting docs who “don’t get it.”  
Stunning in the context of the medical  
profession.**

***“A Mayo surgeon recalled an incident that occurred shortly after he had joined the Mayo surgical staff. He was seeing patients in the Clinic one afternoon when he received from one of the most experienced and renown surgeons on the Mayo Clinic staff. The senior surgeon stated over the phone that that he was in the operating room performing a complex procedure. He explained the findings and asked his junior colleague whether or not what***

***he, the senior was planning seemed appropriate. The***

***junior surgeon was***

***dumbfounded that that he would***

***receive a call like this. Nonetheless, a few***

***minutes of discussion ensued, a decision was made, and the senior surgeon proceeded with the operation. ... A major consequence was that the junior surgeon learned the importance of inter-operative consultation for the patient’s benefit even among surgeons with many years of surgical experience.”***

***—Leonard Berry & Kent Seltman , “Practicing Team Medicine,” Chapter 3 from  
Management Lessons From Mayo Clinic***

**Sorry, gotta use that word “stunning”**

**(and a RED exclamation mark) again!**

**“I am hundreds  
of times better**

**here** *[than in my prior hospital assignment]*

***because of the support system.  
It's like you were working in an  
organism; you are not a single  
cell when you are out there  
practicing.”***

—quote from Dr. Nina Schwenk, in Chapter 3, “Practicing  
Team Medicine,” from Leonard Berry & Kent Seltman,  
from *Management Lessons From Mayo Clinic*

**... hundreds**

**... of times**

**better here ...**

**Q.E.D.**

**16.40.2/ Practicing ...**

**Us-ism**

***“Rather than talking at the assembled group [about the work], he went about it from the other direction. He started out by asking people to tell us about what mattered to them. By sharing their stories with each other, people felt more connected—these gatherings became an opportunity to go from***

***‘me’ to ‘us,’ and from there to ‘what we can do together.’”***

**—Betsy Myers, on Marshall Ganz working with community organizers, from *Take the Lead: Motivate, Inspire, and Bring Out the Best in Yourself and Everyone Around You***

**One more time:**

**Q.E.D.**

16.41/

# **Reductionist (!!)**

## **Leadership**

### **Training**

**I WHOLEHEARTEDLY BELIEVE  
THAT THE LIKES OF  
“STRATEGIC LISTENING” AND  
“GIVING HELP” AND “EFFECTIVE  
APOLOGY” ARE ARENAS WHERE  
MASTERY-EXCELLENCE-  
PROFESSIONALISM CAN BE  
(DAMN WELL OUGHT TO BE)  
ACHIEVED.**

**In general, and despite my engineering training (which disposes one to break problems down), I am an avowed enemy of “reductionist thinking.” I prefer “wholes” to “parts.”**

**And yet I have come to think that “leadership training” is not reductionist enough. That is, we “assume away” the key components of leadership, almost as “too obvious to bother with.”**

**I think that’s wrong.**

**VERY** wrong.

**DISASTROUS** in fact.

**We assume everybody knows how to do the “manager”/“leader” “stuff”:**

***“‘Listening,’ hey, everybody knows how to do that ...”***

***“I say ‘Thank you’ ... when it’s merited.”***

***“Of course we’re a ‘team.’”***

***“If I screw up, I’ll admit it.”***

***“I know how to offer help, who doesn’t?”***

**Etc.**

**Many/most/damn-near-all of the Organization Effectiveness/Change/Leadership issues I talk/rant about involve the “obvious.” (One highly placed seminar participant called my “it” a “blinding flash of the obvious.”)**

**“Effective listening” is a case in point.**

**Since “this stuff” is “obvious” we take it for granted—and, worse yet, assume we’re good at it. (“Yeah, I’m a pretty good listener.”) And presumably we also assume it’s “one of those things” that more or less comes naturally.**

**So my shtick is that while “it” may indeed to some degree “come naturally”—getting “good at it”/achieving Excellence/Mastery decidedly does not come naturally!**

**Add to “excellence” and “mastery” the ... HUGE ... word “profession.”**

**Yes ... *I WHOLEHEARTEDLY BELIEVE THAT THE LIKES OF “STRATEGIC LISTENING” AND “GIVING HELP” AND “EFFECTIVE APOLOGY” ARE ARENAS WHERE MASTERY-EXCELLENCE-PROFESSIONALISM CAN BE ACHIEVED.***

**But first, of course, you must decide that this or that/this *and* that are “of strategic importance”—are, in fact, “the essence of what I do.”**

**E.g., Are you a  
“professional”  
when it comes  
to Strategic  
Listening?**

**\* DECIDE & COMMIT**

**\* STUDY**

**\* PRACTICE**

**\* APPLY**

**\* EVALUATE & MEASURE**

**\* “CI”** (Continuous Improvement)

## **Reductionist Leadership Training/Skillset**

**Aggressive (“fierce”) listener. (Listening *“PROFESSIONAL.”*)**

**Expert at questioning. (Questioning *“PROFESSIONAL.”*)**

**Meetings = Leadership opportunity #1.**

**(Meetings excellence *“PROFESSIONAL.”*)**

**Expert at “helping.” (Helping *“PROFESSIONAL.”*)**

**Expert at holding productive conversations.**

**(“Crucial conversations” *“PROFESSIONAL.”*)**

**Fanatic about clear communications.**

**(Communications *“PROFESSIONAL.”*)**

**Master of “social media.” (Social media *“PROFESSIONAL.”*)**

**Master of/obsession with appreciation/acknowledgement.**

**Effective at apology. (Apology *“PROFESSIONAL.”*)**

**Creating a culture of automatic helpfulness by all to all.**

**Making team-building excellence everyone’s daily priority.**

**Creating a “civil society” within the organization.**

**Presentation excellence. (Presentation *“PROFESSIONAL.”*)**

**Conscious master of body language.**

**Master of hiring. (Hiring *“PROFESSIONAL.”*)**

## **Reductionist Leadership Training/Skillset**

**Master of evaluating people. (Evaluation *"PROFESSIONAL."*)**

**Time manager par excellence. (Calendar = Me.)**

**Avid practitioner of MBWA/Managing By Wandering Around.**

**(MBWA *"PROFESSIONAL."*)**

**Avid student of the process/psychology of influence.**

**(Influence *"PROFESSIONAL."*)**

**Student of "organizational politics."**

**Student of decision-making/cognitive biases that derail decision-making. (Decision-making *"PROFESSIONAL."*)**

**Brilliantly schooled student/practitioner of negotiation.**

**(Negotiation *"PROFESSIONAL."*)**

**Creating a no-nonsense execution culture.**

**(Execution *"PROFESSIONAL."*)**

**Fanatic about employee development/100% of staff.**

**(Development *"PROFESSIONAL."*)**

**Student of the power of "d"iversity (all flavors of difference).**

**Aggressive in pursuing gender balance.**

**Creation of matchless 1st-line management.**

**Instilling "business sense" in one and all.**

**Of course you'll not get through  
this list. BUT ...**

**This *is* “the stuff” of  
leading.**

16.42/

**Step Up To **  
**Creating/  
Living/  
Maintaining an  
Effective Culture**

***IT IS***

***THE***

***GAME***

WSJ/0910.13: ***“What matters most  
to a company over time?  
Strategy or culture?”***

**Dominic Barton, Managing Director, McKinsey & Co.:**

***“Culture.”***

**McKinsey's #1.**

**The quintessential “analytic type.”**

**Culture = #1 .**

**Wow!**

**(This was a war Bob Waterman and I fought at McKinsey, circa 1977-1982. It appeared to be a losing battle—30+ years later it seems as though we may have made a difference in this Analysis = All/Hard-Is-Hard environment.)**

***“Culture precedes positive results. It doesn’t get tacked on as an afterthought on the way to the victory stand.”***

**—NFL Hall of Fame Coach Bill Walsh**

**Culture = #1.**

**A Hall of Fame professional**

**football coach.**

**(McKinsey and the NFL. Hmmm ...)**

***“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***

***IT IS***

***THE***

***GAME***

**As Mr. Analysis/Mr. Hard Ass\*/McKinsey grad-superstar, Lou Gerstner, says in no**

**uncertain terms: *Culture***

***issues must be***

***squarely addressed.***

**(\*Ironically, I was on Gerstner's "bad guy" list at McKinsey. Why? Because I focused on "soft crap." What "Soft crap"?**

**"Corporate CULTURE." Hmmm redux ...)**

***“In the end, management  
doesn’t change culture.***

***Management***

***INVITES***

***the workforce itself to  
change the culture.”***

**—Lou Gerstner**

And the “culture change game” can only  
be won through ... **voluntary**  
**participation**.

(Again, this is antithetical to the  
Gerstner I knew—which gives the  
statement all the more power. Lou  
learned the hard way on this stuff.

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

*“The topic is probably the oldest and biggest debate in Customer service. **What is more important: How well you hire, or the training and culture you bring your employees into? While both are***

*very important, **75** percent is the*

***Customer service training and the service culture of your company.** Do you really think that Disney has found 50,000 amazing service-minded people? There probably aren't 50,000 people on earth who were born to serve. Companies like Ritz-Carlton and Disney find good people and put them in such a strong service and training environment that doesn't allow for accept anything less than excellence.” —John DiJulius, *The Customer Service Revolution: Overthrow Conventional Business, Inspire Employees, and Change the World**

**A similar take on the importance of culture  
—with which many would disagree. But I'm  
on board 99.99%.**

*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.*

**For better or for worse, my life's work**



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

**—Ed Schein/1986**

**The last word.**

**(On this topic.)**

**(Well, not quite the last word; perhaps you recall from Chapter SIX, “Putting People [REALLY] First,” that the same McKinsey Managing Director, Dominic Barton, co-wrote the cover article in the July-August 2015 *Harvard Business Review* titled ...**

**“People Before Strategy.”**

**As I said: Hmmmm ...)**

**16.43.1/ Character!**

**(Especially in Crazy Times)**

***“It is not enough for an agency to be respected for its professional competence. Indeed, there isn’t much to choose between the competence of big agencies.***

***“What so often makes the difference is the character of the men and women who represent the agency at the top level, with clients and the business community.***

***“If they are respected as admirable people, the agency gets business—whether from present clients or prospective ones.” —David Ogilvy***

**Culture's handmaiden.**

**C-H-A-R-A-C-T-E-R.**

**(And interesting that this “pitch”  
would come from history's  
greatest advertising guru, David  
Ogilvy.)**

**Is this different in wild & wooly  
2016? I DON'T THINK SO.**

***“Character is more crucial now than ever, because in times of great uncertainty past performance is no indicator of future performance. Experience falls away and all you’re left with is character.”*** —David Rothkopf, founder of a firm that helps chief executives manage risks

**Read it twice.**

**A real mouthful.**

**(Makes perfect sense.)**

**“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***

**Bo Schembechler is one of the best USA college football coaches (University of Michigan). This take on recruiting is worthy of attention. (Particularly in this age of growing [**HIGHLY QUESTIONABLE** —TP] algorithmic hiring practices.)**

16.43.2/

**Character!**

(Writ [**VERY**] Large)

**"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."**

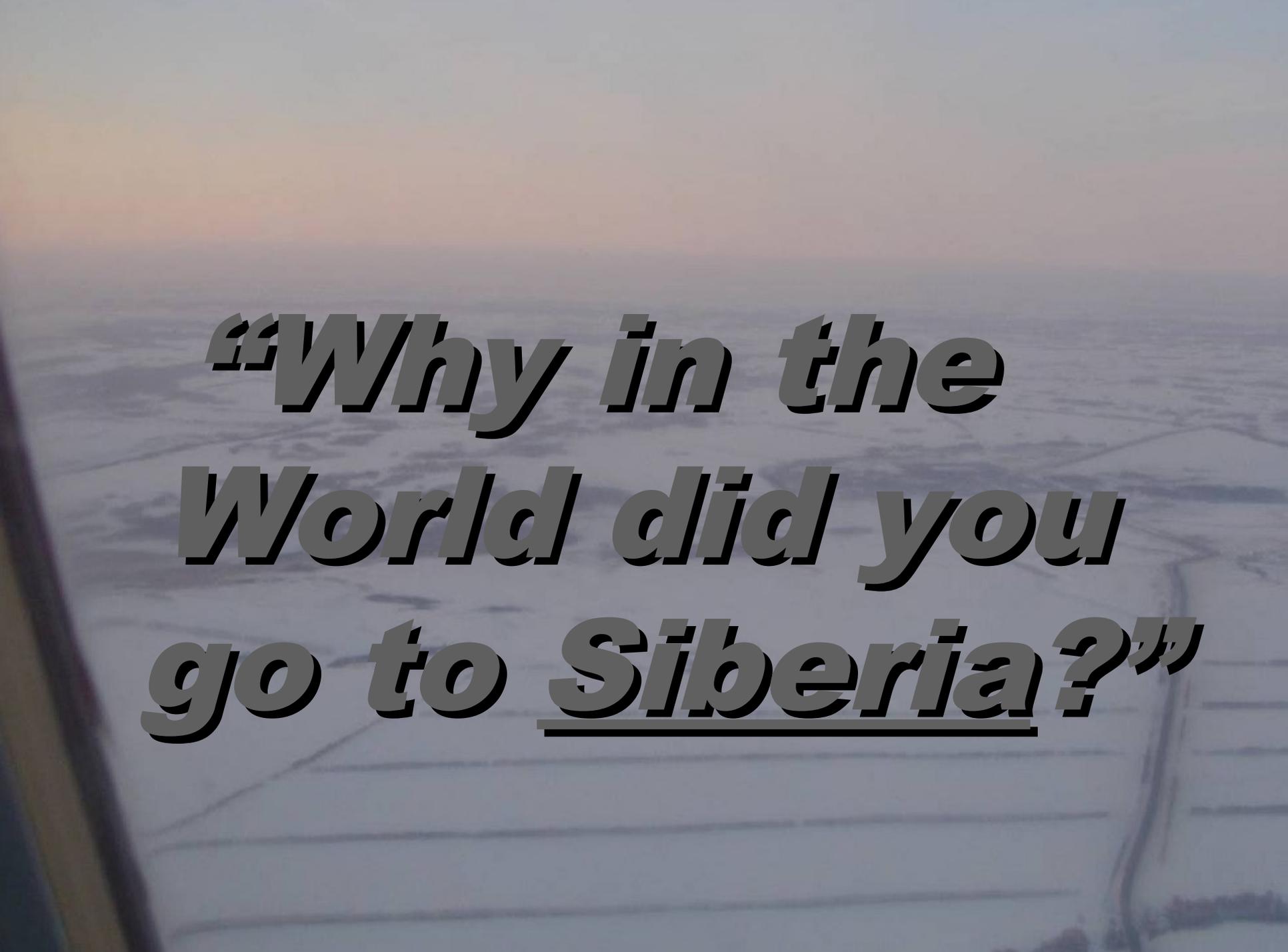
**—Thomas J. Watson, Sr. address to IBM Sales and Service Class 525 and Customer Engineers Class 528, IBM Country Club, Endicott, NY, October 30, 1941**

**CHARACTER.**  
**EXCELLENCE.**

**16.44.1/**

**WHY**

**NOT?**

An aerial photograph of a vast, flat, snow-covered landscape, likely a rural or agricultural area. A winding road or path is visible on the right side, and there are faint outlines of fields or plots of land. The sky is a pale, hazy blue, suggesting a clear day. The overall scene is desolate and quiet.

***“Why in the  
World did you  
go to Siberia?”***

**A half-dozen years ago I went to Novosibirsk, Siberia, to give a seminar. (Novosibirsk, center of Soviet scientific excellence, was now confronting the global economy—and looking for a new direction.)**

**The unusual setting caused me to go back to “first principals” in my thinking about enterprise.**

**I asked myself, for starters ...**

**“WHAT’S THE POINT?”**

**ENTERPRISE\*** (\*AT ITS BEST): **An emotional, vital, innovative, joyful, creative, entrepreneurial endeavor that elicits maximum**

**concerted human potential in the wholehearted pursuit of**

**EXCELLENCE in service of others.\*\***

**\*\*Employees, Customers, Suppliers, Communities, Owners, Temporary partners**

**ENTERPRISE\*** (\*AT ITS BEST) : **An**

**emotional, vital,**  
**innovative, joyful, creative,**  
**entrepreneurial endeavor**  
**that elicits maximum**  
**concerted human potential**  
**in the wholehearted**  
**pursuit of EXCELLENCE in**  
**service of others.**

Enterprise, as I note ... **AT ITS BEST.**

(Obviously not always achieved—or, alas, even aspired to.)

On the other hand ...

***if this or something very  
much like it is not the aim,  
then ... what is the point?***

Think about it.

Please.

(E.g., Consider the *opposite* of each word here—is, say, “joyless” acceptable?)

(Photo is me and my interpreter, who turned out to have an economics PhD from the University of Maryland; on stage in Novosibirsk.)

**“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***

**The industry is tough as nails, fast-paced—and unforgiving. And yet Menlo CEO Richard Sheridan insists that his raison d'être, competitive advantage**

**and success “secret” is ... JOY!**

**Again, please think about this.**

**Carefully.**

**What would be the literal translation in your world?**

**And: WHY NOT?**

**(Seriously.)**

**(Damn it.)**

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

**Obvious.**

**O-B-V-I-O-U-S.**

**Honored in the breach in 9 of 10 cases.**

***“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***

**By my lights ...**

**PROFOUND.**

**O-B-V-I-O-U-S.**

**M.I.A.**

## **Profit Through Putting People First Business Book Club**

***Nice Companies Finish First: Why Cutthroat Management Is Over—and Collaboration Is In, by Peter Shankman with Karen Kelly***

***Uncontainable: How Passion, Commitment, and Conscious Capitalism Built a Business Where Everyone Thrives, by Kip Tindell, CEO Container Store***

***Conscious Capitalism: Liberating the Heroic Spirit of Business, by John Mackey, CEO Whole Foods, and Raj Sisodia***

***Firms of Endearment: How World-Class Companies Profit from Passion and Purpose, by Raj Sisodia, Jag Sheth, and David Wolfe***

***The Good Jobs Strategy: How the Smartest Companies Invest in Employees to Lower Costs and Boost Profits, by Zeynep Ton, MIT***

***Joy, Inc.: How We Built a Workplace People Love, by Richard Sheridan, CEO Menlo Innovations***

***Employees First, Customers Second: Turning Conventional Management Upside Down, by Vineet Nayar, CEO, HCL Technologies***

***Patients Come Second: Leading Change By Changing the Way You Lead by Paul Spiegelman & Britt Berrett***

***The Customer Comes Second: Put Your People First and Watch 'Em Kick Butt, by Hal Rosenbluth, former CEO, Rosenbluth International***

***It's Your Ship: Management Techniques from the Best Damn Ship in the Navy, by Mike Abrashoff, former commander, USS Benfold***

***Turn This Ship Around; How to Create Leadership at Every Level, by L. David Marquet, former commander, SSN Santa Fe***

***Small Giants: Companies That Choose to Be Great Instead of Big, by Bo Burlingham***

***Hidden Champions: Success Strategies of Unknown World Market Leaders, by Hermann Simon***

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

***Joy at Work: A Revolutionary Approach to Fun on the Job, by Dennis Bakke, former CEO, AES Corporation***

***The Dream Manager, by Matthew Kelly***

***The Soft Edge: Where Great Companies Find Lasting Success, by Rich Karlgaard, publisher, Forbes***

***Delivering Happiness: A Path to Profits, by Tony Hsieh, Zappos***

***Camellia: A Very Different Company***

***Fans, Not Customers: How to Create Growth Companies in a No Growth World, by Vernon Hill***

***Like a Virgin: Secrets They Won't Teach You at Business School, by Richard Branson***

**There are folks who practice “this stuff.”  
And there is a de facto “library” associated  
therewith. And I do suggest a leadership/  
executive book club.**

**Namely: Profit Through Putting People  
First Business Book Club.**

16.45/

**THE MORAL**



**IMPERATIVE:**

**PEOPLE**

**DEVELOPMENT**

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

—Illah Reza Nourbakhsh, *Robot Futures/2013*

***“SOFTWARE IS EATING THE WORLD.”***

—Marc Andreessen/2014

***“The computers are in control. We just live in their world.”*** —Danny Hillis, *Thinking Machines/2011*

***“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*

***“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**

**Express train comin' at us.**

**CORPORATE MANDATE #1 2016: *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!***

**The argument—“people (REALLY) first”—makes economic sense for the enterprise; it is the surest path to sustained profitability. But it is also a moral necessity. Between robotics and artificial intelligence, millions of jobs are at risk—and enterprise has, in my view, an unbending obligation to lead the way in dealing with that problem.**

**Add it up:**

***It works.***

***It's important.***

**What further incentive do you need?**

***“Business has to  
give people  
enriching,  
rewarding lives ...”***

***“Business has to give people enriching,***

***rewarding lives ... or it's***

***simply not***

***worth doing.”***

**—Richard Branson**

**NO:** *“People first.”*

**YES:** *“Business has to give people enriching, rewarding lives ... or it's simply not worth doing.”\**

**\*“People first” is terrific. But it is (a) vague and (b) doesn’t go close to far enough. “Enriching and rewarding lives” is a far more inclusive end—and suggests far more than people as an “asset” from which growth and profits follow.**

**“People first” is about means to an end. “Enriching and rewarding lives” is an end in and of itself. Of course, the good news is that the latter (“enriching and rewarding”) is also the truest approach to mid- to long-term enterprise effectiveness and, yes, excellence.**

**More.**

## **“G-E-N-I-U-S” Right?**

**I’m getting more and more cantankerous (short tempered!)**

**about this: *Job #1 (& #2 & #3)***

***is to abet peoples’ personal growth. All other good things flow there from.***

**My idea of a gen-u-ine “genius”/**

**“breakthrough” idea: *If you work your heart out to help people grow, they’ll work their hearts out to give customers a great experience.***

**Not rocket science !!**

**16.46.1/** **RULE 2016:**  
**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!**

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

**— Jack Welch**

**Welcome to 2016+**

**16.46.2/ AVOID  
MODERATION:**

**78!**



**The reason for this choice of penultimate slide is not in any way religious. It is to remind you—and me—that this amazing 78-year-old has, at his age, taken on, no holds barred, the most recalcitrant and doctrinaire bureaucracy in the world—and is turning it upside down in pursuit of a better world.**

**For Catholics, obviously.  
Indirectly, for you and me.**

***Got the guts and determination to try some pale version of the same on the tiniest scale in your corner of the world?***

**16.46.3/ AVOID**

**MODERATION:**

**EXCELLENCE!**

**EXCELLENCE.**

**Always.**

**If not EXCELLENCE,  
what?**

**If not EXCELLENCE  
now, when?**

*In Search of*  
**EXCELLENCE**

*Lessons from America's  
Best-Run Companies*

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