

Wherefore The Impact Of Superior Management Practice on Increased Human Welfare and the Pursuit of Happiness* and Excellence?

Given that most adults work—“live” for most of their adult life in organizations (or, as a solo practitioner, within a web of organizations) ...

Given that Effective Management is the principal mechanism through which Organizational Effectiveness is realized ...

Then it follows that “effective” management is the engine of human growth (micro-level) and economic well-being (macro-level) ...

“I have always believed that the purpose of the corporation is to be a blessing to its employees.”—Boyd Clarke

*“How we feel about the evolving future tells us who we are as individuals and as a civilization: Do we search for stasis—a regulated, engineered world? Or do we embrace dynamism—a world of constant creation, discovery, and competition? Do we value stability and control, or evolution and learning? ... Do we think that progress requires a central blueprint, or do we see it as a decentralized, evolutionary process? Do we consider mistakes permanent disasters, or the correctable by-products of experimentation? Do we crave predictability, or relish surprise? These two poles, stasis and dynamism, increasingly define our political, intellectual, and cultural landscape.”—Virginia Postrel, *The Future and Its Enemies**

*“Wealth in this new regime flows directly from innovation, not optimization. That is, wealth is not gained by perfecting the known, but by imperfectly seizing the unknown.”—Kevin Kelly, “New Rules for the New Economy,” *Wired*, September 1997*

“The secret of fast progress is inefficiency, fast and furious and numerous failures.”—Kevin Kelly

*“In Tom’s World, it’s always better to try a swan dive and deliver a colossal belly flop than to step timidly off the board while holding your nose.”—Fast Company, October 2003, on Tom Peters’ *Re-Imagine!**

*“To Aristotle *eudaimonia* was what the good life was all about. The complex Greek word is usually translated as ‘happiness,’ but Aristotle means something else. Happiness to Aristotle is not a state but an activity. It is not lying on a beach with a glass of wine and a book, nor having wanton sex with the person of your dreams. *Eudaimonia* is better translated as ‘flourishing,’ or doing your best with what you are best at.”—Charles Handy, *Myself and More Important Matters*

“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”—Charles Darwin

“All human beings are entrepreneurs. When we were in the caves we were all self-employed ... finding our food, feeding ourselves. That’s where human history began ... As civilization came we suppressed it. We became labor because they stamped us, ‘You are labor.’ We forgot that we are entrepreneurs.”—Muhammad Yunus

“Groups become great only when everyone in them, leaders and members alike, is free to do his or her absolute best.” “The best thing a leader can do for a Great Group is allow its members to discover their own greatness.”—Organizing Genius / Warren Bennis and Patricia Ward Biederman

“The Greeks bequeathed to us one of the most beautiful words in our language—the word ‘enthusiasm’—en theos—a god within. The grandeur of human actions is measured by the inspiration from which they spring. Happy is he who bears a god within, and who obeys it.”—Louis Pasteur

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

“To me business isn’t about wearing suits or pleasing stockholders. It’s about being true to yourself, your ideas and focusing on the essentials.”—Richard Branson

“Do one thing every day that scares you.”—Eleanor Roosevelt

“What is it you plan to do with your one wild and precious life?”—Mary Oliver

“Life is either a daring adventure or nothing.”—Helen Keller

“You do not merely want to be the best of the best. You want to be considered the only ones who do what you do.”—Jerry Garcia

*“All of our great artistic and religious traditions take equally great pains to inform us that we must never mistake a good career for good work. Life is a creative, intimate, and unpredictable conversation if it is nothing else ... and our life and our work are both the result of the particular way we hold that passionate conversation.”—David Whyte, *Crossing the Unknown Sea: Work as a Pilgrimage of Identity**

EXCELLENCE

**Synonyms: Purity ... Transcendence ... Virtue ...
Elegance ... Majesty**

Antonym: Mediocrity

**EXCELLENCE 1982/In Search of Excellence: THE BEDROCK
“EIGHT BASICS”**

- 1. A Bias for Action**
- 2. Close to the Customer**
- 3. Autonomy and Entrepreneurship**
- 4. Productivity through People**
- 5. Hands On, Value-Driven**
- 6. Stick to the Knitting**
- 7. Simple Form, Lean Staff**
- 8. Simultaneous Loose-Tight Properties”**

“Breakthrough” 1982:

**People!
Customers!
Action!
Values!**

EXCELLENCE AND ENTREPRENEURIAL ENTERPRISE AND HUMAN FREEDOM AND GROWTH:

**Effective enterprise always, but today (the creative age) more than ever,
is a product of maximizing human freedom to create and serve.**

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

Respond to customers' desires with products and services and experiences (think Cirque du Soleil) that are “gaspworthy,” and a lot of “other issues” will mostly take care of themselves.

BMW says “radically thrilling” sells cars—and I agree, for the country store in Vermont as well ... and for the IS process devised by the purchasing professional in a 24-person office in Omaha.

Only in touch (MBWA—Managing By Wandering Around) leaders inspire commitment from their talent.

Only “in love” leaders (outrageously excited by their product and service) inspire commitment from their talent.

Want “all this” (see above)? It’s the people, stupid!

Maximum human freedom and betterment and growth is achieved under conditions of free markets and free people, governed by law and acknowledging the sanctity of contracts (Hayek), which are in turn the product of education and infrastructure which maximizes the likelihood of and support for entrepreneurial people and entrepreneurial organizations.

Entrepreneurs with the freedom and support to start and nurture new businesses are the cornerstone of the economy. (Said entrepreneurs replace, like cell replacement, the current ruling firms—or, at the very least, wake those firms up to the possibility of rebirth.)

Organizational Effectiveness = Human Effectiveness = f(Freedom and Respect and Opportunity and Responsibility).

Individual Independence of Mind/Entrepreneurial Spirit = “Brand You” = Maximized organizational and social effectiveness.

Education that unleashes human creativity and the entrepreneurial instinct maximizes longterm economic growth and realized human potential.

Free Markets maximize Entrepreneurial Opportunities which in turn Maximize Growth.

Progress, as commonly defined and through an American lens: Declaration of Independence (all equal, pursuit of happiness); Bill of Rights (e.g., free speech); freedom of commerce; Entrepreneurial Opportunity; effective, efficient, minimalist Infrastructure (transportation, financial stability, available financing, access to financing, transparency); laws > men; enforceability of contracts = FREEDOM TO SUCCEED.

“Agile organizations” win—in markets and in wars. Agile organizations are the product of people who are committed and have the freedom to act and create—from the checkout to the lab.

The new tech-tools offer astounding “power to the people”—this is a wonderful expansion of human freedom and an incredible opportunity for organizations that become fullscale players in the New Regime.

Cherish the mid-size organizations—they add incredible value directly and as a spur to others. (Think Germany’s Mittelstand—the basis for that nation’s global leadership as an exporter despite high wages and encompassing social benefits.)

Good service + Good product + Good people + Good Citizenship + Room to Experiment and Fail and Grow + Commitment to Excellence = Maximum Profit + Economic Growth + Realized Human Potential.

Bureaucracy kills initiative kills entrepreneurship kills productivity kills businesses kills economies kills people kills nations.

Dull schools make for dull people make for dull businesses make for dull economies make for dull nations.

Decency (relative to all constituencies) is the Bedrock of Enterprise Effectiveness and Growth.

Only the full utilization of everyone’s talent enables constant re-imagining. (We call this “diversity,” and claim it is “the right thing.” True, but research shows that diversity *alone* breeds creative activity.)

Women are “the majority”—the pursuit of Excellence is to a significant degree a matter of appreciating women’s increasingly *dominating* position in the world economy—from finance London-style to micro-lending Yunus-style.

The “Vigor Axiom”:

Vigorous schools.

Vigorous people.

Vigorous organizations.

Vigorous competitors.

Vigorous economy.

Vigorous nation.

Vigorous world.

The “Freedom side of the coin”:

Freedom.

Choice.

Liberty.

Creativity.

Entrepreneurship.

Health.

Wealth.

Excellence is a Universal Striving.

If not excellence, what?

Success “Formula” (the whole shebang?):

Cause (worthy of commitment)
Space (room for/encouragement for initiative-adventures)
Decency (respect, grace, integrity, humane)
Service (worthy of our clients’ & extended family’s continuing custom)
Excellence (period)
Servant leadership

Success “Formula” (the whole shebang?):

Hire Great People (Resilient, Passionate)
Try a Lot of Stuff (S.A.V./R.F.A.*) (*Screw Around Vigorously/Ready. Fire. Aim.)
ACCEPT NO LESS THAN EXCELLENCE/PURSUE WOW!
Enjoy It While It Lasts

The “7Es”

Exuberance!
Energy!
Empathy!
Engagement!
Empowerment!
Execution!
Excellence!

The “9Ps”

Purpose.
Passion.
Potential.
Presence.
Personal.
Persistence.
People.
Potent.
Positive.

The “12Ps”

Purpose.
Passion.
Potential.
Presence.
Personal.
Pissed off.
Playful.
Persistence.
People.
Peculiar.
Potent.
Positive.

***The Peters Principles: Enthusiasm. Emotion.
Excellence. Energy. Excitement. Service. Growth.
Creativity. Imagination. Vitality. Joy. Surprise.
Independence. Spirit. Community. Limitless human
potential. Diversity. Profit. Innovation. Design.
Quality. Entrepreneurialism. Wow!***

**Ready.
Fire.
Aim.***

***"We have a 'strategic plan.' It's called doing things."
—Herb Kelleher, Southwest Airlines**

Siberia 2006:

Enterprise*: An emotional, vital, innovative, joyful, creative, entrepreneurial endeavor that elicits maximum concerted human potential in the wholehearted service of others. **

*At its best)

**Employees, Customers, Suppliers, Communities, Owners, Temporary partners

Business: The Ultimate Creative Endeavor.

Business: The Ultimate Personal Development-Growth Experience.

Business: The Ultimate Transcendent Service Opportunity.

“Enterprises that Matter & Change the Game ... offer solutions & experiences that surprise, amaze, and transform perceptions of what’s possible—and stick like super-glue in customers’ minds. Such offerings are brilliantly conceived and flawlessly delivered by unconventional, creative, hyper-committed, energetic talent from within & outside the organization.” —Tom Peters***

*E.g.: Apple, Whole Foods, Cirque du Soleil, Starbucks, Wegmans, London Drugs, Griffin Hospital/Planetree Alliance, John Laing Homes, RE/MAX, Sewell Autos, Jim’s Group, The Met/Big Picture, Virgin, Commerce Bank, Google, Basement Systems Inc., Ford (circa 1917), IBM (circa 1970), Wanamaker’s (circa 1880)

**A new magazine, *Portfolio*, appeared in mid-2007. A glitzy Conde Nast publication, the editor said that it was to trumpet the fact that business is “all about power.” While I surely acknowledge the role of Power, I believe that EXCELLENCE starts with the People & Product, and that Profit & Power flows from the success achieved from getting the basics (very) right. Example #1 of losing power by ignoring product is the U.S. auto industry.

Leaders-Teachers Do Not “Transform” or “Motivate” People! Instead, leaders-mentors-teachers: (1) provide a context which is marked by (2) access to a luxuriant portfolio of meaningful opportunities (projects) which (3) allow people to fully (and safely, mostly—caveat: “they” don’t engage unless they’re “mad about something”) express their innate curiosity and (4) engage in a vigorous discovery voyage (alone and in small teams, assisted by an extensive self-constructed network) by which those people (5) go to-create places they (and their mentors-teachers-leaders) had never dreamed existed—and then the leaders-mentors-teachers (6) applaud like hell, stage “photo-ops,” and ring the church bells 100 times to commemorate the bravery of their “followers” explorations!

Excellence2005: The Bedrock Baker's Dozen

1. A Bias For Action Is Job One! (Construct a Discipline/Culture of EXECUTION!)
2. DECENTRALIZATION! ACCOUNTABILITY! (Tom's "Top Two", 1965-2005.)
3. Fail. Forward. Fast. ("Reward Excellent Failures, Punish Mediocre Successes.")
4. "Metabolic Management" Matters! (Hustle! Adapt! "We eat change for breakfast"—Harry Quadracci)
5. INNOVATE or Die. ("Game-changers" or Bust! Lead the Customer! Just Shout "NO" to Imitation!)
6. A Damn Good Product. (Pursue "Dramatic Difference.")
7. A Damn Cool Product. (Design Rules!)
8. Ride the Value Added Curve to the Sky! (Sell "GamechangerSolutions"; Provide "Scintillating Experiences"; Become a "Dream Merchant"; Strive to Be a "Lovemark.")
9. Relentlessly Pursue the "Big Two" Markets. (WOMEN Buy Everything. BOOMERS & GEEZERS Have All the Money!)
10. Best "Talent"/Roster Wins! (HR Rules! Everyone a Leader! Women Lead Best! "Weird" Matters Most! A Workplace to Brag About! Educate for Creativity!)
11. Wanted/Demanded: Radical Technology Strategies! ("Incrementalism" Is for Wimps!)
12. Hard Is Soft! Soft Is Hard! (People! Passion! Enthusiasm! Wow! INTEGRITY! TRUST! Good Citizenship.)
13. Accept No Less Than EXCELLENCE! (Excellence, Pursuit thereof, Is the #1 Thing That Vaults Us Out of Bed in the Morning)

Successful Businesses' Dozen Truths: TP's 30-Year Perspective

1. Insanely Great & Quirky Talent.
2. Disrespect for Tradition.
3. Totally Passionate (to the Point of Irrationality) Belief in What We Are Here to Do.
4. Utter Disbelief at the BS that Marks "Normal Industry Behavior."
5. A Maniacal Bias for Execution ... and Utter Contempt for Those Who Don't "Get It."
6. Speed Demons.
7. Up or Out. (Meritocracy Is Thy Name. Sycophancy Is Thy Scourge.)
8. Passionate Hatred of Bureaucracy.
9. Willingness to Lead the Customer ... and Take the Heat Associated Therewith. (Mantra: Satan Invented Focus Groups to Derail True Believers.)
10. "Reward Excellent Failures. Punish Mediocre Successes."
11. Courage to Stand Alone on One's Record of Accomplishment Against All the Forces of Conventional Wisdom.
12. A Crystal Clear Understanding of the power of a Good Story. (Brand Power.).

Ten Good Reasons to “Get Up in the Morning”

1. Empower one and all to vigorously seek WOW! in their work/projects. (Or else.) Foster the “Brand You Spirit” and the “Entrepreneurial Urge” at every turn. (Or else.)
2. Blow up “education” as we know it today! Re-tool education to emphasize the arts, creativity, entrepreneurial behavior. (Or else.)
3. Seek out the bold, the strange, the misfits, the dreamers—and welcome their presence in our midst.
4. Drag enthusiasm, passion, Technicolor and bold commitment out of the closet! Make Passion your Passion! (Hint: Passion makes the world go 'round.)
5. Be a champion for: Women Roar! Women Rule!
6. Underscore the importance of/stupendous opportunities associated with the “cool new markets”: Women, Boomers and Geezers, Hispanics, Greenies, Wellness.
7. Dramatically re-orient healthcare from after-the-fact “fixes” to before-the-fact attention to prevention-Wellness. (And “kindly suggest” that the “acute-care” “industry” give some passing thought to Quality.)
8. Ensure that the historically neglected “intangibles” are the prime basis for individual and enterprise success.
9. Support Globalization as the best—if indeed messy—path to maximum human freedom, security and welfare.
10. Swear by the motto: “Reward excellent failures; punish mediocre successes.”

Important Stuff (More.)

- *Pursue a mission that rocks the world (Pharmaceuticals, Moldy basements)
- *Hire awesome/weird People for 100% of jobs (Resilient, Passionate) (Wegmans)
- *Give 'em lots of room to experiment, fail, grow
- *Make “respect” “decency” “integrity” our watchwords
- *Leaders “Serve.” (“Servant”/“Host” Leadership—“Hostmanship”)
- *Try a Lot of Stuff, fast tempo (S.A.V./Screw Around Vigorously)
- *R.F.A./Ready. Fire. Aim.)
- *Emphasize revenue (Organic growth, Sales/“Top line” rules)
- *Have fun/exude joy
- *Demand excellence/Make accountability instinctive (“Insane” standards for our mates’ and community’s sake)
- *It’s all about Women! (Market, Leadership, Wealth, “Womenomics”)
- *Never, never forget the “it” (It’s the PRODUCT, Stupid.)
- *25! (Go, Howard!) (Conrad says, “Don’t forget the shower curtain.)
- *Be “of [‘gaspworthy’] service” (Cirque du Soleil is our standard—”even” in finance.) (My customer is my partner.) (Remember “She”; remember “Me” ... the latter = Old & \$\$\$.)
- *Create effective/imaginative/minimalist infrastructure (K.I.S.S./Keep It Simple, Stupid)
- *Re-imagine as “routine” (Forget > Remember)
- *Enjoy It While It Lasts

10 UNASSAILABLE REASONS WOMEN RULE

Women make [all] the financial decisions.

Women control [all] the wealth.

Women [substantially] outlive men.

Women start most of the new businesses.

Women's workforce participation rates have soared worldwide.

Women are closing in on "same pay for same job."

Women are penetrating senior ranks rapidly [even if the pace is slow for the corner office per se].

Women's leadership strengths are exceptionally well aligned with new organizational effectiveness & value-added imperatives.

Women are better salespersons than men.

Women buy [almost] everything—commercial as well as consumer goods.

So what exactly is ... the point of men?

THEM-US

“Them”

Strategy
Planning
Selling/Sales
Markets
Customers
Micro-segmentation
Cost minimization
Synergy/“Efficiencies”
“Strategic” supplier
Process
Effectiveness
Men
Leadership
Standardization
Big clients
Prestigious Board
Big
Growth by merger
Buy market share
Efficient, streamlined
“department”
Certainty-predictability
Fearful of losing
Plan
Careful evaluation
Revised plan
People/Employees
Effective HR department

Benchmark against the
“best”-“industry leader”
Benchmark
Orderly career progression
Head/Linear
IQ

“Us”

EXECUTION
Action
Marketing
Customers
Clients
Big Stuff (Women, Boomers)
Revenue maximization
Decentralization
Pioneering supplier
Project
EXCELLENCE
Women
Management + Leadership
Exceptionalism (53 = 53)
COOL clients
INTERESTING Board
Mid-size
Organic growth
Create NEW markets
Value-creating “PSF”

Ambiguity-opportunity
Aggressive pursuit of winning
Prototype
Another prototype
Another prototype
Talent
Rockin’ Talent Development Center
of Excellence
Benchmark against the
“coolest”
“Future”mark
“Up or Out” (PDQ)
Heart
EQ

“Professional”
Stoic, humble leaders
Hire for Resume
Measured-thoughtful
approach
Teamwork comes first
Listen to customers
Customer “involvement”
MBM (Management by Memo)
MBA
Shareholder Value
comes first
Work smart
Built to last
Reward successes
Quality first!
Quality first
High-quality
transaction
CVs demo consistent
performance
Good grades
Operational excellence
Brand
Best analysis wins
“Beyond politics”
Outsource
“Motivate”
“Motivate”
Measured language
Product-Service

Pastel
Better
“Mission success”

Very good

Passionate
Noisy, emotional “characters” in charge
Hire for intangibles
Relentless, pig-headed
determination
Teamwork and disruptive individuals equal billing
Lead customers/Listen to lead customers
Intimate-Seamless customer inter-twinning
MBWA
MFA (Master of Fine Arts)
Great people-product rule

Work hard
Built to Rock the World
Reward (EXCELLENT) failures
Design 1Tied
Innovation 1Tied
Jaw-dropping Experience

CVs feature Magic Moments

Cool stuff
World-rocking INNOVATION
Lovemark
Best STORY wins
Politics-is-life, the rest is details
Bestsource
Send on QUESTS
Invite
HOT language
Gamechanging SOLUTION,
Thrilling EXPERIENCE,
DREAM come true,
LOVEMARK
Technicolor
Different
“Mission EXCELLENCE”

EXCELLENCE. ALWAYS.

Tom's 23 Passions/Peak Years of Interest

B>A* (R.F.A.) (*Behavior drives Attitude/Action first) ... '71-'07
Implementation = #1 ... '73-'07
"Soft is Hard" ("Management Style") ... '77-'07
(Org) Structure>Strategy ... '77-'83
Strategy-Structure+/"McKinsey 7-S" Model ... '77-'81
Action>Planning ... '74-'07
Mess = Reality ... '77-'07
Skunkworks/Skunks ("Offline" Innovation/Innovators) ... '84-'91
MBWA ... '80-'07
Excellence I ... '79-'84
Mid-size biz is cool ... '84-'89
Customer service is it ... '84-'88
Innovate or Die ... '87-'07
Free trade/Hayek ... '90-'92
New Org Models ... '92-'96
PSF/Professional Service Firm (as model) ... '92-'07
WOW! (WOW Projects) ... '93-'07
Brand You ... '94-'00
Design ... '94-'07
Women (Markets-Leaders) ... '96-'07
Boomers-Geezers (Market) ... '03-'07
EXCELLENCE II ... '06-??
Healthcare (Quality-Wellness-PatientCentric) ... '06-??
Exuberance-Passion (Soft is Hard) ... 1942-2007

Why I Work/Stuff I Care About

*"Hard is soft. Soft is hard." Social stuff, Emotional stuff =
Good stuff = The Right Stuff!
*Mess = Normal = Reality. Rationality = Delusional.
Non-linearity = Life 101. (Embrace it! Design accordingly!)
*Failure = Normal/Necessary/Good! "Reward excellent failure.
Punish mediocre success." "Fail faster. Succeed sooner."
"Fail. Forward. Fast." Fail. Sam Walton Secret #1: Fail. Fast.
*Do > Think. Act > Talk. Action bias! RELENTLESS
EXPERIMENTATION! R.F.A./Ready. Fire. Aim.
S.A.V./Screw Around Vigorously.
*Decentralization = Holy writ = More independent tries.
*Success for Mortals: Indirection. SkunkWorks. End Runs.
Parallel Universe. 4F/Find a Fellow Freak Faraway.
Demos. Heroes. Stories.

- *The “Missing 98%”: Implementation-Execution.
- *Strategic planning, limits thereto. Severe.
- *Pitiful performance of Huge Companies. Needed: C.D.O./
Chief Destruction Officer.
- *Severe limits to scale advantage. Mega-mergers = Stupid.
- *“Built to last.” Why??? Instead: Built to change the world.
- *People First! People Power! Best “Roster” Wins. HR (should)
rule! Leaders “DO” People! Respect-Appreciation Rules!
- *Freaks for Freaky Times!
- *WOMEN’S WORLD!/WOMENOMICS! #1 MARKET! WEALTH/ALL!
LEADERS/BETTER! (Also: Boomers/Geezers/Many/Money.)
- *Aesthetics! Beauty! Grace! (Design primacy.)
- *MBWA! (Managing By Wandering Around.)
- *Basics Rule: Don’t over-complicate. (Product, People, Action ...)
- *Educate for Risk-taking, Creativity, Independence.
- *B-schools suck. Teach all ... except what’s important.
D-School = Cool.
- *Healthcare’s Big Three: Quality. Prevention. Wellness.
- *R>C. (Adding Revenue > Cutting cost.) Help Wanted: C.R.O./
Chief Revenue Officer.
- *S>M (Selling > Marketing.) SELL! SELL! SELL! SELL!
- *Free markets work! Free trade works! Rise of India-China =
Good thing. Respond with Excellent Performance: Add “insane”
amounts of value! Become a “Lovemark”!!
- *Brand You. Self-reliance!! Mastery !! Liberation!!
- *Survival = PSF/Professional Service Firm “mindset.” Goal #1:
Enable clients to become successful beyond their dreams!
- *Fun! (“Cool” is Cool.)
- *Service-obsessed!/Experience-obsessed! (Object: “Raving fans.”)
- *PASSION-EXUBERANCE-ENTHUSIASM.
- *“Hot” Language! WOW! Insanely great!
- *EXCELLENCE. ALWAYS.

Individual Rules for Success:

It’s all ... RELATIONSHIPS. Remember: Business is a relationships business. (Period.)
We’re all in sales! (Period.) Connecting! Making our case! Following up! Networking!
“Relationships” are what we “do.”

*You = Your Calendar. Your true priorities are “given away” by your calendar. YOUR
CALENDAR NEVER LIES. What are you truly spending your time on? Are you
distracted? Focused?

*What's in a number? EVERYTHING! While we all "do a hundred things," we may not/should not/cannot have more than 2 (or 3) true "strategic" priorities at any point in time. BELIEVE IT.

*She (he) who is best prepared wins! Out study, out-read, out-research the competition. Know more (lots more!) than "the person on the other side of the table."

*"Excellence" is the Ultimate Cool Idea. The very idea of "pursuing excellence" is a turn on—for you and me as well as those we work with. (And, I find to my dismay, it's surprisingly rare.)

*Think WOW! Language matters! "Hot" words generate a Hot Team. Watch your language!

*Take a break! We need all the creativity we can muster these days. So close your office door and do 5 (FIVE) minutes of breathing or yoga; get a bag lunch today and eat it in the park.

*You are the boss! Old ideas of "lifetime employment" at one company (maybe where Dad/Mom worked) are gone. No matter what your current status, think of your self as CEO of Brand Me, Inc. We are all Small Business Owners ... of our own careers.

*Do something in ... the next half hour! Don't let yourself get stuck! There is ... ALWAYS ... something little you can start/do in the next thirty minutes to make a wee, concrete step forward with a problem-opportunity.

*Test it! NOW! We call this the "Quick Prototype Attitude." One of life's, especially business life's, biggest problems is: "Too much 'talk', too little 'do'." If you've got a Cool Idea, don't sit on it or research it to death. Grab a pal, an empty conference, and start laying out a little model. That is, begin the process of transforming the Idea to Action ... ASAP. Incidentally, testing something quarter-baked in an approximation of the real world is the quickest way to learn.

*Expand your horizons. Routinely reach out beyond your comfort zone. TAKE A FREAK TO LUNCH TOMORROW! Call somebody interesting "you've been meaning to get in touch with;" invite them to lunch tomorrow. (Lunch with "the same ole gang means nothing new learned. And that's a guarantee.) (Remember: Discomfort = Growth.)

*Build a Web site. The Web is ubiquitous. Play with it! Be a presence! Start You.com ... ASAP!

*Spread the credit! Don't build monuments to yourself, build them to others—those whose contributions we wholeheartedly acknowledge will literally follow us into machine gun fire!

*Follow Tom's patented VFCJ strategy! VFCJ = Volunteer For Crappy Jobs. That is, volunteer for the crummy little assignment nobody else wants, but will give you a chance to (1) be on your own, (2) express your creativity, and (3) make a noticeable mark when it turns out "Wow."

*VOLUNTEER! Life's a maze, and you never know what's connected to what. (Six degrees of separation, and all that.) So volunteer for that Community Center fund raising drive, even though you're busy as all get out. You might end up working side-by-side with the president of a big company who's looking for an enthusiast like you, or someone wealthy who might be interested in investing in the small business you dream of starting.

*Join Toastmasters! You don't need to try and match Ronald Reagan's speaking skills, but you do need to be able to "speak your piece" with comfort, confidence and authority. Organizations like Toastmasters can help ... enormously.

*Dress for success! This one is old as the hills and I hate it!! But it's true. **FIRST IMPRESSIONS DO MATTER.** (A lot!!!)

*Follow the Gospel of "Experience Marketing" in all you do. The shrewdest marketers today tell us that selling a "product" or "service" is not enough in a crowded marketplace for everything. Every interaction must be reframed as a ... Seriously Cool Experience. That includes the "little" 15-minute presentation you are giving to your 4 peers tomorrow.

*Think of your resume as an Annual Report on Brand Me Inc. It's not about keeping your resume "updated." It is about having a Super-cool Annual Report. (Tom Peters Inc 2004.) What are your "stunning" accomplishments that you can add to that Report each 6 months, or at the most annually?

*Build a Great Team ... even if you are not boss. Best roster wins, right? So, work on your roster. Meet someone new at Church or your kid's birthday party? Add them to your team (Team Tom); you never know when they might be able to assist you or give you ideas or support for something you are working on.

*She or he who has the Fattest & Best-managed Rolodex wins. Your Rolodex is your most cherished possession! Have you added 3 names to it in the last 2 weeks? Have you renewed acquaintance (email, lunch, gym date) with 3 people in your Rolodex in the last month? **"MANAGE" YOUR ROLODEX!**

*Start your own business! Sure that's radical. But people are doing it—especially women—by the millions. Let the idea percolate. Chat about it, perhaps, with pals. Start a file folder or three on things you Truly Care About ... that just might be the basis for Cool Self-employment.

*There's nothing cooler than an Angry Customer! The most loyal customers are ones who had a problem with us ... and then marveled when we went the Extra Ten Miles to fix it! Business opportunity No. 1 = Irate customers converted into fans. So ... are you on the prowl for customer problems to fix?

*All "marketing" is Relationship Marketing. In business, profit is a byproduct of "bringing 'em back." Thus, systematic and intense and repeated Follow-up and After-sales Service and Scintillating New Hooks are of the utmost importance.

*BRANDING ain't just for Big Dudes. This may well be Business Mistake No. 1 ... the idea that "branding" is only for the likes of Coke and Sony and Nike. Baloney! Branding applies as much for the one-person accountancy run out of a spare bedroom as it does for Procter & Gamble.

*Credibility! In the end ... Character Matters Most. Does he/she give their word, and then stick to it ... come hell & high water? Can you rely on Her/Him in a pinch? Does she/he ... CARE?

*Grace. Is it "a pleasure to do business with you"? Is it a pleasure to "be a member of your team"?

Leadership23

1. Enthusiasm. Energy. Exuberance.
2. Action. Execution.
3. Tempo. Metabolism.
4. Relentless.
5. Master of Plan B.
6. Accountability.
7. Meritocracy.
8. Leaders “do” people. Mentor. (“Success creation business.”)
9. Women. Diversity.
10. Integrity. Credibility. Humanity. Grace.
11. Realism.
12. Cause. Adventures. Quests.
13. Legacy.
14. Best story wins.
15. On the edge. (“Wildest chimera of a moonstruck mind.”)
16. “Reward excellent failures. Punish mediocre successes.”
17. Different > Better. (“Only ones who do what we do.”)
18. MBWA. Customer MBWA.
19. Laughs.
20. Repot. Curiosity. Why?
21. You = Calendar. “To Don’t.” Two.
22. EXCELLENCE. ALWAYS.
23. Nelsonian! (“Other admirals more afraid of losing than anxious to win.”)

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

—Bill McKenna, professional motorcycle racer (Cycle magazine 02.1982)

2005-2006:“What have you done this year?”*

TAKE #1: Re-imagine! (Big Time.)

I have traveled far and wide and on the Web championing the causes I most care about. And cajoling one and all to take not just action, but radical action ... **NOW**. To Re-imagine! [*“If you don’t like change, you are going to like irrelevance even less”*—General Eric Shinseki]

I have argued that the game has forever changed. [**THREE BILLION NEW CAPITALISTS**—book title/Clyde Prestowitz*] [*Think ... True Globalization! Think ... Web!] [Think ... Life Sciences!] We live in a Beijing & Bentonville World ... **A WORLD THAT WILL CUT US NO SLACK!** [*“There is no job that is America’s God-given right anymore”*—Carly Fiorina]

It’s scary!

It’s cool!

Answer: **RE-IMAGINE!** “Organizations” are morphing in to entirely new creatures with entirely new ways of doing business. Rigidity and Hierarchy and Stable “Departments” are ... **OUT**. Adaptability and Improv and Fast Tempo and Game-changing Innovation and “Best Roster” and Value-added Service Providers from hither, thither ... and Yon ... are ... **IN**.

Add value. [**LOTS and LOTS and LOTS and LOTS of.**] Turn a MACHINE MAKER into ... the WORLD’S LARGEST PROFESSIONAL SERVICES FIRM ... almost overnight. [IBM/Gerstner.] Make every damn move & twitch a ... **DELICIOUSLY DESIGNED GASP-WORTHY “EXPERIENCE.”** [Whole Foods/Starbucks ... just a cuppa and grocery shopping, for Lord’s sake.] [Sales per Square Foot/Grocery: Albertson’s: \$384; Wal*Mart: \$415; **Whole Foods: \$798**] Make every day an adventure for every employee. [Google and ... Wegmans in groceries!]

One special way to Add Value is to acknowledge that ... **WOMEN BUY EVERYTHING.** [Consumer goods. Increasingly: Commercial services.] **SO ... LET’S DESIGN AND MARKET PRODUCTS WOMEN WANT!** [*“Kodak Sharpens Digital Focus On Its Best Customers: WOMEN”**—Page 1 Headline/Wall Street Journal. ***Duh!**]

One special way to Add Value is to acknowledge that ... **BOOMERS*-GEEZERS HAVE ALL THE MONEY.** [*80 million boomers in the U.S. alone; similar startling trends in Europe/Japan.] **SO ... BIG IDEA ... SERVE UP WHAT THEY WANT!**

*Question from Jessica Sutherland, head of Institute for International Research/Middle East, to Tom Peters ... Dubai ... 18 September 2005.

[Bonus: One “little way” to get on with No. 1 above is to acknowledge that ... **WOMEN ARE ALSO BETTER LEADERS**—they’re typically collaborative style matches the emerging collaborative/virtual world to a tee. So ... let’s put ’em in charge. Or, at least, improve their 8 of 500 Fortune500 CEO slots batting average.]

ME. YOU. Challenge. Or, rather, imperative. [Remember: change v. irrelevance.] Add value. [LOTS and LOTS and LOTS and LOTS of.] I watch a DVD of CIRQUE DU SOLEIL [world’s Best-managed Company ... per me] before every speech. I WANT TO DO IN MY WORLD WHAT THEY DO IN THEIRS. I AIM TO STAND WAY OUT. [Yes, the “market for speakers,” too, is competitive beyond belief!]

I want to/aim to/am determined to/will ... Master the ... **BRAND YOU LIFE**. [Energetic. Entrepreneurial. Adaptive. Cool. Never Boring. Never stationary ... for even a minute.] I think I’m boringly average: I think that all of us ... from the USA to Brazil to Sri Lanka ... need to quickly become ... **MASTERS OF OUR OWN SHIP**. [“Dependence” is “So yesterday.”]

Value-added Challenge 2005+:

**Forget ... BETTER.
Embrace ... DIFFERENT.
INNOVATE.
Or DIE.
EXCELLENCE.
Or BUST.**

Dare to fend off encroaching ... IRRELEVANCE.

**What have ... YOU ... done ...TODAY ... to stuff the Irrelevance Genie back into his bottle?
(“Do something every day that scares you”—Eleanor Roosevelt.)**

**I KNOW THERE’S A PROBLEM.
I THINK THERE’S A SOLUTION.
I HOPE THERE’S A WILL.
I KNOW THERE’S A WAY.
I SINCERELY BELIEVE ... THIS IS EVER SO COOL.
SO COOL IT MAKES ME TINGLE.
THE OLD RULES ARE DEAD.
AND BURIED.
IMPROV!**

[“Successful people are those who are good at Plan B.”]

MAKE IT UP AS YOU GO ALONG.

MAKE IT “DIFFERENT.”

[NOT MERELY “BETTER.*]

[*I repeat myself. It’s intentional.]

YES: THIS IS SO COOL IT MAKES ME QUIVER.

“COOL” IS IN.

[My personal goal ... day in and day out: MAKE 'EM GASP.]

GASP-WORTHY ... or Bust..

[What have I been doing this year? Working on the Art of the Speech/Presentation. Working harder than ever. I’m still a rank amateur—Tom Hanks says his self-assigned best grade in a movie is “C.” Amen. I want to Master the Art of Persuasive Declamation. Or at least I want a “B” or two before I put down the mike. How hard to I plan to work next year? HARDER. I want to get this stuff I do and love and care ever so much about ... RIGHT. I’ll never get there—but it won’t be for lack of will or effort or aspiration.] [And I do Enjoy/Love the Adventure ever so much.]

“BUTTONED DOWN” IS TOAST.

EMBRACE FREAKS.

[These ... ARE ... Freaky Times.]

JOIN THE PARADE.

JOIN THE RACE. JOIN THE SPRINT.

JOIN THE MARATHON.

[Become an “enterprise Tri-athlete.]

**USE YOUR RIGHTEOUS FEARS TO SPUR IMMEDIATE
CREATION OF THE ...**

“GREATEST SHOW ON EARTH.”

THE ... BRAND YOU GALA.

NOW.

[IT’S NOT OPTIONAL.]

This is what I’ve been preaching. This is my hustle. This is my mission. This is what I believe. I will go to my grave ... WITH ABOUT 10,000,000 FREQUENT-FLYER MILES ... stirring this ever so important pot. Yup ... THIS IS WHAT I’VE BEEN DOING THIS. YEAR.

“In classical times when Cicero had finished speaking, the people said, ‘How well he spoke,’ but when Demosthenes had finished speaking, they said, ‘LET US MARCH.’”—Adlai Stevenson

[In my own small way, I want to be Demosthenes.]

[So ... MARCH.]

I posted my [insane] travel schedule at tompeters.com, and asked rhetorically why I did it. Here was one thoughtful reply:

“You obviously go to these places for only one reason: You believe that if even one person ‘gets it’ and uses your ideas to change their world you have spent your time well. I send my hopes that you find at least 2 on each visit.” —Comment/Paul Davidson/September 26, 2005

TAKE #2: PhotoShop

I am haunted by two “photos” in my mind—day and night:

Photo #1: Business as Usual

Dickens way back when. (Dawn of the Industrial Revolution.) William Foote Whyte’s *Organization Man* yesterday. Dilbert today. (HAS ANYTHING REALLY CHANGED?) Drab. Dull. Dreary. Pastel. Gray. **Wan. Insipid. Stultifying. Heartless. Emotionless. Soul-less. Spiritless or worse—sucks the spirit from within.** Know your place. It’s the numbers—forever the numbers, stupid. Think indentured servitude. Think “cubicle slave”—entombed in a white-collar tower. Think: bureaucracy, bureaucrat, overhead, cost center. Do what you’re told. Park your imagination at the door. Don’t rock the boat. Old White Guys Rule. “Fail” is indeed a four-letter word. **Play it safe. “Me too” rules. “Different” is death. “Lovemark” is looney.** Fight for the promotion ... not the product.

Photo #2: Business Unusual for Unusual Times*

Colorful. **In pursuit of Grand Human Accomplishment.** Worthy cause/s. Hot! Wow! Hot language tolerated—nay, encouraged. Fun! Soul! Spirited. Energetic. Enthusiastic. Quest! Explorers! Mission! More than myself. **GOING PLACES WHERE NO ONE HAS GONE BEFORE.** (Think: Adams, Hamilton, Jefferson, Gandhi, Einstein, Venter.) Entrepreneurial. **Deviants welcome! Brand You/CEO of Me Inc.** Independent-minded. 100% leaders. Merry (laughter abounds). Joyous. Appreciative. Engaged. Adventurous. Failing is normal—get back on the horse and try again (now). Performance fanatics! Action rules! MBWA the norm. We care. **EXCELLENCE!** Brag to your kids about what you do/have done/aim to do/where you work/

*A “chimera of a moonstruck mind”? (That’s what critics called Jefferson in re “his” Louisiana Purchase!) No! Cf: Cirque du Soleil. London Drugs. Whole Foods. Starbucks. Wegmans. Apple. Google. Microsoft.. eBay. Commerce Bank. Mollies. Zingerman’s. John Robert’s Hair Studio & Spa. Infosys. FBR/Friedman Billings Ramsey. Griffin Health Services/Planetree Alliance. The Met/Big Picture schools. Four Seasons.Sewell. Northshire Bookstore.

who your colleagues are. Women more often than not in charge. Diversity is a religion. Focus on accomplishment, not position. **HUSTLE! IMPATIENCE!** Inclusive. “Different” beats “better.” No “growth for growth’s sake.” **Numbers are important—but are derivative of Great Work.** Aim to deliver awesome experiences to our customers—to become a “lovemark.”

**My aim: Town Crier/Cheerleader/Enthusiast-in-Chief/Energizer Bunny/Wild-eyed Maniac for Photo #2!
From any pulpit, anywhere, anytime! Join the
MOVEMENT! Your/our very soul is at stake!**

TP's "Top 41" Quotes

***"Do one thing every day that scares you."*—Eleanor Roosevelt**

As year's end approaches, one tends (well, I tend) to think a little bit philosophically. To do the accounts of the year past—and to imagine the year to come. As I began that not (for me) very systematic process, I stumbled across the Eleanor Roosevelt remark above. And it got me thinking—the whole point. To add a little fuel to the fire I mined a few old presentations for more spurs to both reflection and forethought. What emerged, in ever so haphazard a fashion, follows. It is not a listing of "business quotes," though 100% are applicable to business. It is not a set of "motivational quotes" (perish the thought), though most are in some sense motivational. I guess it simply is what it is ... some comments that may help you, if you're so inclined, ruminate on where you've been and where you might go in 2006:

"Do one thing every day that scares you."—Eleanor Roosevelt

"Life is either a daring adventure, or nothing."—Helen Keller

"Tell me, what is it you plan to do with your one wild and precious life?"—Mary Oliver

"Dream as if you'll live forever. Live as if you'll die today."—James Dean

"The two most powerful things in existence: a kind word and a thoughtful gesture."—Ken Langone, founder, Home Depot

"The deepest human need is the need to be appreciated."—William James

"Don't belittle!"—OD Consultant, on the essence of a well-functioning human community

**"If you don't listen, you don't sell anything."—Carolyn Marland/
MD/Guardian Group**

“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*

“What creates trust, in the end, is the leader’s manifest respect for the followers.”—Jim O’Toole, *Leading Change*

“If you can’t state your position in eight words or less, you don’t have a position.”—Seth Godin

“Never doubt that a small group of committed people can change the world. Indeed it is the only thing that ever has.”—Margaret Mead

“Make your life itself a creative work of art.”—Mike Ray, *The Highest Goal*

“Have you invested as much this year in your career as in your car?”—Molly Sargent, OD consultant and trainer

“The most successful people are those who are good at plan B.”—James Yorke, mathematician, on chaos theory in *The New Scientist*

“Tom, what have you done this year?”—Jessica Sutherland, Director, Institute for International Research/Middle East (TP: “Yikes!”)

**“To *live* is the rarest
thing in the world.
Most people *exist*,
that is all.”**

—Oscar Wilde

“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, that they trust.”—Howard Schultz, Starbucks

“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”—Charles Darwin

“We may not be interested in chaos but chaos is interested in us.”—Robert Cooper, *The Breaking of Nations: Order and Chaos in the Twenty-first Century*

“If you don’t like change, you’re going to like irrelevance even less.”—General Eric Shinseki, retired Chief of Staff, U. S. Army

“You must be the change you wish to see in the world.”—Gandhi

“We eat change for breakfast!”—Harry Quadracci, founder, QuadGraphics

“If things seem under control, you’re just not going fast enough.”—Mario Andretti

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

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

A man approached JP Morgan, held up an envelope, and said, “Sir, in my hand I hold a guaranteed formula for success, which I will gladly sell you for \$25,000.” “Sir,” JP Morgan replied, “I do not know what is in the envelope, however if you show me, and I like it, I give you my word as a gentleman that I will pay you what you ask.” The man agreed to the terms, and handed over the envelope. JP Morgan opened it, and extracted a single sheet of paper. He gave it one look, a mere glance, then handed the piece of paper back to the gent. And paid him the agreed-upon \$25,000.

The Paper:

- 1. Every morning, write a list of the things that need to be done that day.**
- 2. Do them.**

“I guess it comes down to a simple choice, really. Get busy living, or get busy dying.”—*The Shawshank Redemption* (Tim Robbins)

“Stay Hungry. Stay Foolish.”—Steve Jobs, Apple

“Groups become great only when everyone in them, leaders and members alike, is free to do his or her absolute best.”—Warren Bennis and Patricia Ward Biederman, *Organizing Genius*

“The best thing a leader can do for a Great Group is to allow its members to discover their greatness.”—Warren Bennis and Patricia Ward Biederman, *Organizing Genius*

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

“Nobody can prevent you from choosing to be exceptional.”—Mark Sanborn, *The Fred Factor*

“A leader is a dealer in hope.”—Napoleon

“Nothing is so contagious as enthusiasm.”—Samuel Taylor Coleridge

“If you’re enthusiastic about the things you’re working on, people will come ask you to do interesting things.”—James Woolsey, former CIA director

“Before you can inspire with emotion, you must be swamped with it yourself. Before you can move their tears, your own must flow. To convince them, you must yourself believe.”—Winston Churchill

“A man without a smiling face must not open a shop.”—Chinese Proverb

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”—John Quincy Adams

*The greatest danger
for most of us
is not that our aim is
too high
and we miss it,
but that it is
too low
and we reach it.*

Michelangelo

**“A year from now
you may wish you
had started today.”**

—Karen Lamb

Tom Peters*: Leadership is all about love:

*Passion,
Enthusiasms,
Appetite for Life,
Engagement,
Great Causes & Determination to Make a Damn Difference,
Commitment to Excellence,
Shared Adventures,
Bizarre Failures,
Growth beyond measure,
Insatiable Appetite for Change.*

*Would have been No. 42, but it does not seem appropriate to quote oneself and count it as wisdom.