



tom_peters's
Tweet Book

By Tom Peters.



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2009

July

Monday, 13th of July.

14:07:35 Happy 161!! 7/13/1848, Elizabeth Cady Stanton+4 meet Senaca Falls NY--72yrs, 1mo, 7days later 19th ammendment passes, U.S. women can vote!!

14:13:40 "Know when to hold 'em, know when to fold 'em." Pure crap! 72 years from Senaca Falls to 19th Ammendment. Persist!!!!!!! NEVER "fold 'em"!!

Wednesday, 15th of July.

09:49:59 We've learned zip if Goldman issues pre-crisis-size bonuses! Have they no shame? Their stellar earnings came courtesy overall govt bailout.

Friday, 17th of July.

08:55:00 Happy birthday, Shelley! Tweet!

16:25:26 Call me late, but can't believe a terabyte of external hard drive storage (WD) is \$109!! Didn't need it, bought it to hold it in my hand.

Saturday, 18th of July.

12:07:45 My wife broke her leg, Fell totally in love with her Kindle2, great battery life. (K2 great for 5.5 hour waits in ER of a "great" hospital.)

12:10:06 MA may install health care plan where coverage is per patient-problem, not per procedure. Bravo! We spend 3/4 trillion un unnecessary stuff.

12:11:38 Meant un-necessary. "Un unnecessary" as it appeared is = necessary. Right?

12:12:38 VT fresh fruit & veggie season is upon us. Eat your heart out.

Monday, 27th of July.

15:29:39 British economists apologize to the Queen for their idiocy. Hooray! American B.school deans apologize to the President??? I wish!!

Tuesday, 28th of July.

- 13:13:05 Control healthcare cost: Stop "piecework" payments!! Pay for outcomes. And figure out what works--our "outcomes" ignorance is monumental!
- 13:16:26 Ending "piecework"-pay per procedure (like paying carpenters by the nail) not in anybody's legislation. (Unnesessary stuff= 3/4 trillion\$\$)
- 13:19:55 Ding the "right stuff" in hospitals regardless of current constraints. Exhibit #1: Geisinger Health System, Danville PA.

August

Tuesday, 4th of August.

- 15:12:22 I figure about 7-10 serious drafts to write a book?????
- 15:13:35 Kubota 4-wheelr truly a gift from the gods on a farm!!
- 15:15:52 5 hours in ER on weekday. If I were CEO, regardless of "profitability" of ER or people using frivolously, I'd simply feel embarrassed!!!!
- 16:11:48 Kubota-Deere issue; difference was DEALERS.
- 16:12:42 Deere-Kubota choice. /issue was DEALERS!!

Thursday, 6th of August.

- 10:59:57 @RioJoes - check out Trends by Tom Peters and Martha Barletta <http://is.gd/256xn> ^SD
- 20:46:31 Us non-farmers living on farms may think we're automatic environmentalists. Ha! CO2 riding-mower emissions/hour = emissions from 33 cars.
- 20:48:51 Everyting at Boeing a mess. Is this yet another case of transplant top GE exec (Jim McNerney) running amok when away from home?

Friday, 7th of August.

- 08:51:13 Given my feminist bias, nice to see a qualified 2nd woman (3 to go) among the Supremes. (Even if she does suffer from the sin of "empathy.")

Monday, 10th of August.

- 13:22:30 Pax on plane ALL NIGHT in Rochester MN. Sickening! CEO should visit each pax at their home, lie prostrate in their driveway. Beg for mercy!

Tuesday, 11th of August.

- 07:45:22 Happy birthday, Nance!!
- 07:47:27 Giving university graduation speech in 2 weeks. What should the title-main message, in 140 characters, be?
- 07:52:17 I hate regulation, but I fear we do need that airlines passenger bill of rights.
- 07:55:20 Continental offers refund to stranded-all-night pax, That's it? Surely a joke! Continental CEO vs B. Madoff--which one deserves 150 years?
- 20:17:18 6.4% productivity rise stunning--bedrock for future growth. Service, mfg equal gains--great. Jobs situation sticky wicket, but overall A+.

September

Tuesday, 1st of September.

- 19:23:12 To be in Europe on the 70th anniversary of the start of World War II puts today's economic challenges in perspective.
- 19:26:36 Thanks for ideas for Northeastern commencement speech. Soooo great to be with older grads who've moved heaven and earth to get their degree.
- 19:31:52 'Tis a time of "matchless opportunity"--not to "nab customers from ailing competitors," but to behave with decency and grace toward all.
- 19:33:43 FYI, tweeting from Manchester England England. (Only did this so I could type "Manchester England England.")

Wednesday, 2nd of September.

- 18:31:24 Technology and "Wow" ain't just the Web and bio-tech. BP just announced a record 35,055-foot drilling success in the Gulf of Mexico. Bravo.

Thursday, 10th of September.

- 10:32:45 Incredible books. E.M. Forni: Choosing Civility.The Civility Solution. (Johns Hopkins Civility Project.) Take that, Congressman Wilson.
- 10:35:42 HP hates left-handed people. My conclusion from touchpad on my new HP Mini.

Saturday, 12th of September.

- 08:27:11 Train Albany-NYC yesterday @ 6AM. Several firefighters aboard, full-dress, to participate in 0911 memorial festivities. We shall not forget.
- 08:30:17 Goldman boss in Frankfurt; apologizes for losing control, for instruments with "no social utility," agrees that fury at bonuses justified.
- 08:33:53 One year later, the worst-case scenarios have been avoided. 80% economists polled by WSJ give gov't (Paulson-Obama) high marks. I agree!
- 08:38:50 May be best example gov't "doing its job" since WW II. "Insane" 0908 situation required "insanely" aggressive response. It's all psychology!

Sunday, 13th of September.

- 12:57:22 The Pursuit of Excellence: Is there a better case study than "Julie and Julia"?
- 12:59:39 "Julie and Julia": Julia Childs' persistence makes a mockery out of "Know when to hold 'em and know when to fold 'em." I hate that phrase!

Monday, 14th of September.

07:09:47 Oh my God. Seth and I disagree. BIG TIME. On a marketing hierarchy list, he puts strategy 1st, execution last. My take: 100.00% backwards!

16:26:16 Read that GM's return to Excellence will be via new ads that accuse Honda of making ... lawn mowers. Now that makes me wanna buy a Chevy!

16:28:32 You heard it here first: VERMONT in the Fall is pretty damned special!!

Wednesday, 16th of September.

13:11:32 James B. Stewart on the crash and September 2008, in the 21 September New Yorker, is literally matchless

13:14:30 The Texas spirit and hospitality of the retiree who helped me (Terminal D info booth/DFW) "made my day"--ah the power of the little touches!

13:19:52 McKinsey briefing book, 1978, precursor to In Search of Excellence, focused on the basics, title "3 yards and a cloud of dust"-EXECUTION!

15:13:06 First on-board wifi. AA477. DFW to Albuquerque. Good or bad??

Tuesday, 22nd of September.

18:06:45 Wouldn't it be nice if Bank of America were going to court to help the consumer, rather than to justify bonuses to Merrill Lynch guys?

Friday, 25th of September.

15:00:27 Ye gads! Prestigious hospital. 2 BIG screw-ups, one visit. Pharmacist nearby in prestigious hosp; med screw-ups daily. Awful = Normal??!!

15:04:12 Working like hell on book; i.e., writing. But it'll be design as much or more than text that brings off the "soul" of the message--or not.

Saturday, 26th of September.

16:18:39 I don't use twitter for personal stuff. However: My late Mom would have been 100 years old today--she did make it to 95.9. Happy Birthday!

October

Friday, 2nd of October.

21:03:29 100%. Every hospital visit, 3 in last 2 weeks, has had at least one non-trivial error. Bogles the mind! And no legislation will affect it.

Saturday, 3rd of October.

05:41:08 Round 5 of book ("Little BIG Things") editing starts this morning--once I master copy editor's software.

05:44:58 Oughta be h-care focus, isn't:: Patient safety. Evidence-based medicine. EMR. Patient-centric care. Chronic care. Wellness-prevention.

05:47:58 9 states: If a woman is victim of domestic violence it's a "prie-existing condition" that thwarts insurance coverage in some places.

05:53:53 Un-forced errors/faulty hospital processes: Disgrace! "Great" hospitals as bad as/worse than "not so great." Way below industrial standards.

05:56:56 Most ER processes awful--many real "externalities." But if I'm hospital CEO, then ER is part of my turf. No excuses for ER non-Excellence.

05:58:49 I'm in a genuine rage about rotten hospital processes. Simply no excuse. Some, like Geisinger in Danville PA get it right. It can be done.

06:00:17 Read "Josie's Story." (Hats off to Johns Hopkins for enlightened approach to medical error.)

06:02:04 Geisinger: Danville are ain't Boston-SF. Demographis not great (I understate), so wealthy area not needed for "right stuff" in hospitals.

06:04:22 To be sure, many on-going hospital quality improvement projects. But little "disruptive innovation." NEED ACROSS-THE-BOARD RADICALISM!!!!

06:07:25 Hate to push own stuff, but per queries, new book/Little BIG Things due Feb 9th if I can stick to tough schedule.

12:59:04 Tirade on hospitals/patient safety hardly new for me. Just turning up the heat. As to 5 in a row, got more and more pissed off as I wrote.

15:04:09 I'm try not to be political, but as Morning Joe said, any American cheering America's Olympic hosting loss because it wounds Obama is sick.

22:36:44 Even if motivation political, Toyota's "death's door" CEO apologia stunning. Toyota = "do no wrong" 2 yrs ago. Who missed the analytic boat?

Sunday, 4th of October.

13:35:15 Greenspan predicts 3% GDP growth Q3. How sad--everything he says now is tainted. (Do I believe him? No. He's very smart ... but still "No.")

Monday, 5th of October.

05:20:54 Private equity at its worst. Simmons mattress goes bust thks to staggering debt. Boston's Thos.

Lee Partners take home \$77 mil in fees.

Wednesday, 14th of October.

19:47:55 Dow 10K. There is no "economics"--it's all psychology! (The only people for whom this is "news" are the economists.)

Tuesday, 20th of October.

17:11:52 GE-ism works damn well ... for GE. But maybe not for Home Depot, Chrysler, 3M, Boeing. Boeing declared a mess by key analyst. CEO blamed.

Wednesday, 21st of October.

01:49:22 I hate the term "behavioral economics." Call it what it is: "Psychology"!

10:59:06 Read Mort Zuckerman's "The free market is not up to the job of creating work," Financial Times, 1019. Horrifying! VERY tough to refute!

Sunday, 25th of October.

02:42:29 Are flu shots effective? Maybe not. Brilliant Atlantic article, "Shots in the Dark," by Shannon Brownlee ("Overtreated") and Jeanne Lenzer.

02:49:51 In Frankfurt airport (always seem to be here), then Angola. Hammer on the biz basics--and the attractiveness of "Excellence. Always." Right?

02:54:58 "The only wisdom we can hope to acquire is the wisdom of humility." T.S.ELIOT. (Heard at dinner Friday, speech by Rory Stewart.)

November

Wednesday, 18th of November.

- 08:41:42 The *original* Cool Friend, Bob Waterman, coauthor of In Search of Excellence in his first interview with us: <http://is.gd/4XWwN> --SD
- 09:17:14 Must see to believe. IAD, Dulles airport, new upgrade is fabulous. Security madness now a lark. Never believed I'd say those words.
- 09:20:53 Dramatic difference. Tipping point? Last three flights: In business class ... 4, 2, and 3 Kindles respectively. (About 20% of biz pax.)
- 09:24:20 World's toughest engineering job? Getting to the moon? Nope. Try: Excellent, fine-grained shower-water controls in hotels.
- 09:51:32 Academics and athletics don't mix? My alma mater, Stanford, scored the most points ever against USC this past Saturday. In LA.
- 09:52:48 Stanford has the most powerful athletic program in the NCAA. Much of the success has come from fully exploiting Title IX. Hooray!
- 10:46:27 40 days. 110K miles. 11 seminars in 9 countries. Canada. Angola. Dubai/UAE. Saudi Arabia. India. Ecuador. Texas. D.C. California. (Tired.)
- 11:23:28 Youngster, Ecuador: "#1 issue when starting a company?" Me: "So insanely in love with your idea you'll walk throug fire to implement it."
- 11:25:25 Only ONE (!!!!) true "source of innovation": Sooooo pissed off with the way things are that you'll fight to the death to bring about change.

Monday, 23rd of November.

- 10:15:58 U.S. economy = Churn. Lose 6 million jobs net 9/2008 to 9/2009. Equation: ADD 51 MILLION jobs, but lose 57 million. Needed: Positive churn!
- 10:17:34 Stop acting as if the recession is over, despite technical definitions. Well over 10,000,000 Americans face crappy Thanksgivings.
- 11:26:55 Goldman & swine flu vaccine. Etc. High IQ leaders-as-fools. Are we on the verge of a populist explosion that may not be containable?

Tuesday, 24th of November.

- 08:39:01 Off the deep end: How many dead-wounded (heart attack, suicide, spouse abuse, incapacitating depression) thanks to Wall Street malfeasance?
- 08:46:37 Read it: Gillian Tett/Fool's Gold. (#1 UK finance journalist.) #1-#2 villains: Clinton (W.J.), Greenspan. Vetoed any derivatives regulation.
- 11:30:53 Gone 6 weeks. Best part of coming home is "return to the ordinary." Doing my laundry. Chatting at the local VT country story.
- 11:32:43 We've created 51 million jobs in the last year!!! (Alas, we've lost 57 million.) U.S. economy is all about churn. So 'tis always been.
- 12:22:49 Read John Bogle. Book: Enough. Life transforming. (No kidding.)

17:11:26 Long line at the Shaw's grocery store Manchester VT. Store manager bagging! Hooray! (Alas, in my experience, unusual.)

21:28:24 I dearly love India. Little pleases me more than excellent relations between the U.S.A. and the world's largest democracy.

Wednesday, 25th of November.

07:15:53 I love India because it is a noisy, raucous, friendly, godawful but wonderful-wonderous democratic mess--just like home (USA.) but more so!!

08:41:48 Pilgrims preceded T'giving with a fast day. We should do the same, for reasons of thoughtfulness-reflection rather than reasons dietary.

15:55:45 Griffin Hospital, Derby CT. Good as it gets in "patient-centric care." Motto: "Kindness is free." Not a bad guide to Thanksgiving attitude.

Sunday, 29th of November.

13:19:05 Happy Sunday: Iran to build 10 new nuke sites. Swiss voters ban minarets on mosques. At times it feels like a new Dark Age descending ...

14:06:03 I hope I'm ususally fairminded; at least I try. But that need not apply to college football. Stanford's Toby Gerhart gets my Heisman vote.

Monday, 30th of November.

11:29:39 Rule 1. Let people know bad news might be coming ... WAY BEFORE THE FACT. Corollary: No surprises!! (I'm a pissed off victim right now.)

December

Tuesday, 1st of December.

- 05:41:20 Old can be good. Liar's Poker by Michael Lewis (Penguin, 1990) offers the best description of the modern Wall Street culture I've ever read.
- 05:42:12 FYI, Liar's Poker is hilarious1 (In a sick sort of way ...)
- 05:44:48 Still my favorite old saw: UNDER-PROMISE. OVER-DELIVER.
- 05:47:05 Today! Call two customers: "How are we doing?" Check on the status of each of today's outgoing orders. Thank 10 people for "good attitude."
- 10:41:10 Unemployment awful. But in Century21, portfolio of temp gigs normal says Jody Greenstone Miller (FYI: a Clinton appointee) in the WSJ today.
- 10:42:18 It is the Age of Brand You!
- 10:44:40 A first!!!! DOT yesterday fined Continental et al. for stranding pax on the tarmac overnight in Rochester MN last summer!!! Yes!!!!

Wednesday, 2nd of December.

- 11:00:42 Hard for me to say nice things about airlines. I'm too battle-scarred. But huzzahs to AirTrans! Their biz-class service rocks in BOS, BWI!

Friday, 4th of December.

- 08:27:09 Loathe to admit I'm a Vermonter today. Senator Bernie Sanders' effort to block Bernanke literally sickens me.
- 08:34:47 Counterintuitive but true: Brand You the Ultimate TEAM Sport. Thrive per your reputation in a Network of PEERS. Peer power >> Boss power.

Monday, 7th of December.

- 13:15:16 Realize many are stretched, and I'm not by comparison. But wouldn't we all pay just a bit in the name of the 30 million without healthcare?!
- 13:17:41 Prior tweet not meant to endorse--noe oppose--public insurance option.
- 14:45:01 Healthcare bill indeed ugly. But if fails, wait another 20 years. I'm hung up on absurdity of 30 million uninsured in, yes, filthy rich USA.
- 14:46:33 Book recce: T.R. Reid, The Healing of America: A Global Quest for Better, Cheaper, and Fairer Health Care.

Tuesday, 8th of December.

- 10:19:19 BusinessWeek is already re-titled Bloomberg BBusinessWeek. That was quick!!
- 10:20:44 BusinessWeek has a cover story on Dubai. I heartily agree with the premise: Do not write off

Dubai! It is still "the miracle in the desert."

- 10:21:58 I have called Dubai "the greatest single act of business imagination I've ever seen." I stand by the quote.
- 10:25:51 No more healthcare policy comments. I'll stick to my Big Three: 1/Patient safety!!!!
2/Evidence-based medicine! 3/Overtreatment-testing!
- 10:29:08 Patient safety gold standard: Geisinger, Intermountain, Mayo, VA. Bravo! ("Proves" it's doable!!
E.g. Geisinger in low income area.)
- 10:34:05 Dubai: Way too much debt. "Pyramid scheme"? Nonsense. I've stayed in the hotels, gone to the conferences. They are real!
- 10:35:09 If Dubai a ponzi scheme, so is Nike. Put a swoosh on a pair of "sneakers" and charge \$100 for them.

Wednesday, 9th of December.

- 08:44:28 Through and through capitalist that I am, I say hats off to the UK for its new (today!) 6-month, 50% tax on bonuses over \$40K.
- 11:41:31 UK tax not "appeasing the common man." It's about appeasing the 99.99% of us who feel, "You made the mess, we paid for your mess, enough!"
- 16:02:04 Re bonuses, flying the G4 to D.C. to beg for taxpayer \$\$\$\$. Around and around in my head goes that old phrase: "Have you no shame, sir?"
- 18:07:09 Highest and best use of an AGA: on a very snowy, blustery day, place full-face wool mask on the stove for 1/2 hour before going out.

Friday, 11th of December.

- 15:02:40 "Artists are supposed to be useful"- from the new Cool Friend interview with Garrison Keillor
<http://is.gd/5k0BX> -^SD

Monday, 14th of December.

- 07:54:11 Anyone understand why you'd ever have been more likely to buy Accenture's services because Tiger Woods endorsed? Acc. dropped him ystdy.)

Thursday, 17th of December.

- 11:39:51 "They" say management = do things right, leadership = do the right thing. Baloney! Do things right (execution) quintessential ldrshp task!
- 11:41:14 Winter in VT 4 days before solstice. Minus 4 fahrenheit this A.M.
- 11:44:34 GE's Immelt lectures at West Point on accountability. GE has lost \$240 BILLION in market cap since the crash began. Why's he still employed?
- 12:30:06 Bernanke looks to be confirmed. Good! Huge errors. But reacted to "life or death" econ problem better than anyone sane could have hoped.
- 12:44:33 Best book on financial crisis, bar none: Michael Lewis's 1989 Liar's Poker!
- 12:50:50 CEO: Toyota "grasping for salvation." Operational excellence tops, Problem: "dull" cars.
Answer: "exciting," "fun." TP: Long live "Wow"!

12:52:21 Toyota CEO read Jim Collins' latest, made him aware of nature-magnitude of Toyota's problems-decline. Top marks to Jim!!

Saturday, 19th of December.

15:29:05 3+ hours in the local bookstore. Is there any greater thrill than finding the absolutely perfect book to give a friend at Christmas?

15:32:14 Good as it gets: EMI Classics "Best Loved Christmas Carols" performed by Choir of King's College Cambridge. (Yes, I still listen to CDs.)

15:35:10 "Doing the right things right" is Nirvana. It's just that I never want to lose sight of Priority #1, EXCELLENCE in Execution.

15:37:02 The "perfect" book is one that you suspect the givee has not read because it's a little offbeat, but it matches their interests perfectly.

15:42:37 SF49ers' Bill Walsh invented "West Coast offense.". But his true secret was team "professionalism" and maniacal attention to Execution.

22:29:41 Whoops, if I'm gonna preach Excellence in Execution, I should indeed spell "execution" correctly. 40 lashes!

Tuesday, 22nd of December.

07:56:05 My wife was ripped off by Pimsleur, distributor of language programs. Pimsleur says its a spammer. Regardless, beware!

Thursday, 24th of December.

07:57:20 "Dull" Harry Reid = Leadership as process mastery. "But his virtue and his value to ... is his mastery of the mechanics of the Senate."

08:01:07 My mom-in-law and I sat wordlessly for 15 minutes last night watching Christmas tree lights sparkle. There's more to life than social media.

08:04:44 My Harry Reid tweet has nothing to do with h-care bill as good or bad. He simply executed a "real life" [not pretty] leadership miracle.

08:06:52 Debbie, Debbie, Debbie, such cynicism on Christmas Eve :)

08:36:00 If you want to study VERY down and VERY dirty dancing, examine details of Philadelphia, summer of 1787. (Drafting of U.S. Constitution.)

08:40:52 Delaware wanted one House with equal # reps for each state. They got the votes to create the U.S. Senate by agreeing to leave slavery alone.

09:14:15 My point, Brandon, is an (old-man's) bemusement when people shudder at down and dirty politics. I love the real world, soiled hands and all.

09:36:15 "Death panel"? How about the "death button"? CT scans per se may kill 15,000 a year in U.S. Many prescribed scans utterly un-necessary!

16:08:39 Despite loooong lines at various shops in wee Manchester Center VT, attitudes universally good! Merry Christmas!

Saturday, 26th of December.

12:26:42 Given no deaths, terrorist scare useful-vivid reminder of vulnerability. Odds major event in next 10 years? (Some non-alarmists say 100%.)

Monday, 28th of December.

07:10:44 As Gretchen Morgenson said in 12.27 NY Times, almost no execs have accepted any blame for the economic mess. What a message to our kids!

07:14:19 No CEO accountability for lack of preparedness. No banker accountability. No accountability period. Everything is spun. We are screwed.

10:58:08 I am known for "calling the idiots to account"--but I accept responsibility for not screaming much louder and talking much more bluntly.

11:02:52 I think we're conned by the "superstar myth," the idea that these #1s are so good that we have no choice but to accept their amorality.

11:23:42 Plan plan plan (Now!!) for next Monday, first workday of New Decade. "Resolutions" mean nothing--Concrete Actions on Day #1 mean Everything.

11:27:39 IBM's Tom Watson: EXCELLENCE takes but a minute--a blood oath never to do anything non-excellent! Excellence is 100% about you, not "them."

16:23:50 ALL CAPS. SORRY. IMPORTANT. TOMORROW AND WEDNESDAY. CALL 25-50 PEOPLE. THANK THEM FOR THEIR SUPPORT THIS YEAR.

Tuesday, 29th of December.

19:23:20 Perhaps 1 work day left this year: Call 10 people Wed, "Thanks for your support in 2009." (Esp those in internal depts that aid you lots.)

19:28:28 Accepting unequivocal blame, not Blankfein's pap, is a start per se as I see it. (If heartfelt rather than spin, change more likely?)

19:35:08 How do you "think about resilience" systematically? Between tech and geopolitics, next decade 99.99% likely to bring more nasty surprises.

19:37:54 NewTech Mega-WOW. But: basics = basics. E.g., "Thank you." PowerTool Then. Now. Tomorrow.

19:39:36 Disaster. Evidence clear and plentiful. "Real people" on the scene 10X more important than 1st responders. We all need training!

Wednesday, 30th of December.

00:33:40 More women killed per decade by "gendercide" than killed by all genocides of 20th century. See the book Half the Sky, Kristof and WuDunn.

00:45:18 "Gendercide" = Women killed-murdered simply because they are women.

18:08:40 Spend precisely 2 hours tomorrow morning (12.31) on HANDWRITTEN notes to a dozen or so folks whose support you are particularly thankful for

18:10:44 Tomorrow (12.31) morning call precisely three people who were important to you in the past but with whom you've lost touch.

18:11:21 If your office is open tomorrow (12.31), bring everyone flowers!

Thursday, 31st of December.

06:54:28 All my tweets come from me. Sitting right here in my solo office in Tinmouth VT. (Or from a hotel room in good old God-alone-knows-where.)

06:59:05 NWA/Detroit: Mistakes were made. Co-ordination still lousy. But it is, on the other hand, soooo easy to connect dots after the fact!

07:02:48 Football biases for 12.31: Go Stanford! Go Navy!

2010

January

Friday, 1st of January.

- 11:33:07 David Brooks. New York Times. Today. Brilliant. Perfect pitch.
- 11:36:17 Visiting friends. Home Sunday. PLAN TO MEDITATE ON LIFE/2010 ALL DAY MONDAY (more or less). Never tried it at year's start. Will report!!
- 12:08:43 NYrsEve dinner. Pal is CEO biomaterials startups. Spent long time discussing docs strong aversion to evidence--eg evidence-based medicine."
- 12:10:50 Doctors Without Borders: Good thing! Doctors Without Data: Bad thing & commonplace.

Monday, 4th of January.

- 11:11:16 NYT/banker defends bonuses: "A lot of our folks have 2nd & 3rd homes and alimony payments and other obligat. that require substantial cash."
- 11:55:24 Yes!! Economist cover (01.02): "We Did It! What Happens When Women Are Over Half the Workforce." Inside: "biggest social change of our time"
- 12:00:17 Read! Act! (action guide incl.): "Half the Sky: Turning Oppression Into Opportunity For Women Worldwide," Nicholas Kristof/Sheryl WuDunn
- 12:05:21 No excuse for non-green buildings!! Unlike cars, this not controversial, pays off fast, improves productivity, has huge envir-energy impact.
- 17:19:05 I am a credentialed, fire-breathing, anti-protectionist. But, and there is a but, current exchange rate imbalance with China not sustainable.

Tuesday, 5th of January.

- 09:19:37 Watched 3 min. of Chris Matthews last night: Are we really going to be subjected to nothing but the 2010 elections for the next 10 months?
- 09:20:28 If doctors are so smart, why can't the learn to wash their hands?
- 09:22:28 If doctors are so smart, why did it take them until 2010 to "invent" checklists? (See Dr Atul Gawande's book "The Checklist Manifesto.")
- 09:23:21 If doctors are so smart, why don't they remind heart patients to take their aspirin every day?
- 09:24:21 (if I'm so smart, why don't I ingest 500 less calories per day?)
- 09:29:35 I am trained as a civil engineer. Contractors and engineers have been using checklists for thousands of years! Powerful: Yes! New: Uh, no.

- 09:33:46 Is it because doctors are so smart that they don't bother to listen to their nurses or patients?
- 09:37:44 Yes, heart patients shouldn't need to be reminded about their aspirin, but they do; and evidence shows a "simple" call works "miracles."
- 12:12:07 And: Patient safety is doable when it becomes a leadership obsession. This has nothing at all to do with the healthcare legislative debate.
- 12:58:08 Financial Times (01.04) says b.schools changing. One suggestion: Outlaw for 10 years finance professors and economists from becoming deans.
- 14:13:04 Tom booboo: Singling out "elite" b.schools. There are a lot of "ordinary" b.schools that do extraordinary work. It's the elites that bug me.

Wednesday, 6th of January.

- 09:28:10 Gotta problem? Centralize! Watch bad go to worse! I.e.: Welcome to the Dept Homeland Sec, amalgam of 30+ agencies; and Dir Nat Intelligence.
- 09:30:48 Unless you are absolutely positively desperate to communicate something you care about, don't give a speech.
- 09:32:17 Warren Bennis: Effective leaders don't "want to be leaders." They want desperately to get something of significance done.
- 09:37:14 I'm no Bush fan for sure, but DHS and DNI were totally bi-partisan response to "for God's sake do something [that feels 'big']"
- 09:40:32 Intel prob hopeless, but we gotta keep trying. Big bureaucracies antithetical to current decentralized threat.
- 13:30:19 Biggest, wealthiest, wildly underserved market ever: empowered 50-75 "demographic." (Read Sara Lawrence-Lightfoot's "The Third Chapter")
- 13:36:13 Age 50-75 "demographic": huge ... hip ... healthy ... energetic ... wealthy ... exploring. Serve us, you fools!! Take our \$\$\$!!
- 13:48:32 No patience faulty Web credit-card processing. Tried twice to give wikipedia \$250. Bounced back both times. Sorry, Jimmy.
- 14:11:57 Another blow to Walmart haters: Marjorie Rosen's "Boom*Town: How Wal*Mart Transformed an All-American Town Into an International Community"
- 14:43:26 The late CIA Director William Casey made employees read In Search of Excellence to encourage personal responsibility <http://is.gd/5OZ2f> ^SD

Thursday, 7th of January.

- 02:13:56 Sign of "been there, done that"? Read piece on "management 3.0." New? 100% derived from Nobelist Herb Simon/"Administrative Behavior," 1947.
- 04:01:52 50 years ago Herb Simon & Jim March began poking holes in rational organization theory--modeling the messy ways of human decision making.
- 04:04:53 Almost all my reading is history, esp history of innovation. It makes me appreciate the wholesale messiness of human affairs.
- 04:07:16 Old joke: "What makes God laugh? People making plans." (In Search of Excellence put messy/non-linear people stuff ahead of perfect plans.)
- 04:11:22 I drank the Koolaid, consulting to Apple in 1981. But what's evidence new tools = better decision making? (Not the Xmas plane crisis.)

- 04:15:38 Great mentor at Stanford when I got PhD in 70s. Made me appreciate the ubiquity of UICs/Unintended Consequences-a lesson not forgotten.
- 04:19:10 All "models" must incorporate messiness--not as hindrance but irreducible reality! Rule1: Realize how dangerously incomplete all models are.
- 04:22:58 Anger = No. 1 source of innovation! Only source? May be. (Must be angry enough to handle guaranteed pushback by threatened powers-that-be.)
- 04:25:20 4AM pleasure (East coast USA): re-tweet from Pakistan! We can overcome!
- 04:27:48 But most new tries are response to stuff that pisses you off. (Agree that implementation ought to be through end runs to reduce resistance.)
- 04:29:19 "Good news" of tough times: Only true test of character!
- 04:30:49 "When the seas are calm all ships alike show mastership in floating"--Shakespeare or Churchill, not sure which
- 04:33:44 Anger: Angry young men/women determined to change things need sensible (older?) mentors. (I had Bob Waterman at McKinsey 30 yrs ago.)
- 04:34:56 India too! Hooray! (I visit regularly.)
- 04:36:40 No ref to 3.0 piece forthcoming. Have no intention of inadvertently casting aspersions on author.
- 04:40:53 I co-wrote In Search of Excellence because I was pissed off at linear approaches of "strategy types" who ignored people-implementation.
- 11:03:42 Young mentor. Old mentor protects you from bureaucrats. One each? (But point is find mentor/s!!!!)
- 11:08:01 VC pal doesn't want too much emotion. Wants realist too. I say ALWAYS twosome, equals, at the top-passionate dreamer, execution-\$\$\$ guru.
- 11:10:40 Make mentoring part of "culture." Each and every person becomes mentor ASAP. (Learned this from Bill & Veive Gore/W.L. Gore in 1985.)
- 11:13:04 Intel: Need decentralization. Need co-ordination. Impossible? Muddle through only answer? Never (!!!!!) get it "right."
- 11:16:47 Centralization-decentralization always #1 issue--from 1787 (Hamilton v Jefferson) to 2010. Err toward decentralization. Exception terrorism?
- 11:23:07 Twitter! Complete thought 140 char? Yes! (Hate touting! But backup for ideas--300+ PPs/topeters.com. Every speech/7 years/downloadable.)

Friday, 8th of January.

- 07:10:02 Must read: John Cassidy, 1/11 New Yorker, on the "Chicago School" of econ.(CS still sees no reason to factor psychology into its models!)
- 13:54:03 Just noodling while driving VT to Boston. My 4 favorite companies (totally subjective!): Apple. BMW. Cirque du Soleil. Southwest Airlines.
- 13:59:21 Best companies (cont.): And damn near everybody in George Whalin's "Retail Superstars: Inside the 25 Best Independent Stores in America."
- 16:25:54 Agree Zappos!
- 16:26:45 How about Alibaba? (Comments.)
- 16:30:34 Hank Paulson may have saved us. Trader mentality: If one thing doesn't work, try another; quick; no recriminations. And: open communication.

- 16:33:05 Off to France. Work, not play. May be tweetless for awhile. Speech prep. Prep. Prep. And then more prep.
- 16:33:53 Like Tom Hanks, never given a speech (movie for him) that merited more than a B+.
- 17:06:37 Love to see General Jim Jones head Dept. of Homeland Security!!
- 17:12:12 Lehman allowed to fail; impact shocked. Were near WMD meltdown. Yup, some ramifications appalling. Real world: Least worst = Life 101..

Saturday, 9th of January.

- 06:16:43 So far so good. First 2010 int'l flight. Security unchanged on the surface. Of course coming back to the U.S. may be a whole other story.
- 06:19:16 Full disclosure: left 2 feet of snow in Vermont, on the way to speak in Cannes. Somebody's got to do it-and its good for U.S. trade balance.
- 06:21:36 UK financial services firms double bonus pools to cover Mr Brown's surcharge tax. Standby for fallout! (Redux: They just don't get it??!!)
- 06:30:00 Job losses up, W.St. bonuses up: How can so many "irreplacable" execs have such tin ears? Insensitivity = They ain't as smart as advertised.
- 09:20:58 I respond generally because I only respond to stuff that benefits from a general response.
- 19:02:25 Feeling guilty re my "twitter behavior." Thrilled by responses, but use twitter sorta as blog-like re comments; I like to cherry pick!!!???
- 19:06:16 In Cannes for temp superstar Adecco. Can't complain but cold-though not VT-like. (European weather horrid, many cancelled flights in Zurich.
- 19:10:41 Twitter best place on earth for editorializing: Prerogative for someone who's been looking at organizational effectiveness for 40+ years???
- 19:13:37 Richard Florida: new employment "different." By and large no: plumbers, appliance repairmen the same. See super "The Millionaire Next Door."
- 19:15:11 In many ways I love (!!!) twitter's discipline. For a guy who runs at the mouth-keyboard, coherent thought-STORY in 140 characters boffo!
- 19:18:15 So much pure fun with twitter, posting less at tompeters.com. That's not all good!
- 19:21:46 Yet ANOTHER round of book edits! 11 hours Zurich airport helped! Work in airports as well as any place. No to lounges, find a quiet corner!
- 19:25:03 Hate air travel stress, too much history (6,000+ legs in 33 years?). Book 4 or 5 hour gaps between flight legs, odds of screwup way down!.
- 19:26:23 Too much nibbling in lounges! Nibbling = Nervous tick. (Fought weight for 60 years. Usually on losing side.)
- 19:29:42 I follow people DIFFERENT than me. (Though a lot are also smarter than me also.) (Variety rules!!!)
- 19:33:02 I believe in what I call "lower-case 'd' diversity." Must must must have (VERY) diverse views on any damn dimension-decision you can name.
- 19:34:05 We are what we eat. We are who we hang out with. (Primo innovation "secret.") Must be formally managed-measured.
- 19:37:03 Virtually all Christmas presents were donations to Wounded Warrior. Wounded vets deserve the best! (Sometimes don't get it.)
- 19:38:22 Speaking of wounded, am delighted that pro football is paying better attention to concussions.

Finally! Pathetic days-of-denial receding.

- 19:40:10 And security folks at Zurich airport thorough but exceedingly polite!
- 19:42:28 Re uses of twitter, in my mind, positive feedback re Zurich security folk deserves public-inclusive comment.
- 19:43:25 Am I tweeting because I am distracting myself from book editing????????? Hmmmm.
- 19:48:31 Susan's (wife) home furnishings are so cool. She's trying to teach folks not to be afraid of color! (Tough sell 90% interior decorators.)
- 20:03:55 1% of me wouldn't have minded another cancelled flight, night in Zurich. Baur au Lac one of my favorite hotels in the world.
- 20:09:59 Hotel excellence, almost #1: Windows that open wide! (Wee hotel last Spring, week leaves came out, on canal, Amsterdam-windows opened WIDE!)

Sunday, 10th of January.

- 09:43:35 In Cannes for Adecco; stunned to discover that this "temp agency" is a 25 BILLION DOLLAR corporation. (A little beyond "Kelly girls.")
- 09:47:08 Cannes: Walking along the promenade looking for the girls in string bikinis. Whoops, temp about 35F, hard rain & some sleet. Attire: parkas!
- 09:49:59 Stealing from Marcus Buckingham, #1 cause of unhappy employees is quality of first-line supervisors. Are yours "best in planet"? Prove it!
- 09:50:45 Do you spend as much time selecting 1st line supervisors as VPs?
- 09:52:17 Is your front-line supervisor training & mentoring so staggeringly good it makes you weep?
- 14:11:29 W. Bennis: Leaders need to be leaders because they have something they must say. So, too, twitter. Tweets totally SELFISH: Stuff I must say!
- 18:07:21 Guess I'm mostly a genetic-determinist. Hey, I think we're altruistic (which we are) for selfish reasons!
- 18:09:31 I "need" to do what I do. God knows, I indeed hope it's helpful, but I am fulfilling a personal need. (I choose not to kid myself.)
- 18:13:43 I'm not a trained philosopher. I was trained by a Skinnerian/behaviorist. I love the idea of "free will," but to me it's not a "slam dunk."
- 18:17:27 Civility. Decency. Grace. Thoughtfulness. Kindness. Maybe the 5 finest words in the English language.
- 18:18:17 Thought of the day: Only fools "don't suffer fools lightly."
- 18:21:10 Plato: "Be kind, for everyone you meet is fighting a great battle." (We never see more than the tip of the iceberg when it comes to others.)

Monday, 11th of January.

- 01:35:58 Perused health article this morning. One of 5 most likely times to have a heart attack: Giving a speech! (Oh dear.)
- 01:48:01 Civility. Decency. Grace. Thoughtfulness. Kindness. Profit maximizers: The 5 words also increase employee engagement and customer retention!
- 05:25:40 Roadtrip rule: Clean the toilet before leaving for the day/check out. They'll re-clean, but no excuse for others cleaning your toilet. Ever.

- 05:28:57 Roadtrip rule: Look the person in the eye and say "Good morning [afternoon, etc]" to every hotel staffer whose path you cross.
- 08:13:49 Yes! Amid grotesque-obscene wretched excess of Cannes, found a little shop, a couple of streets back from the Med Sea, that has fresh fruit!
- 08:16:08 Int'l Herald: "Financial Sector Wonders how to Give Big Bonuses Without Fueling Public Ire." TP answer: Don't.

Tuesday, 12th of January.

- 12:09:49 Great day with Adecco's leadership! Opportunity to influence people who directly influence the lives of millions!
- 12:13:37 "Temping" now is about helping people build their brand/"Brand You," as I've called it for 15 years, via a series of assignments/projects.
- 12:22:47 For 15 years Dan Pink & I have have said the linear career is dead. (40 yrs ago Warren Bennis-Phil Slater gave us "The Temporary Society.")
- 12:34:57 Hammering on cross-functional love these days: Strategic opp. #1. 5% of answer is software, 95% social stuff--eg do lunch again and again.

Thursday, 14th of January.

- 01:42:40 4 days in Florence Italy. Heavy on art, light on tweets. I can easily get OD'd on cathedrals-museums, but Florence a league of its own.
- 01:51:48 Best of Florence? Missing bank execs testimony! Michelangelo vs CEO GSachs: No contest. (Okay, Medicis would've given GS run for its money.)
- 13:05:37 Hats off to Google! For me, the sun rises and sets over the First Ammendment. Freedom of speech is the bedrock of human liberty.
- 13:11:24 Jamie Dimon, JP Morgan: "Certain subprime mortgages weren't great products." An apology? I'd say a travesty. It literally makes me ill.
- 13:17:32 Wisdom of crowds or mobocracy? Jason Lanier a pioneer supporter of freedom-through-the-Inet. In "You Are Not a Gadget," he plays skeptic.
- 13:33:24 A friend I trust believes Oxfam is a good recipient of donations for Haiti.
- 13:36:55 Am not supporting Lanier. I do support a debate. or at least worrying. I have been questioning my own unexamined gulping of the Koolaid.

Saturday, 16th of January.

- 02:48:53 Hard to tweet about normal stuff when as images of Haiti keep running through my mind. (Horror: "still life," p1, USAToday/Fri. gruesome.)
- 02:52:37 Many complain "modern" economy awash in frivolity. "Frivolity" (eg the Renaissance) was the story of Florence under the de Medicis in 1500s.
- 02:56:17 "Old economy" awash in "un-necessary" imports: Ladies of the court in Florence had silk from China (eg v. high value added imports) etc etc.
- 03:04:49 What if John Ashcroft's office had been in Uffizi, world's greatest religious art gallery; ton of fabric needed to cover the bare breasts!
- 03:06:50 If you believe in the long-term power of free markets, as I fervently do, nothing much short of

pornography is "un-necessary" import.

- 11:40:35 Twitter getting to you when you wander one of world's great museums thinking about how to reduce your reactions to 140 characters. Yikes.
- 11:44:53 Economy depends equally on bankers, bakers, car makers. One just wishes the former would show some human sensitivity to the "other" 99.999%.
- 11:50:16 Life = Repeat. Wretched excess in Florence (excess birthed the Renaissance) triggered reaction, including burning some of best paintings.
- 11:51:56 To follow the world in a concise-coherent fashion when away from home, my vote goes to the Financial Times.
- 11:55:36 Renaissance birth of modernity we cherish--also center of "wretched excess" which led Martin Luther to create the Reformation. Ah, life.
- 11:56:57 Lucky lucky me. 5 days in Florence sets the mind, even this old one, afire.
- 12:07:50 I, too, feeling "banker rage." But I'm also 30+ year Silicon Valley boy. VCs-financial infrastructure as important as entrepreneurs. Period.
- 12:11:14 In "baby with bathwater" dept, many new finance instruments truly needed to enable globalization. Two fears: Under-reaction. Over-reaction.
- 12:15:50 Web worries:Founding Fathers worked overtime to avoid mobocracy-e.g. Senate. Mobocracy terrifying-think Naziism. We need to think ...
- 12:18:36 Most great innovations amenable to abuse. (E.g. virtually all scientific "advances" eventually applied to war making.) We need open eyes ...
- 12:23:32 Democracy a royal pain-best possible result is muddling through. As okay student of U.S. history, I will staunchly defend U.S. Senate.
- 12:25:14 Of course we got the Senate in 1787 as a sop to little states. And in return for Senate, littles went along with keeping slavery. Whoops!

Sunday, 17th of January.

- 08:35:25 If it gets any better than a Sunday mid-day meal in an old Italian family restaurant on a narrow street in Florence, I'd like to know how.
- 08:39:09 When I called art "frivolity," I (obviously?) meant that in a 1400s society with most basics absent for most people, art hardly a necessity.
- 08:41:27 In OECD countries in 2010 we don't absolutely need more than, say 10% of what we produce. The rest is "frivolity"-eg Tom Peters tweets.
- 12:28:25 I am not arguing against art!! I am simply pointing out that the idea of "more than we need for subsistence" is not new.
- 12:31:18 I want great manufacturing in U.S. associated with front edge of exciting industries. But some seem to have nostalgia for T-shirt mfg.
- 12:37:38 Mesmerizing! True "must read." Peter Singer/"Wired for War: The Robotics Revolution and Conflict in the 21st Century." (Blurbs impressive!)
- 12:39:50 Awful restaurant experience. Joined traveladvisor.com in order to pan it. Whoops, I feel yet another Web time sink emerging!
- 16:12:44 Seems absurd, esp. if one stays in pricey hotels, but good wifi the RARE exception. Hats off to noody.it here in Florence. 6 days, flawless!

Monday, 18th of January.

- 06:39:48 Every iota air travel irritates-infuriates-debilitates. (Saving grace: "My God, left NZealand at 7PM, at LAX 11AM, 8 hours before I left.")
- 06:42:24 Started serious biz travel 1973. Rough estimate: 6,000 trips, 9,000 flight legs, 6,000,000 miles. (+ lotsa data for customer service rants!)
- 06:44:17 Credit where credit is due (hopefully not jinxing myself since soon flying Zurich-BOS): Air safety record is simply incredible, esp in OECD.
- 06:48:30 Best airport conversations: sales clerks--a mini-UN. (Every hour loaded with learning opportunities if you put yourself out just a smidgen!)
- 06:53:35 MondayMessage: Make first meeting of the week ... MEMORABLE. (Sounds like barfworthy motivational-lite, but if not the next meeting, what?)
- 07:30:06 5 lunch OPPORTUNITIES this week. Do 2 lunches w/folks in other functions. (X-functional Excellence #1 competitive adv; "social stuff" key!)
- 07:33:31 Love to know the specs of someone who could enjoy a "business as usual" cruiseboat vacation 60 miles from Haiti.
- 07:35:19 Cruise lines themselves in dilemma. They employ high # Haitians, are bringing supplies, and donating proceeds of stop to relief. Still ...
- 09:45:46 My Cornell classmate Michael Schwerner murdered 1964 in Philadelphia MS. That's one reason I'm especially attuned to Dr King's birthday.
- 09:55:09 I'm a rat. Realize 25 times/day my susceptibility, like Skinner's rats, to positive/negative reinforcers. (Even if 100% aware of situation.)
- 09:57:25 Swiss security people very polite. May be a stereotype, but true.

Tuesday, 19th of January.

- 05:29:41 My Web news problem: Get so sated on headlines/2-paragraph politico stuff, that I shortchange superb analytic pieces in WSJ, FT, NYTimes.
- 19:20:16 Musing/Florence-Boston: China, 30 years of liberalization, no big blips. So assume infallibility? "China will soon surpass us" crowd does!
- 19:20:47 Musing/Florence-BOS: Alt. to fearsome BRIC, try EUJI (you-gee). Europe-USA-Japan-India. Stable/open democracies. About 100% of innovation.
- 19:22:43 Haiti. Lotsa aid, logistics snafus. TP: "It's ALWAYS the 'mere' logistics, stupid!" Military call it "tooth-to-tail" ratio. (Tail triumphs!)
- 19:24:03 In "Smile or Die," B. Ehrenreich blasts U.S. "cult of positive thinking." TP: If we assess odds rationally, business startup #s collapse.
- 19:25:59 "I thought [Citigroup] was impregnable"-Sandy Weill/2006. (And this is the type of "genius" we should be begging-bribing to stay?)
- 19:26:25 "startling to hear [JP Morgan Chase's] Dimon admit his bank never considered the possibility of large decline in home prices"-Paul Krugman
- 19:26:48 "The truth is regions with the highest number of doctors per capita tend to deliver lower quality care at a higher cost."-Shannon Brownlee+
- 19:28:15 "We need primary care docs to reclaim central role in preventive care, chronic disease management and coordination of services"-Brownlee
- 19:28:44 Shannon Brownlee is author of my #1 book pick on clinical practice: "Overtreated: Why Too

Much Medicine Is Making Us Sicker and Poorer.”

- 19:29:23 “All signs point to a new era of women in charge-socially, economically and politically.”/from “Women Rule”/Alex Beam/Int’l Herald/Jan 15
- 19:29:47 “A Tradition Falls and Women Rise: A Changing Germany Seeks to Blend Family, Careers and Schooling”/p1, International Herald/Jan 18
- 19:30:10 “We Did It!” –Economist cover as women surpass 50% U.S. workforce/“Women’s econ. empowerment arguably biggest social change of our times.”
- 19:30:36 Send “Thanks for your support” FLOWERS tomorrow. Minimum 2 people, minimum 1 of them in another function. (Suggest “over-the-top” bouquets.)
- 19:31:36 Before end of the week: Semi-big celebration of some team’s accomplishment of a milestone.

Friday, 22nd of January.

- 06:25:25 Cadbury-Kraft-Hershey "bidding war" has obviously become a garden-variety "ego war" totally unrelated to economic value. Sad. Predictable.
- 06:25:55 Time to re-read John Bogle's "Enough."
- 06:26:45 Bring more flowers to work today. For cheer, or as recognition for something cool.
- 06:29:26 Excellent cross-functuional coordination competitive advantage #1: Do one "small" "relationship thing" today to grease X-functional gears.
- 06:32:16 "Do one thing every day that scares you"-Eleanor Roosevelt. May be best business [and personal] advice ever.
- 06:33:56 Search and find a "small" customer problem. Practice overkill in immediately addressing it. "Can't find anything?" That's hilarious.
- 06:36:45 Hospital staff: I know you're busy, but make today wash-the-hell-out-of-your-hands day. (Hmmm, "washing hell out of your hands" is literal.)
- 06:41:02 Have a 45 minute chat with a first-line supervisor today.
- 06:42:12 Go over one projesct-in-progress status today: Is it "Wow" [precise word]?
- 07:02:24 3 minute drill. Stop a meeting. Go around the table rapid fire. Each person I.D. one small "stupid thing we do." Act on at least one.
- 07:03:46 Best social medium: lunch! (220 opportunities per year.)

Saturday, 23rd of January.

- 06:34:41 Love my country, willingly went to war. But glad to be NZealand bound for 6 wks. I'm ehausted-dispirited by everybody pissing on everybody.
- 06:35:20 Civility. Please.
- 06:39:17 Boo to MA friends in "despair." You're only allowed to be sad if you worked your ass off for yr candidate. You could have made a difference.

Sunday, 24th of January.

- 10:33:15 The Bernanke backlash: Populism run amok is a gruesome thing to watch.
- 10:36:43 Finally finished the manuscript for my new book; the "tidying up" process took from 30 June 2009 to 24 Jan 2010, 6 months, 24 days.

- 10:38:48 My Sunday reminders: (1) Take flowers to work tomorrow. (2) Make your first meeting a "Wow." (Beginnings matter ever soooooo much!)
- 10:41:40 Monday's coming: Consider in detail what you want your message to be at the start of the week. Like football, "script" your first few plays.
- 10:44:04 Why go to New Zealand? Because once you've been to New Zealand you can't not go back to New Zealand! Kiwis rule!
- 10:49:34 Imagine looking back on 1.25.2011: Does what you're planning to do tomorrow directly abet your hoped for "signature" accomplishment of 2010?
- 10:51:34 Take one concrete action before 11AM Monday to repair a fraying relationship.
- 10:58:11 Success stems from fabulous relationships, not fabulous strategies. (That's about 96.387% true.)
- 11:01:11 Five lunches in the coming week! Two with people in other functions! Period! Damn it!
- 11:05:24 Most IS projects come up short because of user issues. For those in IS/IT: How many user "sales calls" will you schedule this week?

Monday, 25th of January.

- 08:08:21 Odd days! In the midst of Vermont's "January thaw"-weird sounding wind, extreme melting and flash floods. Then winter re-asserts itself!
- 09:06:53 5/6PM check-up: Is the way (in detail) you spent your time today (at least reasonably) consistent with your Top Espoused Priority for 2010?
- 09:08:43 Politics or business, never take your allies for granted! "Check in" with a key supporter [of your project, etc] today!
- 09:10:34 "Politics" is not a "distraction." Politics is life when it comes to implementation of anything. "It's political BS" is an ignorant remark.
- 09:17:02 You say "iPhone," I say "Keurig Gourmet Single Cup Brewing System"! "User-friendly design" has a new benchmark for Excellence.
- 09:22:37 Packing for 6 weeks in New Zealand. Susan packs light. I pack heavy. Total war!
- 09:24:20 My approach to packing: REDUNDANCY!! (I call it "Mini-NASA.")
- 09:26:49 Severe limits to Just-in-Time: Works perfectly if no glitches, but shit happens, and for resilience sake you MUST have slack in the system!
- 10:26:33 Audio engineer for Tom's new book pointed us to <http://m-w.com>. Click red symbol next to word to hear it pronounced. Terrific resource! ^SD
- 10:35:42 I'm underwhelmed by giant companies. Korean giants often are exception. Keep their action focus. (Fortune cover story on Hyundai right on!)
- 10:44:02 Took Tom Friedman's Sunday op-ed seriously. Just donated to Foundation for Teaching Entrepreneurship.
- 10:44:55 Whoops: Network for Teaching Entrepreneurship.
- 11:50:17 Giving any presentations this week? Is EVERY key point illustrated by a mind-blowing STORY? (Great speech = Great collection of stories.)
- 13:47:57 Finally saw "Up in the Air." Underwhelmed. Suspect the reason is that many/most of the "hilarious" riffs registered as ho-hum normal to me!
- 13:53:06 Suboptimization & me: I'm direct disciple of Herb Simon, who won 1978 econ Nobel for pioneering work on suboptimization in organizations.

- 13:55:02 JIT as religion rather than tool = Arrogance to believe my systems so good and predictive skills so accurate that nothing will go wrong.
- 14:21:50 One of my conceits: I endorsed both Taleb books before Taleb became Taleb. ("Fooled By ..." remains my fav. Been my life's work for 30 yrs.)
- 14:31:18 JIT vs. Murphy. Put your money on Murph!
- 14:34:02 Don't get me wrong: JIT invaluable if used with respect-ie clear understanding-appreciation of strengths and weaknesses.
- 16:30:39 More on "January thaw" in VT. Barnyards thaw too. (If you're lifetime urban, have a friend who's not explain it to you.)

Tuesday, 26th of January.

- 05:01:13 Will spend about next 6 weeks in Kiwi land. Lotsa hiking, but book done and determined to invent compelling intellectual "stretch" project.
- 05:03:08 One hospital stff doc I met at Press Ganey event wears a big sign pinned on her back: "Wash your hands."
- 05:05:55 Quality movement "won" less by any methodology than by unrelenting pounding: E.g. quality at the top of EVERY agenda at Milliken, etc.
- 05:06:42 Patient safety: Item ONE on every agenda on any topic for next 18 months.
- 05:09:46 Any senior hospital staffer not fully cognizant of Planetree Alliance is negligent. (Centered at Griffin Hospital in Derby CT.)
- 05:11:13 We need a "Tour of Excellence Patient Safety Foundation"-fund hospital staffer visits to Geisinger, Griffin, etc.
- 05:15:04 Miracle: better & less expensive healthcare on same side of the coin. I'd like to run for Congress on "End piecework [pay-by-procedure]."
- 05:18:25 "Four Revolutions": patient-safety, patient-centric care, evidence-informed medicine, pay-by-outcome. Congress: Fund vigorous experiments.
- 05:22:11 My "Morning Tom" tweet #1: Call a customer before 1030AM.
- 05:22:59 My "Morning Tom" tweet #2: Make a call to deal with an off-kilter relationship before 1100AM..
- 05:23:47 My "Morning Tom" tweet #3: Plan a positive interaction with someone in another function before the end of the day..
- 05:24:25 My "Morning Tom" tweet #4: Ask "What do you think" twice by 930AM.
- 05:25:03 My "Morning Tom" tweet #5: Say "Thank you" twice by 930AM..
- 05:25:31 My "Morning Tom" tweet #6: Flowers.
- 05:26:49 My "Morning Tom" tweet #7: Measure convergence between priorities and day's activities by exactly 2:15PM. (That's it. 7 a "magic #.")
- 05:32:33 Power Word #1: Relentless. (Nirvinna: Others run the other way, muttering, "Oh shit, not the 'patient safety' rant again.")
- 05:43:03 TweetPower: The "only thing that matters" re your "3-year agenda" is the tenor of the First Action you take this morning!
- 05:44:35 Spend at least 20 minutes on ONE short-ish email this morning to get it Exactly Right: right tone, arresting, clear, powerful, memorable.
- 06:12:55 Wish stress of 2nd, 3rd, 4th, and even 5th deployments on our troops would get as much ink as

the forthcoming Apple Tablet! (Dream on, eh?)

- 06:14:46 Start the morning with a meditation on our more than two-hundred thousand troops in harm's way.
- 07:08:03 Someone said I don't sound like me. Who do I sound like? Discipline of 140 char is about the best thing that's happened to "motormouth tom."
- 07:13:50 Flap over Obama, the kids and the telprompter the blogosphere at its worst.
- 22:57:18 Am heading to New Zealand at 5AM tomorrow. In honor of NN Taleb, I wholeheartedly acknowledge that I am one lucky-lucky-lucky boy!
- 23:02:30 No Web at NZ house. Access from Takaka library or coffee shop. Tweet frequency may tumble. (Tweet DTs?) (But walking sticks at the ready!)

Wednesday, 27th of January.

- 16:29:02 As usual, true "first responders" are civilians on the spot: Looks like odds of bad guys being tackled by PAX very high despite risk.
- 16:32:05 Peter Singer's "Wired for War" about robotics+, makes Avatar look tame. (Conundrums are staggering, not unlike Cameron's morality play.)
- 16:35:28 Nothing new redux: Vaucanson's "defecating duck" (circa 1740) first no-baloney full-scale robot. ("Ate" corn, "digested" it, "defecated.")
- 16:35:59 iRobot's mission statement: "Have Fun, Make Money, Build Cool Stuff, Deliver a Great Product, and Change the World." Bravo!
- 16:36:52 Not looking for points from TSA, but I typically find their folks, intelligent, courteous, workmanlike, serious.
- 16:37:25 "Couldn't get a job at McDonald's" epithet for TSA folks is insult to TSA and McDonald's. Why do people get off on such shit?
- 16:39:33 G Washington Father of USA—fanatic about never speaking ill of others. (Fab "life advice" from our Mega-pappa. Also fab for "bottom line"!)
- 19:28:33 On the way to NZealand. Stop in CA/LAX. Great news: Venice Beach is still Venice Beach!
- 19:29:11 Great design: Hard to top the LAX sign at LAX.
- 19:29:51 Design mega-tip: Signs matter! Manuals matter! (Mega-matter!)
- 19:31:13 Tests for signs/manuals/systems: Clarity. Impact. Simplicity. Beauty.
- 19:32:36 Tests for signs/manuals: Should be TGRs (Things Gone Right), not just things not gone wrong.

Thursday, 28th of January.

- 15:20:18 Pathetic, eh? 13 hour flight LAX to Auckland. Land and Tweet-Blog before I even pee.
- 15:22:55 My favorite part of the State of the Union is the Pomp and Ceremony—the wonderful rituals of our miraculously stable democracy.
- 15:29:02 Should read: Andrew F. Krepinevich, "7 Deadly Scenarios: A Military Futurist Explores War in the 21st Century." (Chilling. Important.)
- 15:33:09 Assume somewhat self-serving, but am anxious to read Hank Paulson's memoir ASAP. I think he served us (VERY) well on net.
- 15:36:19 Random thought: If there's one thing I wouldn't trade in my 45+ year adult life, it's my 4 years of active duty in the United States Navy.

- 15:36:41 There is a lot to say for service.
- 15:37:30 Remember: Organizations exist to serve. Period. Leaders exist to serve. Period.
- 15:41:36 I am a child of World War II. Service to country was a given. I came of age in the Cold War. There were, as I saw it, good guys and bad guys.

Friday, 29th of January.

- 13:35:54 In Nelson New Zealand. Trying to figure out how to create an informal gig in Auckland in next 5 weeks. Hey Kiwis-any suggestions????
- 13:38:38 Headline, Nelson [NZ] Mail, day I arrived: "Festival to Foster Creativity: WOW Factor Revisited." Did they know I was coming?
- 13:40:58 Weekend assignment: Bookstore, buy one book on a subject off your main professional highway. Must tickle our imaginations from time to time!
- 13:42:00 Outread/study the bastards! (Age 17, 27, 37, 47, 57, 67 [me], 77.)
- 13:43:58 Can't wait for Sunday to come, so I can bug one and all AGAIN on scripting first few Monday morning "plays" to launch the week with a bang.
- 13:45:45 All for R&R, and against burnout, but do pick up ONE "great service" "tip" this weekend from shopping "chores"-hardware store, movies, etc.
- 13:47:28 Success mandate: Be conscious all the time of "little touches," good or ill, that color your perception of a service rendered. (Notebook?)
- 13:50:40 Sorry EST friends, I'm +18 hours, my timing may appear off.
- 13:53:05 Heavy guilt re VT friends at waking up to 65 degrees F, blue sky-and putting on shorts. (Though bleached white legs are big embarrassment.)
- 13:55:06 "Though bleached white legs .. embarrassment." Talk about arrogance! Who am I to suggest anyone looking at the legs of 67-year-old male?
- 13:55:58 Love love love editing down to 140 characters. Pure joy at stripping out un-necessary verbiage!
- 13:57:56 Sorry "scripting plays" is such a typical "male football analogy-but it does really fit/work!
- 14:35:40 @Conor_Kenny Yes, oh my God, of course I remember Ivor!!!!!!!

Saturday, 30th of January.

- 11:51:10 @helenkim I'm 100% Beckett. That's why I love Twitter's minimalism.
- 11:55:02 @judithellis Depends on the director, right? Altman, my hero, urged actors to use script as a stepping off point.
- 11:58:04 Can you feel the tears in my words? Nelson NZ Saturday market. Been gorging on fresh fruit-esp mellon, plums-for close to 24 hours.
- 12:15:08 Two groups Obama singled out that I VERY strongly support: Community colleges (I've long seen as "secret weapon") and community banks.
- 12:18:09 Whole Earth guru Stewart Brand's new book pushes nuclear power. I agree. (Fascinating to see Obama go that way in State of the Union.)
- 12:54:56 Loving NZ. But also love being outside for long periods in VT winter. And on streets of Boston. Get out!! Stay out!! (It's called "magic.")
- 12:55:25 Long walks outside best source of mental rejuvenation!

12:56:50 Had a great Palo Alto shrink years ago when I was in the pits. All our "sessions" were performed walking in the Santa Cruz mountains. Magic.

12:58:05 Alas, Proust outstrips my mental agility.

Sunday, 31st of January.

14:22:05 @BIEupdates Thought the world of London Drugs. Shrugging off the "big box" types. Delighted to see they're still making waves.

14:24:31 @OConnorAutodesk Though in Kiwiland, I'm mesmerized by the Aussie crime writer-novelist Peter Temple. Just finished "The Broken Shore."

14:26:22 @flowjunkie In far simpler English: Start the week with a bang and have a clear idea of how you want to present yourself from the get go.

14:29:22 Mega-success-tip: Master beginnings! Master endings! Never leave either to chance! (Applies equally to accountant and Broadway actress.)

14:30:39 Magic words: "perceived fairness." Key to trust! (Wall Street bombs on this.) (TP mantra: Perception is everything!)

14:31:49 @robinwolaner Robin, anyone who thinks you are not the cleverest of the clever is a nitwit!

14:33:25 @JohnHersey Life = Life. There are good and bad community banks. But unlike many, I've long thought CBs had inherent advantage-"localness."

14:35:23 "One stop shopping" and "synergy" almost always over-rated. Focus and really really good at what you do is Competitive Adv #1! (Per me.)

14:36:58 @josecamosilva I love SF 'cause of Market Street panhandler with sign: "Don't need food, need a hit."

14:43:01 People who reflexively dump on Walmart are mindless. Has any big corp ever responded to criticism more vigorously than WM in last 5 years?

14:51:21 @dazdarren I love country stores-live in VT. But love 4 pr underpants for abt \$7; also, hangover from Mr Sam, WM folk pretty good attitudes.

14:52:35 @eaglesdontflock fair enough

14:57:17 @PeterIri Say more. Will be going back and forth to USA, coming through Auckland about 21 Feb.

15:28:51 Among other things, as others have said, close Walmart and the Clinton-Gingrich "welfare-to-workfare" program comes to an abrupt halt.

15:36:37 New NZ national school curriculum debuting today is truly revolutionary. (Sounds as if lifted directly from Dan Pink's "Whole New Mind.")

15:45:02 Axis of evil (for new forthcoming Obama speech??), as I read the comments: Iran, North Korea, Walmart. Have I got it right?

15:46:29 On a more mundane but also more important note: One "Total Act of WOW" before 10AM Monday. Okay?

16:32:24 @judithellis Walmart mixed bag. (Aren't we all.) For me pluses>minuses. There're gajillion plus-minus sites. I've nothing original to add.

23:49:42 @stevefarber Any accomplishments of yours never come as a surprise! Your work is sterling. And so are you! Here's to another and another 10!

23:54:05 @rahimsnow My info, magazine in "The Weekend Press," Christchurch NZ, 30-31 Jan 2010.

23:55:17 @hkremer My wonderful colleague Nancy Austin and I are celebrating 25th anniversary of "A

Passion for Excellence" this year!

February

Monday, 1st of February.

- 12:21:50 @Predmoresj First Abel Tasman Park hike this morning!
- 12:23:45 @Debra_Feldman Thx.
- 12:25:40 @Trevthered Add: The patient is the expert on the patient's problems. And: All decision-making shal be shared. And: Transparency rules!
- 12:27:15 Beach walk musings: What % of NATO weapons systems have Chinese chips? (I bet close to 100% if not 100.00%.)
- 12:29:37 U.S. apparently arming Middle East allies (UAE, Saudis, etc) to the teeth as response to Iranian muscle flexing. It never ends.
- 13:41:04 @Peterlri Boats always appeal! Am concerned it's more time than I can allot-my wife has me wotking "24/7" on our new (old) NZ house-batch.
- 13:43:55 Spent a lot of yesterday crawling on belly in de facto garbage, hunting for lost nut necessary to assemble an outdoor table. What a dork!
- 23:27:28 @KellyTyler I rooted & grunted for an hour++. My wife came to my rescue and found the damn thing in about 45 seconds. (This is NOT news.)
- 23:29:44 Maybe it's walking along "the edge" (Tasman Sea) that keeps my mind on affairs of state.

Tuesday, 2nd of February.

- 12:17:24 Social media: Has everything changed? Or has nothing changed?
- 12:18:33 Social Media: In "the big world" are we making better decisions? Are the "theys" truly more empowered? Were lives saved in Haiti?
- 12:21:01 @mainbasket Hope you enjoy it!
- 12:23:39 Boss as "CHRO"/Chief Hurdle Removal Officer. End of the day check: Specifically, have you removed roadblocks to others' project successes?
- 12:25:56 Dave Wheeler at my blog: Most important words in leadership are "What do yooou think?" (BE PRECISE: HOW MANY TIMES DO YOU SAY "WDYT?" TODAY?)
- 12:29:14 @Peterlri Practically speaking, Auckland best choice for me, perhaps attendees.
- 12:31:57 @musicbizkid Evidence? Better cars? Better music? Better airline service? Bettter fast food at McDonald's? Higher high fashion?
- 12:34:11 @alagappanr Interesting point. One suspects Steve Jobs not #1 proponent of WDYT! (He asks, "What do I think.")
- 13:07:26 @brandcowboy Wow! Commerce a fair fight?? I see it going the other way.
- 13:10:03 @alagappanr One consumer goods exec said, "Collect a ton of data, massage it and massage it some more-then go with your gut."
- 13:14:35 @musicbizkid My point: It's an important line of inquiry-not that there's correct answer. I worry we accept too much of hype uncritically.
- 14:04:58 @Debra_Feldman That's not me! People-Execution first. Strategy distant second.

- 14:07:41 @musicbizkid Agree re cool-neat things. But world upside down? More effective "strategic" decisions? Peace on earth, good will to men?
- 14:09:32 @judithellis Rapidity of potential serious damage, absolutely. Rumor viruses deadly!
- 14:10:23 Is there "so much out there" that everybody discounts everything about 100%? (Or 90% anyway.)
- 21:18:46 Drop \$500 Sony camera kitch counter. Drop \$3 alarm bedside table. 193,000km Nissan rental. No probs. Only software screws up constantly.

Wednesday, 3rd of February.

- 12:33:25 @mdhtoday And for mid-level "doers," internal customers more important than ext. customers-they enable you to serve your external customer.
- 12:34:35 @OwenRaun Anything to communicate!

Thursday, 4th of February.

- 12:45:25 Meeting #1 FRI: One good thing, one bad from "everyday service experiences" last 24 hrs. Implement some implication of it in yr place. Now.
- 12:46:16 Winter for most of you. Make Friday "flowers day." (I repeat myself. So??)
- 12:48:28 @AnneDGallagher True in 3-person walkup accountancy as for retailer.
- 22:10:18 @nayfsh What can I say other than "Thank you."
- 23:21:50 8 mi. roundtrip hike, Abel Tasman park NZ. No hyperbole: Not one scrap of trash! (Hats off hikers! Hats off NZ Deppt Conservation/DOC.)
- 23:25:17 Think cognitive dissonance not powerful? Lapping up Golden Bay NZ. But reading of Pakistan, Haiti, D.C. rancor. Makes total mess of my mind.
- 23:25:37 Don't forget the flowers!
- 23:26:01 Hey: Don't forget the flowers.
- 23:28:03 End the week with another set of Scripted "Plays" to make the week a coherent, exciting experience that will have carryover momentum.
- 23:28:55 Friday: Ask everyone for one tiny tiny wee idea on Monday that can be acted upon in 48 hours or less.
- 23:30:13 Idea is "work week as theater" with thrust, excitement, engagement. Mon-Fri crucial!!!!
- 23:31:25 More Friday mandates: Profusely (and probably publicall) thank someone ... IN ANOTHER FUNCTION ...for their support of you guys this week.
- 23:32:24 Rem: XFX ... cross-functional Excellence ... is unequivocally competitive advantage #1.
- 23:32:53 The "E" in Excellence is meant to be capitalized!

Friday, 5th of February.

- 12:27:44 @WendyDavie Takaka, yes. "Holed up in"-no! How about: "invigorated by," "in love with." Can one not love Golden Bay?
- 14:24:34 "We make our own traps." "We construct our own cage." "We build our own roadblocks.(Douglas Kennedy, "State of the Union")

Saturday, 6th of February.

- 13:06:15 "Invictus" about a rugby match that changed the world. 2010 Super Bowl about a football game that ignited a still-sagging New Orleans.
- 13:07:03 Life is theater. Manage/Lead accordingly.
- 13:07:57 "The president must be the nation's #1 actor."-FDR

Monday, 8th of February.

- 15:03:49 Invest in becoming master of the "underbelly" of your organization. ("I do not rule Russia. Ten-thousand clerks do."—Czar Nicholas I)
- 15:04:05 Admiral Blair says the odds of a major terrorist incident in the homeland are very high. How high is your "RQ"—Resilience Quotient?
- 15:04:18 Resilience must be a constant consideration. E.g., an item on every weekly managers meeting.
- 15:04:35 What does resilience mean to you and your team? (Be explicit.)
- 15:05:33 Following 1993 twin tower bombing, one woman practiced walking down stairs from a high floor. Her "little" drill saved her life on 0911.
- 15:05:50 Hire for resilience in 100% of jobs—e.g., demonstrated instances thereof.
- 15:06:08 Train for resilience. Explicitly.
- 15:06:24 Demonstrated resilience should be a large part of all promotion decisions.
- 15:06:50 If we live in peculiarly uncertain times—then character matters more than ever in constructing our "roster."
- 15:07:15 When confronting the unexpected, resilience and character are the two principal tools that must be in our kit.
- 15:07:28 The harder the times, the more the "soft" (human) factors matter.
- 15:37:37 "It's not my fault." Normally a no-no. But trying in vain to put something together it's OK. You're not the klutz, the designer is an idiot!

Tuesday, 9th of February.

- 00:05:26 @night32 "Generosity" is a wondrous word! Bravo!
- 01:03:36 "Social networking" is what humans and our primate ancestors do. Licking-grooming. Songlines. (B Chatwin.) Visiting. MBWA. Twitter-Facebook.
- 01:06:01 Maybe awe at "social networking" is somewhat gender driven: To women it's useful but "What's the fuss?" To guys it's a Biiig Discovery. Eh?
- 01:07:00 The prior Tweet is a query, not an assertion.
- 01:09:10 Character. Thoughtfulness. Kindness. Decency. Generosity. Caring. These are all "P&L" words-not soft ideas.
- 01:10:20 Not an age-specific question: What will "they" say at your funeral?
- 13:41:41 Nelson NZ. 7AM. MSC Kritkka. Containership. 2 tugs. Leaving port. In shipping channel, about 150 yards away. Glorious! (I love the sea!)
- 13:45:48 Re Nelson. Peak event. Summer 1965. U.S.N. midshipman seconded to Royal Navy, HMS

- Tiger. Bunkmate's dad RN #1 WWII N.Atlantic sub-killer.
- 13:52:29 If there is a finer experience than a 4-hour dawn watch on the bridge of a Royal Navy or U.S. Navy cruiser at sea I don't know what it is.
- 13:54:05 I'm not glamourizing war. If war does not make you question the existence of a higher being, something is badly out of whack in your makeup.
- 13:56:53 @tonyveitchUK Wonderful! Just went. Bookmarked.
- 15:27:28 @unklphat You've got a point.
- 15:29:03 Most of my "vacation" reading is about foreign policy, wars of the future, etc. Am overwhelmed. Most other issues pale by comparison.
- 15:31:41 I get Tony Blair's asserting the correctness of his Iraq decision. I cannot comprehend his failure to show remorse for the loss of lives.
- 15:35:25 If one can't stop floods or wars, one can remember/be guided by Mother Teresa: "We do no great things, only small things with great love."
- 15:37:07 "I long to accomplish a great and noble task, but it is my chief duty to accomplish humble tasks as if they were great and noble."-H. Keller
- 15:41:19 Why does our discussion of business invariably ignore 99% of businesses that are not giants? "Guru" arrogance (uselessness?) at its worst!
- 16:52:45 @martibarletta Because men are idiots, Marti!
- 16:54:08 @martibarletta Because men can't imagine safes big enough to put the trillions of \$\$\$ of loot if they bothered to get this more or less right.
- 16:55:06 Because there are not enough women in top slots at Big Cos by a factor of, say, five.
- 16:56:00 Because WE (men) are holding on for dear life as it becomes crystal clear that women are taking over the world!
- 16:57:34 @louisvillian Because big biz are the ones who hire gurus. Because big biz are the ones who advertise in biz mags.
- 17:00:10 @willkriski But people like Churchill and Nelson had monster egos and still wept openly for their fallen troops.
- 17:00:52 The hated (and egocentric) LBJ wept and wept over the troop losses in Vietnam.
- 17:01:36 Of course Rumsfeld used a machine to sign letters to families of fallen soldiers-until he got caught.
- 17:02:08 Far too few CEOs, in my experience, weep for the people they must let go in tough times.
- 17:03:09 I've always felt that if you don't become physically ill when you have to fire someone something is wrong with you.
- 17:04:13 @KellyTyler We're on a 5,000 year or so power trip.
- 17:05:27 I love it that almost all micro-loans go to women because they are more conscientious in their use of funds. (True world over.)
- 17:06:39 @brewmybeer Resilience and deep sadness over losses are not in the least incompatible. One weeps and moves forward with sad determination.
- 17:07:38 @willkriski Scientific evidence galore that the same testosterone leads to excessive risk-taking in financial markets.
- 17:09:26 NB: I believe that most of the M-F stuff-differences makes vcan be very logically explained by evolutionary circumstances.
- 17:13:27 Talking to S re women's constant kid worries. Men love 'em too, but had to go out and "win" the

daily hunting Superbowl. No time to reflect.

17:14:30 @freshbas Yes, fact that it's "deserved" doesn't help in the least.

17:15:35 @bigbrightbulb To rant is to live! More of a hurry than ever at 67!

17:21:00 Dinner, little fish restaurant NelsonNZ. OMG, the pos. attitude of young maitre d' buggered imagination. NEVER FORGET: HIRE FOR ATTITUDE!

17:22:43 @brewmybeer TO WEEP IS TO SHOW STRENGTH BY DEMONSTRATING THE DEGREE TO WHICH THE LEADER DOES NOT TAKE SACRIFICES OF OTHERS LIGHTLY!!!!!!

Wednesday, 10th of February.

14:03:42 @bigbrightbulb And thank you! I am invariably dis-satisfied with what I write, but the so-called "50 books" have held up pretty well.

14:07:38 @gaylegifford And not so damned much ego! Not all F relationships tinged with subtle/non-subtle power undercurrents as invariably is for M.

14:10:54 @judithellis Agree with your use of the word "versus"-but gender diff are way beyond non-trivial. Again: case of micro-lending is a "Yikes."

14:12:06 @gaylegifford Yup! And the targeted "little" ones are invariably my favorites and choice to support.

16:46:56 Another reason to weep when you must fire someone: Odds are you're the one who screwed up in hiring or placement or development.

16:48:32 In a firing, listen to the HR people and the lawyers to a point, but remember it's you who are the ... HUMAN BEING ...doing the dirty job.

16:51:09 Ben Franklin graded himself daily (in notebook) on traits such as kindness. (And he'd pick one a week to single out for attention.) And you?

16:54:57 Screwed up last Tweet with typos. Hate that. Don't like contracted words. Like 99% "proper" English. Can do within 140 character constraint.

17:00:25 Been on my "women rule" kick since '96. Never thought I'd be sympathetic to men. But rate of males lag in education scary-for society.

17:01:48 @DenVan Thanks for the support.

Thursday, 11th of February.

21:54:53 Miracle. Miracle drug. Built to last. DRAMAMINE. It works.

21:56:55 30 years only. 1945-1975. All first degrees B.E.s. Bachelor of Entitlement. Jobs for life more or less guaranteed for college grads. Gone.

21:59:40 2010: All work de facto temp work. (Of course the "non-guarantee career" was always the case for "the other 85%+ in small biz.)

22:02:58 @one248 Your point not clear. World population, women about 51%. Since 1970, women have filled about 2 out of every 3 new job slots.

22:05:03 @RichardSPearson I've been thrashed over "Brand You"/"Me Inc." Many see as ego trip. I see as survival necessity in an Age of No Guarantees.

22:09:31 @aanteladda Boys, 18, behind in test scores by SEVERAL years.. (Phenomenon is global.) In U.S.++ college degree edge to women about 3:2.

22:15:20 @sanniayo I bet biz basics will be same. Serve the customer. Treat people with respect. Listen

to all. Execute like a maniac. Excellence.

22:16:11 @gaylegifford Yipee! One of my favorites! (You made my day.)

23:08:01 @PattiDeNucci Took it twice in last 24 hours while at sea (South Pacific) amidst nasty swells
Worked like a charm!

23:44:20 @PattiDeNucci Won't regale you with my tales of childhood queasiness-arguably "legendary."

Friday, 12th of February.

11:24:50 From discussions: Enterprise responses to commercial needs-desires of boomers and boomer-plus is ... PATHETIC. Idiots!

11:26:43 Enterprise responses to boomer/boomer-plus WOMEN ... pathetic-plus. IDIOTS! (Lost opportunity = TRILLION\$\$\$\$.)

11:29:23 @gaylegifford The power of "Thank you." The power of apology.

11:30:38 Before close of business Friday: "Thank you" to at least 5 people for "little stuff" done this week.

11:31:10 Before close of business Friday: "Thank you" to at least 5 people for "great attitude" this week.

11:55:55 If, as polls say, we mis-trust government, shouldn't we want it to snow in D.C. every day? (Just a thought.)

11:57:48 Long talk with wise friend: 20 years after Cold War's end we still have no clue how to play our (U.S.) role in a multi-polar world.

12:02:19 Pragmatic pal, successes in NGO world, bashed "systems thinking." Alt: let a thousand flowers/experiments bloom then learn fast from best.

12:03:58 By and large "act your way into thinking" beats "think your way into acting." In former case, there's something (concrete) to think about!

12:05:00 My systems-thinking basher pal ... LOVES FACTS. (Woe to those who toss about loose generalizations.)

12:07:30 I'm the butt of jokes among friends for always talking probabilities. Black and white is not for me. World's a messy place. Deal with it!

12:10:23 @theplanningcafe Open an ad agency with 100% people who've retired from ad agencies?

12:15:12 A friend questioned my utter delight at Colts loss. I explained: I'm still bitter about the way the Colts snuck out of my Beloved Baltimore!

12:16:28 Some may question the logic of my prior Tweet re Indy Colts. Don't! When it comes to rabid sports fans there is no such thing as logic.

12:20:41 @rongraham1 Fair enough! (Esp if your a Graham. Any relation to Otto?)

12:29:34 Collect data every sort. Muck about in it. Savor your confusion. Try stuff. see what happens. Keep screwing around. (Now that's "strategy"!)

12:32:14 @joe_marchese My fav ballgame regalia: My Roy Campanella replica jersey from his days on Baltimore Elite Giants, Negro League.

12:45:42 Little dispute. (Reality.) I'm pissed off way out of proportion. Vengeance will be mine. IDIOT. Calm down. This too shall pass.

12:48:22 Hot temper = Passion = Good = Mostly = Bad/very bad sometimes. (Need "cool down pal." I've got one!! "Cool down pal" must have authority.)

12:49:39 @rongraham1 But of course!

12:59:34 @harjeetgulati MBSA. I'll keep it in mind!

- 13:00:16 FYI: Screwing around is also called "the scientific method."
- 13:31:11 I know we're Tweeting, but often I think Tweets mostly about Tweeting. Is there more to life than social networking via Twitter, Buzz et al?
- 13:49:51 @harjeetgulati Amen to that! (And leave space for private contemplation. Intel's Dov Frohman says breakthroughs come via "daydreaming.")
- 13:50:34 @pointofprofit tsk, tsk.
- 14:11:38 @harjeetgulati My farm in Vermont!
- 14:15:18 @pointofprofit My life ... Balt.-SF Bay Area. Loyalties: Orioles, Colts, Senators/Nats, Raiders, 49ers, As, Gi'nats (SF-see Twitter pic).
- 14:17:38 @tailgateeddie Totally a fan of new social media (notice I'm happily Tweeting away and responding to you), but I'm not breathless about it!
- 14:18:13 @harjeetgulati Many flavors of wisdom.
- 14:20:04 Alas, leaving NZ. Off to Orlando, Miami for a week then back to NZ. Rackin' up Frequent Flyer miles!
- 14:21:57 @pointofprofit Love it! (Bigger message: Hire for sense of humor! Life by & large too short for humorless people!)
- 20:36:02 @pointofprofit Thanks!
- 20:39:12 More NZ: Visited friends NW of Bay of Islands. 2 days "at sea"-spectacular coast, swimming.
- 20:42:12 Been somewhat out of it for several days. For quick-dense re-entry, little better than cover-to-cover with "The Economist."
- 20:44:15 @jakrause From your bio, sounds like you have one of the most interesting jobs in the Valley-and that's saying a lot.
- 20:48:46 @harjeetgulati I'd add that "sense of humor" nothing to do with jokes-it means (to me) "gets a real kick out of life's twists and turns."
- 20:52:19 @harjeetgulati More: Sense of humor = Laughs at self. Jerk = Laughs at others.
- 20:52:43 Trust me on this: Few things more powerful than self-deprecation.
- 21:07:32 @Sally_G Yes re humility. But I'm adding "going public" with your humility.
- 22:51:19 Newsweek/0208 on South Korean econ surge stunning. (Pres. Lee called "the bulldozer" when CEO Hyundai-peerless case "action orientation"!)
- 22:55:38 @RandysRules Agree. My point was simpler: power of self-deprecation. All stop.
- 22:57:26 @judithellis I'd have to second that. Nonetheless the power of self-dep [if sincere-how's that?] is enormous.
- 23:00:24 @Iconic88 Depends on technical definitions. In Auckland apt, other side of Immigration. Officially out, physically in. Back AKL next Sunday.

Saturday, 13th of February.

- 16:12:13 Mothers and war: Martha Washington not let her son go to war, so GW's stepson was, in effect, a shirker. (TFlemming, "The Perils of Peace")
- 16:14:15 Real world = Politics = Always. Brit generals Clinton and Cornwallis were at each other's throats-this #1 variable in our Yorktown victory.
- 16:16:46 Has earth ever produced another flatterer as skilled as G.Washington? (His studied diffidence toward Continental Congress was masterful.)

- 16:18:56 @judithellis You're really gonna raise hell with my touting George Washington's false modesty!
- 16:24:34 Would it destroy our kids to teach messiness of real history from the get go? I think it's insulting to suggest they couldn't handle it.
- 16:28:15 Love to see a teacher develop writing course using Twitter only. No contractions, etc. Goal totally to teach spare-lucid prose.
- 16:40:56 @jsheehan200 History as written, esp by senior participants, mostly fairy tales. Leadership is "spin." So history = facts about non-facts?
- 16:43:17 Spinners spinning spinners with war and peace at stake: on just-ended 13 hour flight to SFO from AKL watched "In the Loop"-loved it!
- 17:13:43 I devoutly believe in decency, thoughtfulness, etc as good biz as well as human practice. Still, we must deal with the world as it is!
- 17:15:11 @jsheehan200 Thank you!
- 17:18:13 Leading is an improv dance, regardless of your commitment to "clear" core values such as decency, integrity, etc.
- 17:23:08 Stirring others to act requires clarity of aspiration. But implementing grand aspirations requires tap dancing. Life is paradox. Period.
- 17:23:54 @david_brady Anything in particular? Everything?
- 17:30:17 Spin: Ain't nobody looked more like a commander than GWashington! GW spun and spun. (Our Paris rep, Ole Ben, also hall of fame spinmeister.)
- 17:31:38 @david_brady If I saw a leader without ego I'd run the other way. Must believe in the impossible-that's raw ego.
- 17:33:47 Don't know your view USA, but so far 44 of 44 Presidents have had gargantuan egos. (To even run seek job takes absurd "self confidence.")
- 17:35:31 @david_brady Spin is the boss whose restaurant burns down but who keeps on his game face rather than weeping.
- 17:36:54 @david_brady I'm sure you'll turn me in to the disembowelment society, but we're all bluffers.
- 17:39:38 @david_brady Doc ought to tell the cancer patient the truth, but there are a million ways to spin it. Each one "shades" the truth.
- 17:41:41 @eemaguire I always have trouble with "either-or" formulations. Exhibiting both (simultaneously?) seems perfectly reasonable to me.
- 17:45:48 @david_brady Just finished a 1 hour flight and a 13 hour flight and with a 6-hour flight to go, my "A-game" metaphor-making skills AWOL.
- 17:49:32 @david_brady Back I go to black and white. Washington knew sorry truth, but "shaded" it BIG time in dealing with Congress, allied leaders.
- 17:50:48 @david_brady Sorry, David, gotta run, SFO-ORL.
- 17:53:54 @SallyHogshead My wonderful colleague Jim Kouzes once had a book chapter that more or less read: "It's okay for the leader to be liked."
- 17:55:27 @david_brady Thanks, David!

Sunday, 14th of February.

- 01:54:44 Bay of Islands NZ-Orlando. 3 flights. 32 hours. 34F in ORL. You know you've got a problem when you only refer to cities by airport code!

- 02:00:45 @KellyAGraham Agree. I have probs is treating ideas like "trust" "integrity" as "simple." Trust manifests in different ways at diff times.
- 02:02:14 @judithellis Do I get used to it? No! No! And: No!
- 02:51:50 @judithellis Not so sure about the brilliant. Totally sure about "fun"-it's learning a whole new way to communicate/use language.
- 14:49:35 @RosabethKanter Never expected that from you! but you are so so so right!
- 14:52:42 Marshall Goldsmith. Guru of gurus exec coaching world. Says erroneous self-knowledge #1 CEO/senior exec trap. (Erroneous = ass-backwards.)
- 16:05:59 Larry Ellison finally gets his America's cup! (BMW-Oracle.) Lot's dislike Ellison, for good reason, but I admit admiration for LE-Oracle.
- 16:08:40 @shelisrael Can be brutal-the spouse test, that is!
- 17:30:31 Employee entrances should be equal-or a little better-than Guest entrance. No kidding. Inspired employee attitude #1 determinant of CSat.
- 17:33:05 The "drive states," as I call them, sometimes a bit light on sidewalks! (Prob-I'm direct from NZ; bloody Americans drive on the wrong side.)
- 17:35:05 Good on Marriott, they didn't screw up Ritz Carlton. 9 of 10 such cases such acquisitions. (Esp if "high end" acquired by mid-market.)
- 17:36:39 Marriott's new-ish JW brand good too-they managed to differentiate it. (Fact: Marriott gets Excellence!)
- 17:39:29 Ran into guy in hotel store. Car dealer. Talked 1/2 hour. Economic tour d'horizon sterling! (Talk to a small/ish biz man this week.)
- 17:44:10 1 person, even junior/not so well trained, can turn 5-person shop upside down (retail, prof services). KNOCK YOURSELF OUT HIRING-DEVELOPING!
- 17:45:44 Repeat: Employee entrances!!!!!! "Strategic"? AB-SO-LUTE-LY!!!
- 17:49:53 At JW Marriott bought T-shirt. Paid premium beyond hotel premium. Why? Better shirt! By 6 lengths! ANYTHING CAN BE WILDLY DIFFERENTIATED!
- 17:53:17 Be careful of what you wish for, Tom: Ritz clothes SHOP, veeeeery good stuff. My eye says 90+% women's. FINALLY! (And recent, I believe.)
- 17:54:42 "SHOP" shouldn't have been capitalized in prior Tweet,. Damn! (TYPOS LITERALLY MAKE ME PHYSICALLY ILL.)
- 18:00:55 @Sally_G That works wonders after 1.5 days flying! Thx.
- 18:04:16 Not possible to take an hour solo walk and not generate ton ideas. (Most stupid. So what?) (Just came back from a 1.5 hour walk.)
- 22:52:08 @CommunispaceCEO Long time comin': In '91, Ross Roberts, head Ford div of Ford, laid out electronics future very well-and saw a nightmare.
- 23:44:40 @RandysRules Best answer: Less & less. Also: Write down second I finish. (CAN'T DO THIS WITH MUSIC. ALAS.)
- 23:49:44 @MLynnM (1) Read Goldsmith+. (2) Decision to be serious student. (3) Key: 99% need a fearless buddy-not solo job. (4) Evaluation rituals.
- 23:53:29 Monday: Bosses, remove ONE "little" hurdle that's slowing a project down. (Remove = Excise = Finito = Gone.) (If 19 hour day, tough.)

Monday, 15th of February.

- 00:00:24 Boss as CHRO/Chief Hurdle Removal Officer.
- 04:54:06 @aanteladda Yes, going beyond remit success key. But there's BS that'd take you 4 days to deal with that boss could handle in 40 min., or 4.
- 08:03:57 @CatherineKaputa Amen! !!! The "Excellence" in "In Search of Excellence" was as decisive in the initial breakout and 28 yrs later!
- 08:06:04 @CatherineKaputa On the other hand, a lot of it is luck! Important, yes, but imaging you can pre-select a "breakout word" is pushing it.
- 13:22:13 Ritz Carlton/Orlando gets one of my highest ever "employee entry" grades: C. (Clean, but not, "You all [staff] are the best there is.")
- 13:22:57 When you check into a hotel, enter by the employee entry?!
- 16:45:34 @chrisbrogan Best way to reduce retail "shrinkage" is employee greeting each arriving customer. Not to ID, but acknowledge as a human being.
- 16:46:06 Best way to reduce retail "shrinkage" is employee greeting each arriving customer. Not to ID, but acknowledge as a human being.
- 16:46:41 @janguarnarsson Very nice!
- 18:55:13 @gerardmclean No offense taken.
- 18:56:54 @DavidJMcCleary I hate name dropping (!!) but I think I got this from Les Wexner.
- 18:58:33 @jschmeling Some of my favorite execs engage at the micro-level (wee hurdle removal), but that does NOT imply micro-management!
- 19:00:16 @gerardmclean (I do admit to some skepticism on the "everything is different" front-we screw up implementation for the same ole reasons!)
- 19:01:33 @gerardmclean Best compliment ever: Guy who was Burger King #1 franchisee called my seminar a "blinding flash of the obvious."
- 19:01:58 @gerardmclean Are we engaged yet?
- 19:03:26 @Omaniblog Only hyperactive (by my modest standards) in last 2 months-and missed "tompeters" as ID, so tom_peters.
- 19:06:19 @Debra_Feldman ???????? (I'm all ears, or eyes.)
- 19:07:15 @nzbusiness Or maybe he does??
- 19:08:12 @raffel But I stole it from Ross Perot!! (I do try always to aqcknowledge him.)
- 19:29:53 @TimCohn Absolutely! (Most don't. My firm belief: De facto an idea is new until a large share of folks have Implemented it successfully!)
- 19:31:17 @gerardmclean Don't know you or your dog, but it sure as hell is true about all three of my Aussies. They're far far more curious!
- 19:32:50 @DavidJMcCleary Marcus coached my wonderful car dealer pal, Carl Sewell. (Dallas.) Carl had flowers in the showroom instead of cars!!
- 19:33:23 @DavidJMcCleary Whoops, Stanley Marcus was Carl's guy.
- 19:34:54 @gerardmclean Love Paco. Endorsed several of his books. He went to high school (New England prep school-sorry) with my wife.
- 19:38:05 @DanielPink Unequivocally both!
- 19:41:01 @DavidJMcCleary Carl's Stanley was of Neiman Marcus fame, prob. dead. (alas, never met Bernie. But knew Bob Nardelli well
- 19:42:30 @chrisbrogan Yikes. Thank you!!!

- 19:44:25 @TimCohn ID-ing is fine, but psychologically "being noticed" per se is one hell of a deterrent. (Prob because we all think we're memorable!)
- 19:46:23 @nzbusiness I'm irregular, no doubt. Esp when I'm in NZ; my neighborhood has no high speed connections--or, actually, low speed either.
- 19:47:57 @nzbusiness Prior response not meant to be sarcastic. I'm in my part of NZ precisely to be a bit out of touch.
- 19:48:40 Prepping for seminar tomorrow. It NEVER NEVER NEVER gets any easier.
- 19:51:20 @gerardmclean He presents so well that 1st time out I almost became physically ill from laughter at his illustrated "wrong way" examples.
- 19:53:09 @parkconsulting A lot of it is psychological complexity-every audience is TOTALLY new-different.
- 19:53:56 Strong language to follow: If it ain't fun it'll be shit!
- 19:55:04 Esp tough out of one's country. Best "change weapon" is humor. Humor mostly doesn't cross national borders!
- 19:56:18 @DavidJMcCleary GE guys sometimes trip over people stuff when they're not dealing with GE guys. Such a peculiar culture!
- 19:57:02 @parkconsulting He/she who studies the most wins. (Or it sure helps.)
- 19:57:48 I figure thousands of variables simultaneously at play when one is presenting.
- 19:58:39 @parkconsulting Even Canada, U.S. And in U.S., enormous regional differences! Ignore them at your peril!
- 20:01:03 We lose a game over basics, not cleverness, in 9/10 cases. (SF 49ers coach Bill Walsh was "genius"-also BEST at basics! He was relentless!
- 20:02:22 @PattiDeNucci I rarely call it other than "doggy doo doo" or "yogurt hits the fan"-in some rare instances the "original" is called for.
- 20:03:31 @nzbusiness Also great place to do "off the grid" SERIOUS work. (One of the best parts is "missing" day to day U.S. politics.)
- 20:04:07 @parkconsulting I didn't say I get it right! I do try!
- 20:08:22 @DavidJMcCleary Yup.
- 20:25:22 @CLIENTAV_N3O4TT Credit where credit is due. That was Laurence Peter.
- 20:34:35 @CLIENTAV_N3O4TT It's a great book, I was flattered.
- 21:09:13 @joblessmuse Disagree. It is encouraging. To be nervous and stirred up and determined to be of some small use means you're engaged.
- 21:11:42 @truLeader I'm merely channeling Napoleon. He said the reason generals fail is they try to be "clever." (Correct then, correct now.)
- 21:14:45 I believe Bill Russell said in his autobiography that if he wasn't physically ill before a game he'd worry he wouldn't be on his game.
- 21:44:07 @Scobleizer Boiled peanuts and I'd take you seriously.
- 21:45:49 @dtapscott Soon women will be having "men's achievements" days. Now THERE is a change I'd call RADICAL!!
- 21:46:29 @ScottAHolden Thanks!
- 21:47:50 @joblessmuse Whoops.
- 23:20:20 @Aravindan Have presented dozens of times there, incl just a few months ago in MJumbai. I'm

"one of those"-India lovers.

Tuesday, 16th of February.

- 04:31:35 @ericbruntmyer Definitely "balled" peanuts, but I feared that was politically in correct!
- 07:41:20 Life IS tough in tough times. But it really is the ..ONLY .ONLY true test of character. Most anybody can star in continuous good times.
- 07:44:07 Tough times aren't to be "gotten through." They are the ballgame. Ramping up your attitude daily is a conscious choice. WORK AT IT DAILY.
- 07:52:06 By 15MAR formally write "the history of you, 2007-2012." How will bad times bit read? Tried to hide? Or stepped out as human & professional?
- 07:58:32 @Starbucker Thanks!
- 08:13:05 @Starbucker I loved doing that column! 10 years! We ended up in about 125 papers, from the Chicago Trib to the Charlotte (VERMONT) paper.
- 13:32:54 @colinake Thank you.
- 13:36:34 @Starbucker @SalesBlogcast @JeremyMeyers It is mine.The biggest challenge was same day-hour every week. That alone induces writer's block.
- 18:36:17 @ericbruntmyer Thanks!
- 21:07:47 @sanderssays was Nicholson there?
- 22:37:23 @toddsattersten My wife is often irritated by my "active" reading style. Margins and the text itself littered with notes, bent pages galore.
- 22:40:31 Become a lab scientist. Study local small businesses for practices good and ill. Turn your department-project team into a learning lab.
- 22:42:30 3,000 or so speeches. For the first time, I busted my glasses (pre-start). I think the edge from the minor catastrophe improved the speech.
- 22:44:16 Like a sporting event, if you're not sick with exhaustion after a speech you were doing less than you might have. (Strong words, eh?)
- 22:45:13 Speech: Eye contact!!!! Connect!!! Connect!!! Connect!!!
- 22:45:51 In a speech, provocative remarks must be accompanied by a smile.
- 22:47:04 "We"-power in speechifying: YOU do not have a problem. WE have a problem.
- 22:49:59 THERE IS NEVER ANY CIRCUMSTANCE IN WHICH IT IS APPROPRIATE OR ACCEPTABLE TO BADMOUTH ANYBODY. PERIOD. (Not even in private, it infects.)
- 22:51:24 @eaglesdontflock Copetition to do your best-brilliant.
- 22:52:52 @Sally_G Absolutely; it is a very very fine line. You've gotta be on your game to walk it.
- 22:56:54 @Sally_G All speeches tightwire acts. If I'm too angry, I blow it. You must be in perfect control and microprocess audience body language.
- 22:59:58 @adnanalmahmood In a speech, getting under participants' skin. Don't want her to be "convinced"-just stirred up-open to pondering the issue.
- 23:04:52 @Sally_G Much harder out of own culture. Today in Orlando, knew where the cliifedge was. Not true in Estonia-must stand far back from edge.

Wednesday, 17th of February.

- 08:00:12 @CatherineKaputa Churchill up half the night dictating "spontaneous quips" he'd use in Parliament the next day. Put 'em on cards, I think.
- 09:01:49 @chrisbrogan I've had that guy drive me. Yesterday in fact.
- 09:04:45 A speech is a gift. to the speaker Some number of people have given you a few moments of their precious time. Don't waste it.
- 09:06:00 Speech: Not provocative = Waste of time. Too provocative = Tune out. Dividing line = Made in the sand.
- 09:09:23 Book I won't write: "Talk. Listen." 2 most important skills. Schools don't teach them, directly at least. We don't practice, much or at all.
- 09:11:15 Communication R Us. Become a PROFESSIONAL listener. Become a PROFESSIONAL speaker. Become a student. Practice. Work your ass off.
- 09:12:39 @chrisbrogan 2 jobs from hell: crosstown cabbie in Manhattan; tarring roofs in city in summer.
- 09:33:28 @fanfoundry Wonderful tip from CIA agent in "thriller." If you'll just keep your mouth shut long enough, people will tell you their story.
- 09:35:01 Shut up. Look at the other person with rapt attention. The rewards are manifest.
- 09:36:17 @chrisbrogan You must know something I don't. That is where I am. (Miami, actually.)
- 09:37:56 @matthewemay Checklists in hospitals, particularly ICUs, are saving hundreds, maybe thousands, of lives a year in ICUs.
- 09:38:21 "Secret": Put nurses in charge of the checklists!!
- 09:39:40 In hospitals where docs are not so famous, nurses have more authority. Patient safety soars. Over-treatment side effects plummet.
- 09:40:47 When doctors use evidence, patients' health outcomes go through the roof. It's when docs use judgement that all hell breaks loose.
- 09:43:47 @momsgot2run You don't have to be "new age" to learn to breathe. Rewards sky high!
- 09:45:07 @aristeia_dave All too true!
- 09:47:44 Docs on salary, a la Mayo, is best avenue to stop overtreatment, even in the face of our insane piecework reimbursement system.
- 09:48:57 @aristeia_dave Flap over mammogram frequency advisory case in point.
- 10:04:42 @sandymaxey Hopkins, I believe, gives nurses authority to stop doc if he skips a checklist item.
- 10:11:02 "Best use" of "evidence" in medicine: "Doc, you may over-ride the evidence, but you must explain why you're doing so."
- 10:13:24 @sandymaxey Top medical mgt do a lot of training to make it clear the system requires nurse (tech, etc) to "stop the line" if item skipped.
- 10:35:37 @Debra_Feldman Agree re "utilization committee," but messianic doc-CEO with credibility can make it work. E.g., Glenn Steele at Geisinger.
- 10:37:03 @CLIENTAV_N3O4TT I'd add that my point in this instance is not "good human being," but Valuable Business Practice.
- 10:41:36 @sanderssays Addenda: Never put letters after your name on a business card. Pretentious!

tom_peters's twitter book.

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