

"LITTLE"

1. It's All About the Restrooms! A sparkling restroom with family photos in a small restaurant in Gill MA shouts "*We care.*" (Hey, I made this the #1 item in my book for a good reason!) To enshrine this attitude in the organization I suggest in part, tongue only half in cheek, a job titled, perhaps: "Little Things Lunatic," "Tiny Touch Maniac-in-Chief," or "Wizard-of-Wee."

The devil—and a culture that demands EXCELLENCE—really is in the details!

2. "Small Stuff" Matters. A Lot! For you or me, the recorded phone message literally sets the stage. A vast array of "small stuff" like this adds up to strategic distinction—or, clearly, not. Moreover, working on "the small stuff" is doable, right now, with no muss or fuss or political infighting or position of formal power.

3. Flower Power! An unlimited flowers budget, regardless of the economic context, may yield the highest "ROI"/Return On Investment imaginable. Flowers transform spaces and attitudes!

My advice: Go berserk

4. Master the Fine Art of ... Nudgerly! Huge multipliers emanating from "nudges" lie in wait all around us:

- Wal*Mart increases shopping cart size—and sales of big items (like microwave ovens) go up ... 50 percent!
- Use a round table instead of a square table—and the percentage of people contributing to a conversation leaps up!
- If the serving plate is more than 6.5 feet from the dining room table, the number of "seconds" goes down 63 percent, compared with leaving the serving plates on the table.
- Want to make a program "strategic"? Put it at the top of *every* agenda. Make asking about "it" your *first* question in *every* conversation. Put the person in charge in an office next to the Big Boss.
- Frito-Lay adds new bag sizes, suffers no cannibalization of current offerings, and ends up creating totally new (and enormous) markets—racking up, eventually, billions in revenues.
- Get rid of wastebaskets under desks—recycling leaps up.
- Simply put hand-sanitizer dispensers all over a dorm, with no signs asking students to use them—and the number of sick days and missed classes per student falls 20 percent. (University of Colorado/Boulder).
- "Broken windows": Clean up trash, fix broken windows, stop miscreants for trivial offenses such as loitering or open alcohol containers—and increase neighborhood safety dramatically. (Using this approach, Chief Bratton and Mayor Giuliani had spectacular success on a pretty big stage—New York City.)

What's called for is a belief that such multipliers abound—and a determination to become a "professional nudgist." "Get it right the first time"? Rarely. Relentlessly experiment your way to frequent success? That's the ticket.

This document is #1 in a series of 48 highlights from Tom Peters' *The Little BIG Things: 163 Ways to Pursue Excellence* (HarperStudio, 2010). For more information, visit tompeters.com.

