

## **PASSION**

**84. I Second That Emotion!** Ever heard of a success story featuring a

... *dispassionate symphony conductor?*

... *bored painter?*

... *apathetic self-made billionaire?*

... *9 to 5 entrepreneur?*

*"Great leaders move us. They ignite our passion and inspire the best in us. When we try to explain why they are so effective, we speak of strategy, vision or powerful ideas. But the reality is much more primal: Great leadership works through the emotions."*—Daniel Goleman, *The New Leaders*

*Acknowledge* emotion.

*Hire* for emotion.

*Evaluate* for emotion.

*Promote* for emotion.

*Lead* by emotion.

*(Follow* by emotion.)

*"Sell"* emotion.

**85. One Rule! Much Gold!** Enterprise, public or private, small or enormous, is all about humanity—about humans serving humans, about human growth and community. That's obvious, or should be. But it's *always* worth a reminder—far more than usual as we reflect on the thoughtless shenanigans that delivered to us the worst financial crisis in 75 years.

Thinking deeply about these fundamentals reminded me of my old friend, the late John McConnell, founder of Worthington Steel. A pragmatist to a fault, as befits an Ohioan born and bred, John believed that growth and profitability flowed from fairness and trust. In fact, he went further, and insisted that the Golden Rule makes for a complete "policy manual"!

As far as I'm concerned, he was on to something, and Worthington's continuing success in *very* tough times in a *very* tough industry is testimony to the validity of McConnell's "simple" beliefs, lived for decades with a passion by a cast of thousands.

The icing on the cake and the irrefutable challenge, courtesy Dr. Frank Crane: *"The Golden Rule is of no use to you whatsoever unless you realize that it is your move."*

**86. Seize the Moments.** Business ("life," too, of course) rises or falls on the nature and character and lingering memory of what the legendary airline (SAS) boss, Jan Carlzon, called "moments of truth"—those fleeting fragments of true human contact that quite literally define our enterprise's Spirit & Excellence—or lack thereof.

Thus our goal, perhaps our primary goal, in every flavor and every size of business, is to "MTMMOT"—Manage To Memorable Moments Of Truth. Every decision—about hiring, firing, supervision, training, systems development, lobby décor, etc.—should be designed for and

brought immediately and directly to bear on the "production" of Memorable Moments of Truth. Perhaps we need a ... Manager of Memorable Moments of Truth? (Seriously!)

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