

## EXCELLENCE. Now. EXCELLENCE. Always.

1. **People first, second, third, fourth ...** /The “business” of leaders is people: to inspire/engage/provide a trajectory of opportunity—enterprise of every size and type as “cathedral” for human development. *“When I hire someone, that’s when I go to work for them.”—John DiJulius*
  - 1A. **Customer comes 2<sup>nd</sup>** /If you want to best “Wow!” customers then you must first “Wow!” those who serve the customers. /“If you want staff to give great service, give great service to staff.”—Ari Weinzweig, Zingerman’s/“You have to treat your employees like customers.”—Herb Kelleher, on his #1 “secret to success.”
  - 1B. **Manager’s sole raison d’etre:** *Make each of my team members successful!*
  - 1C. **Effective organizations:** *No bit players!*
  - 1D. **Appreciation. Acknowledgement.** *“The deepest human need is the need to be appreciated.”—Believe it! A few kind words are often remembered for years!*
  - 1E. **1<sup>st</sup> line supervisors.** Every organization’s ... *most important ... leadership cadre.* Productivity is largely determined by the caliber of the 1<sup>st</sup> line boss. Selection and development of your “sergeants” must become an “obsession”—almost all do a half-assed job.
  - 1F. **Weird/**There are no “normals” in the history books!/Ensure a healthy supply of oddballs/  
Diversity of every flavor = Fresh perspectives! Better decisions!
  - 1G. **Memories That Matter. And don’t.** /“People stuff” sticks with you: You’ll look back on the handful of people you developed who proceeded to change the world—and the multitude (if you’ve earned it) who say, *“I grew most when I worked with you.” Ever seen a tombstone engraved with the deceased’s net worth?*
2. **You/me:** Businesses no longer coddle. You’re in charge! /“Brand you”—stand out for something valuable, or else; learn something new every day, or else! /“Distinct or Extinct!”
3. **Organizations Exist to Serve. PERIOD.**
4. **EXECUTION** /“Don’t forget to tuck the shower curtain into the bath tub.”—Conrad Hilton on his “sweat the details” obsession and #1 “success secret” /“*Execution is strategy.*”  
—Fred Malek /“*Execution is the leader’s job #1.*”—Larry Bossidy
  - 4A. **“They do ... ONE BIG THING at a time.”**—Drucker on successful managers’ #1 trait
  - 4B. **Resilience circa 2011:** Understand it. Hire for it. Promote for it. Obsess on it.
5. **MBWA/Managing By Wandering Around/**Starbucks’ Schultz visits 25 stores a week/  
“In touch” is “not optional” /You = Your calendar /*Calendars never lie!*
  - 5A. **Listening per se = Candidate for Core Value #1** /Listening per se is a *profession.* /“If you don’t listen, you don’t sell anything.” /Docs interrupt patients after ... *18 seconds.* And you?
  - 5B. **“What do you think?” “How can I help?”**—MBWA 8/Eight words, repeated like a mantra while “wandering around,” that unlock engagement/success for multitudes.
  - 5C. **Innovate by “Hanging out”** /“You are what you eat.” /“*You will become like the five people you associate with the most—a blessing or a curse.*” /*Want “cool”?* *Expose yourself to cool!* /Manage “hanging out” zealously-formally—with customers, interesting outsiders, etc.
  - 5D. **K = R = P (Kindness = Repeat business = Profit.)** *“Hard is soft. Soft is hard.”*—  
#1 finding *In Search of Excellence.* Kindness is “hard”—and pays off in \$\$\$\$.

- 5E. **Apology Power**—Awesome power: 3-minute “*I’m sorry*” call heals anything—do it religiously!/*“Over-the-top” response to even small booboo strengthens customer relationships!*
6. **“Little BIG Things”/Focus on “multipliers”**: Wal\***Mart** goes to big shopping cart = +50% “big stuff” sales boost!/*“Wash your Hands”*—save thousands of lives P.A. in hospitals!
- 6A. **“Little BIG Things”**: SMEs bedrock of all economies. Nurture them. SME’s battle cry per George Whalin: *“Be the best. It’s the only market that’s not crowded.”*
7. **Apple > Exxon** in market cap courtesy ... **DESIGN!** /The big “**Duh**”: *“Cool beats un-cool!”*/Design candidate for “best way to differentiate goods-services in competitive markets.”
- 7A. **TGRs/Things Gone Right**. Wagon Wheel restaurant, Gill MA—*clean restroom with fresh flowers*—we remember such touches more or less forever/**Manage-measure TGRs**.
- 7B. **Scintillating Experiences**. Howard Schultz on Starbucks: *“At our core, we’re a coffee company, but the opportunity we have to extend the brand is beyond coffee; it’s entertainment.”*
8. **WOMEN Buy! WOMEN Rule! WOMEN’s World!** Women buy 80% of everything—*\$28T* world market/*“Why Warren Buffett Invests Like a Girl”*—e.g., studies harder-holds longer-less frenzied buying and selling/Women’s leadership style fits 21<sup>st</sup> century less-hierarchical enterprise./Evidence clear—*Women well on the way to 21<sup>st</sup> century economic domination!* Brazil’s President Dilma Rouseff at UN: *“the century of women.”*
9. **Web-Social Media** /“Everyone becomes our valued partner, a member of our community—and watchdog” /*The Power of Co-creation*—my “**Top Biz Book for 2010**” /**SM** can be lynchpin of transformative strategy—for organizations of every shape and size!
10. **Value added via transformation from “Customer satisfaction” to “Customer success”**—huge difference-opportunity! /E.g., IBM Global Services, from afterthought to \$60B/UPS Logistics/MasterCard Advisors/IDEO, help clients create “culture of innovation” /*“The Geek Squad”*—*BestBuy’s #1 strategic point of differentiation*.
11. **Innovation “secret” #1**: *“Most tries wins.”* /*“A Bias for Action”*—excellence trait #1, *In Search of Excellence* /*“Ready. Fire! Aim.”*—Ross Perot/*“Instead of trying to figure out the best way to do something and sticking to it, just try out an approach and keep fixing it.”*—Bert Rutan / *“You miss 100% of the shots you never take.”*—Wayne Gretzky
- 11A. **Try a lot = Fail a lot** /*“Fail. Forward. Fast.”* /*“Fail faster, succeed sooner”*—David Kelley/*“Reward excellent failures, punish mediocre successes.”* /*Whoever Makes the Most Mistakes Wins*—Richard Farson
12. **Live WOW!** /Zappos creed ... “**WOW Customers**” /eBay 14,000 employees, Amazon 20,000 employees, Craig’s List 30 employees; regardless of issue, *Where’s your “Wild and Woolly Craig’s List Option”?* /Final point in superstar adman Kevin Roberts’ Credo: *“Avoid moderation!”*
13. **EXCELLENCE** is a *personal* choice ... *not* an institutional choice!  
EXCELLENCE is not an “aspiration”—*it’s the next five minutes!*
- 13A. **EXCELLENCE**. Always. If not EXCELLENCE, What?  
If not EXCELLENCE Now, When?