

## The Irreducible209

1. Hare 1, Tortoise 0. (Hare-y times.)
2. Tempo. (O.O.D.A.)
3. MBWA.
4. Appreciation. (“Motivator” #1.)  
(Can’t be faked. Good.)
5. Decency.
6. Hurry.
7. Time out.
8. One matters.
9. Big change. Short time. (Alt. not work.)
10. Excellence. Always.
11. Passion. Energy. Hustle. Enthusiasm.  
Exuberance. (Move mountains. No alt.)
12. You must care.
13. Emotion.
14. Hard is soft. (Soft is hard.)
15. Men. Women. Different. Contend. Connect.
16. Women. Buy. All. (RU listening?)
17. Quality. (“Mind-blowing.” Beyond 6-Sigma.)
18. Re-invent. Re-pot. (Required.)
19. Jaywalk.
20. Big change. Small # of people. (Always.)
21. Experiment. Now.
22. Failure. Normal.
23. Most failures, most success.  
(Fail. Forward. Fast.)
24. “Reward excellent failures. Punish  
mediocre successes.”
25. Women leaders. (Altered times.)
26. Extremism. (Good business. Bad politics.)
27. Innovation source. Only. Extreme irritation.
28. Smile.
29. You must care.
30. Mentor. (Highest ROI.)
31. Best “roster” wins.
32. Wow. (Okay in biz.)
33. We all have customers. (Biz. Personal.)
34. All contacts = Experiences.
35. Cirque du Soleil. (Peerless.)
36. Leaders create space for growth.
37. Quests. (Only.)

38. High aspirations, “high” results.  
(Self-fulfilling prophecy.)
39. Attitude 1, Skills 0. (Mostly.)  
(Attitude 1, Skill 0.3?)
40. Sometimes: Skill 1, Attitude 0.1.
41. Must “love,” not “like.”
42. Wegmans.” (No excuses. “Mere” groceries.)
43. Less than your best. Cheating.
44. Brand You. (No alt.)
45. Self-sufficiency. (Biggest turn-on. Long-term.)
46. In the moment.
47. The moment wins.
48. Tomorrow = Never.
49. Action 1, Plan 0.1.
50. “Execution” can be a “system.”
51. Realism.
52. Own up. Move on.
53. Accountability.
54. Work hard > Work smart. (Mostly.)
55. Feedback. Necessary. Fast. (R.F.A. in  
“RFA times.”)
56. Customers. Listen. Lead. (Paradox.)
57. “On stage.” Always. (GW, FDR, RG =  
Supreme actors.)
58. Master statistical analysis.
59. Excellence = Set the table.
60. Legacy. (Will it have mattered?)
61. “Great.” (Why not?)
62. Radicals rule. (Think ... Olympics.)
63. !!! = Good.
64. Red 1, Brown 0. (Red times.)
65. Talk. Listen. (“Big 2.” Master.)
66. Politics. (Normal-inevitable state  
of affairs. Master.)
67. Student. Forever.
68. “Why?” (Question #1.)
69. Don’t belittle.
70. Respect.
71. All we have: this moment.  
(“Moments matter most”?)
72. Now. (Procrastination. Death.)
73. Exercise.
74. Paint. (Leader. Portraits of Excellence.)
75. Best story wins.
76. “You must be the change you wish  
to see in the world.”

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

*—Michelangelo*

77. Two “big ones.” Max. (Priorities.)
78. No “I” in Team. (“I” in Win.)
79. “I” in Win. (No “I” in Team.)
80. Different 1, Better 0. (Better = 0.1)
81. Imitation = Mistake. (Learn, from who?)
82. Choose/battle the “right” competitor.
83. Schools. Creativity. Entrepreneurship.  
(Not.)
84. MBAs. Creativity. Entrepreneurship.  
Leadership. (Not.)
85. Design. Under-rated. Wildly.  
(Still.) (Everything.)
86. You = Calendar. (Calendar. Never. Lies.)
87. Laugh.
88. Handshake. (Quantity. Quality.)
89. Don’t fold your hands in front of your  
chest. Ever. (Never.)
90. Grace. (“Works” in biz.)
91. Weird. Wins. (Weird times.)
92. Crazy times. Crazy orgs.
93. Internet. All.
94. Women. Boomers-Geezers. Market. All.
95. Passion. (Repeat. So what?)
96. Energy. (Repeat. So what?)
97. Hustle. (Repeat. So what?)
98. Enthusiasm. (Repeat. So what?)
99. Exuberance. (Repeat. So what?)
100. Smile. (Repeat. So what?)
101. Care. (Repeat. So what?)
102. Simplicity. Redundancy. Resilience. Bloody-mindedness.  
Visible optimism. (Success.)
103. Act. (Repeat. So what?)
104. Appreciate. (Repeat. So what?)
105. Fun. (Biz. Why not?)
106. Joy. (Biz. Why not?)
107. Sales = Life.
108. Marketing = Life.
109. Long-term. “Top line.”
110. Great company = Creates the most  
individual success stories. (RE/MAX)
111. Talent first, performance byproduct.
112. Sustained Wow\* 1, “Shareholder  
value,” 0.2 (\*Product, People.)
113. Commitment, by invitation only.
114. Creativity, by invitation only.
115. HR = #1. (Ought to.)

- 116. Face-to-face. (5K miles, 5 minutes.)
- 117. Negotiation. Make all winners.  
(Save face.)
- 118. Grace makes enemies friends.
- 119. Network.
- 120. Invest in relationships. (Think ROIR.  
Return On Investment in Relationships.)
- 118. Relationship investment. Forethought.  
Calendar item. Intensity.
- 119. Innovation. Easy. (Hang out  
with weird.)
- 120. Weird = Win. (Weird times.)
- 121. “The bottleneck is at the top  
of the bottle.”
- 122. Good Board = Weird Board.  
(At least, surprising.)
- 123. No contention, no progress.
- 124. “Crucial conversations.” “Crucial confrontations.”  
(Study. Learn. Do.)
- 125. Honest feedback.
- 126. Gaspworthy. Yes.
- 127. “Insanely great.”
- 128. “Astonish me.”
- 129. “Make it immortal.”
- 130. “Will you remember it in 20 years?”
- 131. No small opportunities. (Reframe.)
- 132. One playmate, one playpen = Enough.
- 133. End run. Sensible.
- 134. Allies are there for the finding.
- 135. Find successes. Build on successes.  
(Pos > Neg. Encourage > Fix.)
- 136. Somebody’s doing it today. Find ’em.
- 137. Someone is living 2016 in 2006.  
(Find ’em. Study ’em.)
- 138. Don’t “benchmark,” “futuremark.”  
(2016. Happening. Somewhere.)
- 139. “PMA.” It works.
- 140. There are no experts. (You are the expert.)
- 141. Life is short.
- 142. “Sustained success.” Fat chance.  
Make today matter. (“Sustained.” Ha.)
- 143. Collaborate. (Networked world.)
- 144. Go solo. (Individual. Unit of  
Intellectual Capital.)
- 145. There are no “perfect” plans. (Do. Wins.)
- 146. Plans motivate. (Right or wrong.)

- Sense of purpose.)
147. Never rest.
  148. Get some sleep.
  149. Winning = Embracing paradox.
  150. Ambiguity = Opportunity.
  151. Resilience.
  152. Relentless-ness.
  153. None. Above. Comeuppance.  
(GM. Sears. U.S. Steel. DEC.)
  154. Be yourself. Period.
  155. Never work with jerks. Including customers. (Life. Too short.)
  156. Under-promise, over-deliver.
  157. Talent. (Powerful word.)
  158. "Customer = Anyone whose actions affect your results."
  159. Competition stinks. (Seek the soft spots where you can dominate.)
  160. K.I.S.S./Keep It Simple, Stupid.
  161. Beauty. (Good biz word.)
  162. "See the beauty in a hamburger bun."  
(Go. Ray.)
  163. Own up. Quick. ( Denial. Cancer.)
  164. Celebrate. Often.
  165. 78 people = 78 approaches. (Each. Unique.)
  166. Weed. Ceaselessly. (Prune. Stupid. Rules. Non-stop.)
  167. Get out of the way. (You = The problem.)
  168. Smile. Sunny. Optimism. (If it kills you.)
  169. Flowers. (Cheery workplace.)
  170. Enjoy. (Or get the hell out.)
  171. Be intolerant of "sour." (1 = Major pollution)
  172. No "quick trigger" on promotion. (Too important.)
  173. Evaluation = Lots of study-time.
  174. Evaluation = "Life or death" to evaluatee.
  175. "360" evaluation. No fad.
  176. Exit when you're done. (Done. Sooner than you think.)
  177. Today. Now. My Project. Am. Is. I. Period.
  178. "Beautiful" systems. (Good biz phrase.  
Not oxymoron.)
  179. Build on strengths > Fix weaknesses.
  180. "To don't" = "To do." ("To don't" > "To do"?)
  181. Leaders "Do" People. (Period.)
  182. Leaders enjoy leading.
  183. Serious leadership training = Serious.
  184. Priorities. Obvious. (Or else.)

185. 5 “Priorities” = 0 Priorities.  
(3 “Priorities” = 0 Priorities?)
186. People. First. Last. Always.
187. It. Is. Always. The. People.
188. Handshake. (Quantity. Quality.)
189. Don’t fold your hands in front of your chest.  
Ever. (Never.)
190. Simplicity. Redundancy. Resilience. Bloody-mindedness.  
Visible optimism. (Success.) (Repeat.)
191. Employee Entrance = Guest Entrance.
192. Put the customer SECOND. (Thanks, Hal.)
193. Flowers. (Or did I say that before? No matter if I did.)
194. Big Mergers don’t work. Small acquisitions can/do work—if you don’t screw  
with their energy.
195. Instinctively “head for the front line.” (In all contexts.)
196. Success = DDMMPR/“D-squared, M-squared, PR” = DramDiff + Money-  
Financial Acumen + Good “Marketing” Instincts + Stellar People + Resilience  
(The “fab five”: What. Every. Small. Biz. Needs.) (Big too.)
197. Core Mechanism (“Game-changing Solutions”): PSF (Professional Service  
Firm “model”) + Wow! Projects (“Different” vs. “Better”) + Brand You  
(“Distinct” or “Extinct”)
198. 2011/2016 has already happened. Find it.
199. Kids “know” kids. Oldies “know” oldies. Women “know” women.  
(Staff accordingly.)
200. Everybody is my customer.
201. Cosset “vendors.”
202. I want to run a Housekeeping department. (And you?)
203. The military doesn’t follow the “military model.”  
(Initiative = Excellence.)
204. No such thing as “going to absurd lengths”  
to serve the Customer. (HSM & Lefties.)
205. Forget the “customer.” All = “Clients.”
206. It takes decades to get over “slights.” (So don’t slight.)
207. Don’t “dumb down.” Ever.

**208. NO LESS THAN EXCELLENCE.  
EVER.**

**209. EXCELLENCE. ALWAYS.**