

Tom Peters' 100 Ways To Succeed/Make Money



TIPS 51-75



Compiled from the home page blog at www.tompeters.com, these 25 tips for success
are the third 25 of 100 ideas to be posted by Tom for our readers.

#51

Boomers Rule!

Go after Boomers!
Consciously!
Obviously!
Now!
Forget “halfway”!
Strategic!
Become a “Boomer Lovemark”!
(It’s Virgin Turf—thanks to Idiot CEOs.)

#52

Work Like a Dog at Your Writing!

I’m an Engineer.
Tops at all things mathematical.
(Comes naturally.)

Writing didn’t come easy to me.
I’m still not worth a damn—but at least I’m articulate. And perhaps I’ve found my “voice.”
Wanna know why?
Because I worked my ass off!
 (“Worked my ass off = Wrote a lot.)

Good writing matters!
(It can move mountains.)
(Odds are, neither you nor I will challenge Graham Swift, but we can damn well be much, much better than we are ... which matters.)

So: Work your ass off on your writing, from emails to Blog Posts to Letters to your Mum.

#53

It's RESEARCH, Stupid!

Never “ally” with a “vendor” not in the Top Decile of their industry on R&D spending!

Never!
Never!
Never!

#54

GET YOUR DAMN SIGNS RIGHT!

Spend like the proverbial Drunken Sailor on signage, in the most Generic Sense!
MAKE YOUR MANUALS ... GLORIOUS!!!!!!!!!!!!!!!!!!!!

#55

GO DIGITAL! SAVE LIVES!

I've had it with hospital “execs.”
GO DIGITAL BIG TIME ... DAMN IT!
(No excuses!)

#56

Launch Project "Ray File"!

Watch *Ray*.

(Preferably with close colleagues.)

Make a detailed chart of his Re-imaginings.

(They will stagger you!)

Re-visit your "Lovemark."

Is it Clear?

Is it (per Ray) ... You?

Does it make you "chuckle" ... it's so Cool?

Does it make you "Gasp" ... it's so Audacious?

Does it embarrass your friends? (Always a good sign.)

Is it where you wish to ... Post Your Claim to Immortality?

Start a "Ray File" ... or a "Re-imaginings File" ... or a "Lovemark File."

Scribble musings about your Lovemark/Re-imagining.

Cut out pictures.

Save Posts.

"Ray File" is a ... LIFELONG VENTURE/ADVENTURE!

(But why not start today with a simple DVD rental?)

#57

MAKE "DECENTRALIZATION" YOUR MANTRA!

No!
No!
No!

"Decentralization" is not a "CEO Thing."
It's an "everybody thing."
Decentralization is an ... ATTITUDE!
A Willingness (DESIRE!) to "delegate" (give Others their head.)
Be a "genetic" "decentralizer"—age 18 or 88!

#58

PUT ART IN YOUR LIFE!

I'm no artist.
Not an artistic cell in my body.
But Great Art inspires me!

Put ART in your Life!
Put ART in your Workspace!
Inspire Yourself!
Inspire Others!
A Hearty Art Budget is a (BIG DEAL) form of R&D, for the 1-person or 1,000-
person outfit!
(TRUST ME.)

#59

INSANELY GREAT?

I've stuck through thick & thin with Steve Jobs ... and never lost faith. How can you lose faith with someone who incessantly aims for "Insanely Great"?

I'm writing about the ubiquity of the Professional Service Firm IDEA at the moment ... in a world where every "ordinary" job & project is at risk.

My mind is on (obsessed with):

WOW!

Insanely Great!

Excellence!

"GASPWORTHY" Outcomes!

Lovemarks!

Dreams Come True!/Dream Merchants!

Scintillating EXPERIENCES!

"Game-changer" Customer Solutions!

So here is my challenge-for-the-day. Before you knock off work ... **TODAY ...** make one, small move with your current project in the direction of ... **INSANELY GREAT!**

Okay?

(Am I "out to lunch"/"OUTTATOUCHWITHREALITY" with a challenge like this! Or is it, as I see it, a ... Survival Issue? Remember Tom's Fav Phrase: **DISTINCT ... or EXTINCT!**)

#60

"Humane" DESIGN/Do the ... Wabi-Sabi

Become a Design Fanatic!

Design for Humans, not robots!

(All Great Design is ... HUMANE.)

(Another Great Word: Graceful.)

(Other great words: Pleasant ... Engaging ... Surprising ... Fun ... Joyful.)

(Not "sterile.")

(This is as true/more true for the design of Systems and Experiences than for products per se.)

#61

Experiment With/Adopt the “Self-organizing” Model

Customers do a lot of the heavy lifting at eBay, Amazon, Wikipedia, Linux. Are you fully utilizing your customers' talents? Fully engaging your customers in a joint cause? (Damn few can answer “Yes.”)

#62

Suppress “Normal”!

Measure Weirdness!
Cherish Weirdness!
Hire Weirdness!
Stomp out “Normal”!

#63

Q1 = “Top Line” Considerations

You ain't gonna beat China on cost. Hence you'd better focus on Innovation-Experience-Top Line. Make this your automatic Question #1:

“HOW WILL THIS PROJECT ENHANCE THE CUSTOMER EXPERIENCE IN A WAY THAT WILL IMPLEMENT ‘DRAMATIC DIFFERENCES’ FROM OUR COMPETITORS SO THAT WE CAN CAPTURE NEW CUSTOMERS, RETAIN OLD CUSTOMERS, & GROW THEIR BUSINESS, BUILD OUR BRAND INTO A LOVEMARK ... AND KICK-START THE ‘TOP LINE’?”

#64

Adopt the Wooden/CdSstandard!

Make each day a masterpiece!

Is your “next act” (presentation, goal statement for your current project) up to the Cirque du Soleil Standard? Is today a “Masterpiece”?

#65

Anger UN-management!

Stay “furious.” Turn your “fury” into your next WOW Project ... or the basis for your Super-cool Biz Plan!

#66

Retirement Sucks!

Stay angry!
Change the World!

Never give up!
Never give in!

Die trying!

#67

Demo Mania!

To succeed with “new stuff,” you must find ... Kindred Spirits ... those who will ... Play with You (and your “cool stuff”) ... which in turn provides you with ... “Demos” ... that you can Tout Far & Wide.

I call “it”: THE WAY OF THE DEMO.

#68

Diversity Mania!

“Do” diversity.
Get rich.

#69

Do Unto Others ...

The goal of every action, every meeting, every project:

MAKE OTHERS SUCCESSFUL!

Can you honestly say that the questions you asked at the very last meeting you attended were ... directly & unequivocally ... about making others successful? (As opposed, say, to protecting your department’s turf ... or your own turf.) Considering your next meeting, work assiduously on others’ successes. Evaluate each comment-suggestion you make in that direct light.

Consider this advice in the exact terms it is stated (and see above, Never Eat Alone): I EXIST TO MAKE OTHERS SUCCESSFUL ... AND THIS IDEA ANIMATES MY EVERY WEE & GRAND ACTIVITY.

#70

Spring Renewal & Cleaning!

Use the First Week of Spring as a ... Formal Springboard for Renewal.

This week: Revisit each project you are working on. Does it Clearly & Unequivocally aim to be ... “Gasp-worthy”? (My fav new term.) Are you searching Far & Wide for “crazy” advisors-input to notch the project up on the WOW Scale? Have you got “crazy customers” (users) lined up who will help you-force you to take the project to another level? Use the Spring Cleaning metaphor: Perform a K.I.S.S. (Keep It Simple, Stupid) Audit on your project. Are the Goals & “Deliverables” & Processes ... Crystal Clear & Beautiful & Uncluttered?

#71

Begin the Hunt for Hypomanics!

Reread: “These men were outrageous—arrogant, provocative, unconventional, and unpredictable. They were not ‘well adjusted’ by normal standards but instead forced the world to adjust to them. ... Without their irrational confidence, ambitious vision, and unstoppable zeal, these outrageous captains would never have sailed into unknown waters, never discovered new worlds, never changed the course of our history.”

To survive competitively in the turbulent decades ahead we need to find & cherish such people. What—exactly—is your “Hypomanic Recruitment Plan?” (No kidding. It may be the most serious question you ever try to answer.)

#72

Beware the Sound of Laughter!

In his autobiography General Norman Schwarzkopf takes us through his career. At one point he explains that he simply cannot tell a joke effectively. Forgets stuff. Timing off. Screws up the punchline. Etc. But then a funny thing happens. He becomes a general. And the minute he pins a star on his collar he apparently becomes hilarious—associates start laughing uproariously at his jokes.

The message is obvious, and has to do with all who manage, not just General Officers. And that message: Beware underlings who laugh at your jokes. Writ large, as is my habit: Once you become a boss you'll never hear the unadulterated truth again. And that's almost as true for a 20-year-old shift boss in a Dunkin' Donuts outlet as for a senior middle manager or business owner.

You are a power figure. Moreover, others' success at work is tied to your whims and fancies—as well as straightforward proof of performance.

The “remedy” is clear, too. For example, MBWA (Managing By Wandering Around) allows you to get far more direct “on the ground” information—Starbucks founder Howard Schultz is surrounded by very smart assistants and executives, yet he religiously visits at least 25 stores a week. A second strategy is making end runs around your own hierarchy. As President of PepsiCo, Andy Pearson would visit an operation such as Frito-Lay, and after an obligatory nod to the CEO, he would head directly to the bullpen where the junior sub-brand managers lived. He'd pick one at random, sit down with her for an hour and discuss what was going on in her neck of the woods. Not only would he be judging Frito's bench strength, but also zeroing in on un-masticated data. A third strategy, if you're well up the hierarchy, is to have a trusted “good cop” nearby. Call this spying if you must, but the idea is someone at hand who is friendly whom you ask to sniff around and give you some direct feedback on how things smell where the rubber meets the road.

So I remind all bosses, courtesy General Norm: Beware the sound of laughter!

(As always in the real world, there are a host of caveats. To cite one example, when “MBWA” becomes a State Visit, not only will nothing be gained, but quite a bit may be lost. Etc. Etc.)

#73

“Ms./Mr. Ambassador”

While walking in Manchester Center (VT) I saw a couple of folks, middle aged, pulled over on the side of the road—looking at a map. Went up and asked if I could help. Turns out they were hunting for an old family homestead, built in the early 1800s, that they weren’t even sure was still around. I could have given them directions, as they roughly knew where it was, but I (running gear & sweat) told them that if they wanted to give me a short lift, we could see if a nearby pal of mine was in who is a local history buff (nut, actually). They were keen, and he was around. I went on my way, and last I saw of them he and they had headed for his prodigious in-home library.

I don’t recount this tale in pursuit of your brownie points. But I did get thinking, and without dislocating my shoulder patting myself on the back, I realized I had been one hell of an Ambassador for my more or less home town—and indeed Vermont.

Which in turn got me thinking about the word AMBASSADOR per se. Among other things, my *Rodale’s Synonym Finder* (Bonus tip: *Rodale’s* is by far the pick of the litter—and William Safire agrees with me) gives us “herald” and “proclaimer” among the synonymous picks.

What if we used the word “Ambassador” in lieu of “receptionist,” “customer service rep,” or even “salesperson”? I was doing my all+ to represent Manchester-VT as a wonderful place with wonderful people. Moreover, I am very, very conscious of my “ambassadorial” role (didn’t use the word per se ‘til day before yesterday) when I’m out of the U.S.A.—especially these days and especially when I’m in the likes of Botswana, Siberia, or Dubai or Oman. I am a full-scale representative of my country as much as if I had the Black Passport.

My point here, if we thought of ourselves as “ambassadors” when in contact with customers in particular, maybe it would make us think much harder about what we were doing and how we were doing it. While we’d still be in the “sales mode” (and I do understand that! I’m an “ideas-attitudes traveling salesman”!), we’d also be thinking more about our demeanor.

Just an idea.

#74

C(I) > C(E)

This one waltzed into my life when I was speaking to GE Energy sales folks earlier this year. I've long said that "forming relations inside our own company is almost as important as the external ones." While it may not be a Universal, it struck me that in many cases "C(I)"—our Internal customers—are in fact ... MORE IMPORTANT ... than C(E)—our external customers. In the GE case, systems sales, often to "foreigners," the salesperson (my GE informant who's a very successful salesperson) wants "an ... UNFAIR SHARE" ... of a host of insiders' time—engineers, logistics folks, the risk-assessment staff, and even lawyers. Lots of GE dudes are selling lots of stuff—and need, yesterday, lots and lots and lots of Inside Help. I (salesperson) want to be at the front of the queue for the harried risk-assessment staffers time & attention; I want to be head of the queue and getting an unfair share of the engineers', who must customize the product, time and imagination and attention.

Hence my full set of "internal [customer] relationships" could end up being more important, even far more important, than my "external [customer] relations." The applications of this idea range way beyond enormous GE systems sales. I, as a professional services person at the "client interface," want an unfair share—and posthaste—of the Graphics Department's attention when a hastily scheduled Presentation looms. As a junior purchasing staffer, I want an unfair share of the Legal Staff's time as I prepare even a medium-sized contract. As a White House staffer many moons ago, I wanted the various Gatekeepers to put my memo to the VP or P or Secretary of State at the front of an infinitely long cue of stuff from people who waaaaay outranked me.

So, what have you done lately for your all-important "portfolio" of internal ... CUSTOMERS????? $I(I) + C(I) > I(E) + C(E)$. My Investment in Internal Customers must frequently outstrip my Investment in External Customers. Think about it. Clearly. Precisely. E.g., when was the last time you took a C(I) to lunch or dinner? Or brought Flowers to the Legal Department after they'd done you even a wee favor?

#75

Your 2-Cents' Worth

Now!
Today!

What is your (personal, department, project, restaurant, law firm) "2-Cent Candy"???

Note: THIS IS IMPORTANT!
Operative word: TODAY.