

**Excellence. NO EXCUSES!**

**Excerpt:**

**EXCELLENCE!**

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# **E**xcellence

**Remember (per me): Excellence is not an “aspiration.” Excellence is the next five minutes. Or not.**

**John Miller: “You are only 5 minutes max away from Excellence.”**

***Excellence is NOT about  
“increasing market share.”***

***Excellence IS your next  
email or IM or 30-second  
chance meeting in the hall.***

**If you are a big cheese, Excellence that translates into \$\$\$ is about your interactions during the elevator ride to the top floor.**

**If ever there were a day for Excellence via MBWA, it’s tomorrow [12/31/13].**

**Remember, Excellence is the work that gets done on the real or metaphorical “lower floors.” Camp out there this week.**

Excellence is **NOT** a “goal.”

Excellence **IS** a way of life.

Or not.

Excellence is **NOT** an  
institutional choice.

Excellence **IS** a personal choice.

Or not.

Excellence is **NOT** an  
“aspiration.”

Excellence **IS** the next 5 minutes.

Or not.

*Excellence is  
not an  
“aspiration.”  
Excellence is  
the next five  
minutes.  
(Or not.)*

**EXCELLENCE** is not an “aspiration.”  
**EXCELLENCE** is ... THE NEXT FIVE MINUTES.

**EXCELLENCE** is your next conversation.

Or not.

**EXCELLENCE** is your next meeting.

Or not.

**EXCELLENCE** is shutting up and listening—really listening.

Or not.

**EXCELLENCE** is your next customer contact.

Or not.

**EXCELLENCE** is saying “Thank you” for something “small.”

Or not.

**EXCELLENCE** is the next time you shoulder responsibility and apologize.

Or not.

**EXCELLENCE** is waaay over-reacting to a screw-up.

Or not.

**EXCELLENCE** is the flowers you brought to work today.

Or not.

**EXCELLENCE** is lending a hand to an “outsider” who’s fallen behind schedule.

Or not.

**EXCELLENCE** is bothering to learn the way folks in finance (or IS or HR) think.

Or not.

**EXCELLENCE** is waaay “over”-preparing for a 3-minute presentation.

Or not.

**EXCELLENCE** is turning “insignificant” tasks into models of ... EXCELLENCE.

Or not

Q: *“Mr. Watson* [legendary IBM CEO],

*how long does it  
take to become  
excellent?”*

A: *“One minute. That  
is how long it takes  
you to decide to never  
again accept  
anything less than  
excellence from  
yourself.”*

*“Excellence ...  
can be obtained if you:*

*... care more than others  
think is wise;*

*... risk more than others  
think is safe;*

*... dream more than others  
think is practical;*

*... expect more than others  
think is possible.”*

Source: posted @ [tompeters.com](http://tompeters.com) by K.Sriram

# The “19 Es” of EXCELLENCE

- Enthusiasm!** (Be an irresistible force of nature! *Be fire! Light fires!*)
- Exuberance!** (*Vibrate*—cause earthquakes!)
- Execution!** (Do it! Now! Get it done! Barriers are baloney! Excuses are for wimps! Accountability is gospel! Adhere to coach Bill Parcells’ doctrine: *“Blame no one!! Expect nothing!! Do something!!”*)
- Empowerment!** (Respect! Appreciation! Ask until you’re blue in the face, *“What do you think?”* Then: Listen! Liberate! 100.00% innovators!)
- Edginess!** (Perpetually dance at the frontier and a little, or a lot, beyond.)
- Enraged!** (Maintain a permanent state of mortal combat with the status-quo!)
- Engaged!** (Addicted to MBWA/Managing By Wandering Around. *In touch. Always.*)
- Electronic!** (Partner with the whole wide world 60/60/24/7 via all manner of electronic community building and entanglement. *Crowdsourcing wins!*)
- Encompassing!** (Relentlessly pursue diversity of every flavor! Diversity per se generates big returns!) (Seeking superb leaders: *Women rule!*)
- Emotion!** (The alpha! The omega! The essence of leadership! The essence of sales! The essence of design! The essence of life itself! Acknowledge it! Use it!)
- Empathy!** (*Connect! Connect! Connect!* Click with others’ reality and aspirations! “Walk in the other person’s shoes”—until the soles have holes!)
- Ears!** (Effective listening in every encounter: *Strategic Advantage No. 1!* Believe it!)
- Experience!** (Life is theater! *It’s always showtime!* Make every contact a “Wow”! Standard: “Insanely Great”/Steve Jobs; “Radically Thrilling”/BMW.)
- Eliminate!** (Keep it simple!! Furiously battle hyper-complexity and gobbledygook!!)
- Errorprone!** (Ready! Fire! Aim! Try a lot of stuff, make a lot of boo-boos. CELEBRATE the boo-boos! Try more stuff, make more boo-boos! He who makes the most mistakes wins! *Fail! Forward! Fast!*)
- Evenhanded!** (Straight as an arrow! *Fair to a fault!* Honest as Abe!)
- Expectations!** (Michelangelo: *“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 hit it.”*)
- Eudaimonia!** (The essence of Aristotelian philosophy: True happiness is pursuit of the highest of human moral purpose. *Be of service! Always!*)
- EXCELLENCE!** (The only standard! Never an exception! *Start NOW!* No excuses!)



*In Search of Excellence in SIX Words:*

**Hard is soft.  
Soft is hard.\***

**\*The “hard” numbers and the plans are the true “soft stuff.” The “soft” relationships and commitment to Excellence and integrity-in-all-we-do are the true “hard stuff.”**

**Excellence!**  
**Now!**  
**More Than Ever!**

**Excellence is the best defense.**  
**Excellence is the best offense.**  
**Excellence is the answer in good times.**  
**Excellence is the answer in tough times.**  
**Excellence is about the big things.**  
**Excellence is about the little things.**  
**Excellence is a design “good enough to lick”/S. Jobs.**  
**Excellence is a relationship.**  
**Excellence is a philosophy.**  
**Excellence is an aspiration.**  
**Excellence is immoderate.**  
**Excellence is a pragmatic standard.**  
**Excellence is execution.**  
**Excellence is selfish.**  
**Excellence is selfless.**  
**Excellence keeps you awake.**  
**Excellence lets you sleep well.**  
**Excellence is a moving target.**  
**Excellence knows no bounds.**

# **The 30-Minute Speech: EXCELLENCE**

(Taken from 5X7 note cards)

1. People first, second, third, fourth ... (!!!!!!!!!!!!!!!!)
  - 1A. Customer 2<sup>nd</sup>/If you want to best serve the customer, then you must first serve those who serve the customer!
  - 1B. Acknowledgement/Respect/Appreciation.
  - 1C. No bit players!
  - 1D. First-line supervisors-as-superstars/#1 reason people leave.
  - 1E. Weird folks for weird times/ZERO “normals” in a history book.
  - 1F. Memories That Matter: The people you developed.
2. Organizations Exist to Serve. PERIOD.
3. EXECUTE/ “Don’t forget to tuck the shower curtain into the bath tub”/  
Conrad Hilton’s success secret #1; Fred Malek “*Execution is strategy.*”
  - 3A. Resilience!
4. MBWA/Managing By Wandering Around/You = Calendar
  - 4A. LISTENING as profession/Doc interrupts after 18 seconds—how about you?
  - 4B. MBWA12. “What do you think?”/“How can I help?”/“What have you learned?”
  - 4C. Hang out/“You ARE what you eat.”/“You ARE who you hang out with.”
  - 4D. #1 trait successful managers/Do ... ONE thing at a time/Drucker.
  - 4E. K = R = P (*Kindness = Repeat business = Profit.*)
  - 4F. Apology Power!/3-minute calls save the day & busted relationships
5. “Little BIG Things”/Walmart big cart boosts appliance sales 50%!
  - 5A. On topic of “little,” Mittelstand Rules/SMEs rule all economies/  
“Be the best. It’s the only market that’s not crowded.”
6. Design RULES: Apple > Exxon in market cap ... courtesy DESIGN.
7. “Social business”/“Everyone is part of our world.”
8. Value added/IBM/UPS/MasterCard”/“Geek squad”—BestBuy
9. My #1 “finding”/50 years//WTTMSW/Whoever Tries The Most Stuff Wins.
  - 9A. Try a lot, fail a lot/“Celebrate losses.”/“*Fail. Forward. Fast.*”
10. WOW!/“Insanely great”/“Radically thrilling”/Go for broke!
11. EXCELLENCE Always. If not EXCELLENCE, What? If not EXCELLENCE Now, When? EXCELLENCE not aspiration, but what you do (or DON’T do) in the next 5 minutes.

## EXCELLENCE. In TWO Pages.

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. **First-line supervisors. Every organization’s ... most important ... leadership cadre.** Productivity is largely determined by the caliber of the first-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!/Insure 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 payoff in \$\$\$\$.
  - 5E. **Apology Power**—Awesome power: 3-minute “*I’m sorry*” call heals anything—do it religiously!/“Over-the-top” response to even small boo-boo ***strengthens*** customer relationships!

6. **“Little BIG Things”/Focus on “multipliers”**: Walmart goes to big shopping cart = +50% “big stuff” sales boost!/**“Wash your Hands”**—save thousands of lives per annum 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 is 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 is clear—**Women well on the way to 21<sup>st</sup> century economic domination!** Brazil’s President Dilma Rousseff 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”/Social Media 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
- 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
- 11B. **“You miss 100% of the shots you never take.”**—Wayne Gretzky
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?**

# EXCELLENCE Redux

Five (or Less) Words to the Wise

- 4 most important words: **“What do you think?”**  
(“Most important words in any organization.”  
—Dave Wheeler)
- 4 most important words: **“How can I help?”** (Boss as CHRO/  
Chief Hurdle Removal Officer.)
- 2 most important words: **“Thank you!”** (Appreciation/  
Acknowledgement/Recognition.)
- 2 most important words: **“All yours.”** (“Hands-off” delegation/  
Respect/Trust.)
- 3 most important words: **“I’m going out.”** (MBWA/Managing By  
Wandering Around/In touch!)
- 2 most important words: **“I’m sorry.”** (Stunning power of unconditional  
Apology! Marshall Goldsmith: #1 exec issue.)
- 5 most important words: **“What did you learn today?”**  
(Grow or die.)
- 5 most important words: **“Did you tell the customer?”** (Over-  
communicate.)
- 2 most important words: **“She says ...”** (“She” is the customer!)
- 1 most important word: **“No.”** (“To don’ts” > “To dos.”)
- 1 most important word: **“One!”** (“Best bosses do one big thing at a  
time.”—Drucker)
- 1 most important word: **“Yes.”** (Anon. quote: *“The best answer is  
always ‘What the hell.’”*/Wayne Gretzky: *“You  
miss 100% of the shots you never take.”*)
- 3 most important words: **“Let’s do lunch!”** (“Social accelerators” =  
secret to problem/opportunity #1: XFX/  
cross-functional Excellence.)
- 4 most important words: **“Thank Susan in accounting.”** (Readily/  
constantly/profusely acknowledge  
help from other functions.)
- 2 most important words: **“After you.”** (Courtesy rules.)
- 3 most important words: **“Thanks for coming.”** (Civility. E.g., boss  
acknowledges employee for coming to  
her/his office.)
- 2 most important words: **“Great smile!”** (Acknowledge good attitude!)
- 1 most important word: **“Wow!”** (“Avoid moderation.”—K. Roberts)
- 1 most important word: **“EXCELLENCE!”** (Why else bother?)
- 2 most important words: Excellence. **NOW.** (The next 5 minutes.  
Or not.)

## ISOE In <140 Characters

In response to a Tweet, I summarized *In Search of Excellence*—and thence the last 30+ years of my professional life—in less than 140 characters.

*In Search of Excellence* basics in **127** characters *including* quotation marks and spaces:

***“Cherish your people.  
Cuddle your customers.  
Wander around. ‘Try it’  
beats ‘talk about it.’ Pursue  
EXCELLENCE. Tell the  
truth.”***

**Q.E.D.**

## **Our Credo/A Work in Progress**

**We are thoughtful in all we do.**

**We are excellent listeners—to each other and to all members of our extended family (vendors, customers, communities, etc.).**

**We will make the four words “What do you think?” an automatic instinct in all of our internal and external dealings; moreover, “What do you think?” will precede the explication of our own view in 99 out of 100 instances.**

**We are dedicated to and measure our success to a significant degree by our unwavering commitment to the extreme personal growth of every one of our employees.**

**We will only be “delighted” with our managers if their employees are universally surprised by the level of their personal and professional growth.**

**We will be clear that we view leadership at every level as a sacred trust—and that leaders are indeed the servants of their employees just as the effective classroom teacher is servant to the lives and growth of her or his students.**

**We believe in the “inverted organization chart”—with the “leaders” at the “bottom” of a reverse pyramid.**

**We will construct leaders’ incentive schemes so that measurable progress in human development is weighed as highly as marketplace success.**

**We will be a leader in research and development in every aspect of our business—and we will work primarily with vendors who are also fanatical about research and development; and work to attract a set of core customers willing to play at the edge of things and become our co-developers.**

**We will aim to make our customer engagements adventures beyond the comfort zone, or adventures in growth to use a less intimidating phrase—we will aim to add value in novel ways that surprise and stretch our customers and ourselves.**

**We will use the three words “Try it! Now!” almost as often as “What do you think?”**

**We revere the experimental method, and believe success is mostly correlated with the number of things one tries.**

**We wholeheartedly acknowledge the value of analysis, but in the end swear by “Actions speak louder than words.”**

**We “encourage” failures; that is we acknowledge that a near-religious devotion to “Try it! Now!” necessarily invites the failures that are part and parcel of trying new things.**

**We will in fact look askance at those whose records include few or no failures—such a spotless record suggests an unwillingness to brave the unknown.**

**We will, to summarize the last few items, all view ourselves as explorers-adventurers, proceeding toward individual and collective growth by actively engaging at the edge of things; we unstintingly believe that our customers will reap enormous value from our commitment to our constant, restless exploration.**



**We will encourage and insist upon constant and vociferous disagreement, but be absolutely intolerant of disagreement in the form of personal attacks.**

**We will cut “overhead” to zero—every “department” shall aim to be best-in-class in its arena, and hence a full-scale participant in our concerted effort to add value in all we do.**

**We will exude integrity, individually and collectively.**

**We will exemplify the word transparency in all of our internal and external dealings—and bend over backwards to give new meaning and breadth to the term “information sharing.”**

**We will individually and collectively accept blame for our mistakes, or even our rather minor contribution to others’ mistakes—and apologize accordingly and with dispatch.**

**We will bring to bear overwhelming and instant and collective force to redress any customer problem, real or imagined.**

**We will under no circumstance badmouth a competitor.**

**We will aim to turn every customer contact into a memorable experience, remembering that all of life is indeed a stage.**

**We honor the word “design” in all we do, in every nook and every cranny of our organization; every system, every web page, every customer invoice, every employee restroom is part of our purposefully designed “signature,” and stand out and exude exceptionalism in one way or another.**

**We understand that difficult decisions must be made, but we will bend over backwards to implement such decisions with kindness and grace—the dignity of the individual will always be foremost in our mind.**

**We will not intrude into our employees’ lives, but we are committed to aggressively helping employees achieve a healthy lifestyle.**

**We will master the art of appreciation and be profuse in our use of the words “thank you” to honor assistance of even the most minor sort.**

**We will acknowledge through celebration even small successes—and always cast a wide net in our “thank yous” to include bit players, especially from other functions.**

**We aim for others to always be surprised by our “vibrancy” and “vitality”—we view enthusiasm as the key to success in anything, and take particular care in leader selection to ensure that every one of our leaders is a “remarkable” “carrier” of enthusiasm through thick and, especially, thin.**

**We will drop whatever we are doing and rush to the aid of those involved in tight-deadline activities—even if those involved caused some of their own problems.**

**We will be careful in our planning, but also understand that nothing ever unfolds as planned—hence we will be known for our ability to muster resources in an instant, without fuss and from everywhere, to deal with the unexpected; participating in these ad hoc response activities will not be seen as a distraction from our “real work,” but as a significant part of our “real work” and an opportunity to contribute to others and build our own skills in ways we might not have imagined.**

We fully acknowledge that other units-departments-functions have other points of view than ours, but we will bend over backwards to develop social connections with those in other functions so that dealings over warring perspectives are dealings among friends.

We acknowledge that agreed upon deadlines are holy writ, and will attempt to balance requisite urgency and requisite realism in all of our commitments.

We will fight tooth and nail to minimize the complexity that “necessarily” comes with growth and the mere passage of time.

We will declare total war on our own systems to insure that they do not strangle us.

We gladly acknowledge that anyone in the organization has the duty as well as the right to challenge anyone else when he or she believes they have a valid and useful perspective to offer—this is particularly true regarding any issue that has to do with safety, quality or meeting agreed upon deadlines; such challenges may be firm but not rude.

We will be civil in all our dealings with one another.

**We will bend over backwards to bring truly (not superficially) diverse views of every stripe imaginable to bear on plans and decisions of all sorts.**

We will pursue “diversity” in part so that the composition of our workforce and leadership from top to bottom is a “pretty good” reflection of the demographics of the markets we serve or aim to serve.

We will use new technology tools to extend the definition of “our family” to every corner of the globe—we will welcome ideas and participation in our affairs from anyone and everyone.

We will aim for gender balance in all we do and from tippy top to bottom—for reasons commercial more than reasons moral.

We will never, in any way, compromise on the quality of our products or services—regardless of difficulties in our marketplace and economy.

We wholeheartedly acknowledge that in the short term (as well, obviously, as the long term) we must be profitable and exhibit stellar financial performance that is consistent with the audacious efforts to serve our people and our clients as described above.

We aim to be seen by others as “conservative” in our financial practices.

We shall talk about **EXCELLENCE** constantly.

We shall unfailingly aim for **EXCELLENCE** in all we do.

We shall use **EXCELLENCE** as the principal benchmark in the assessment of ourselves and our work and our community.

We shall never forget that the bedrock of **EXCELLENCE** is the unwavering commitment to growth of 100% of our employees—and in fact all of those we come in contact with.

## “Them”/“Us”

*The last 30 years of my life-as-war in a nutshell ...*

“Them”	“Us”
Strategy.....	<b>EXECUTION</b>
Planning.....	<b>Action</b>
Ready. Aim. Fire. ....	<b>Ready. Fire. Aim.</b>
Marketing.....	<b>Selling/Sales</b>
Markets.....	<b>Customers</b>
Customers.....	<b>Clients</b>
Micro-segmentation.....	<b>Macro-opportunities (WOMEN, BOOMERS-GEEZERS)</b>
Cost minimization.....	<b>Revenue maximization</b>
Synergy/“Efficiencies”.....	<b>Decentralization-as-religion</b>
“Strategic” supplier.....	<b>Pioneering supplier</b>
Process.....	<b>Project</b>
Effectiveness.....	<b>Excellence</b>
Men.....	<b>Women</b>
Leadership.....	<b>Leadership <i>and</i> Management</b>
Big clients.....	<b>COOL clients</b>
Prestigious-homogeneous Board.....	<b>INTERESTING-DIVERSE Board</b>
Big.....	<b>Mid-size/Mittelstand/SMEs</b>
Growth by merger.....	<b>Organic growth</b>
Buy market share.....	<b>Create NEW markets</b>
Efficient, streamlined.....	<b>Value-creating “PSF”</b>
“department”	(Professional Service Firm)
Certainty-predictability.....	<b>Ambiguity-adhocracy</b>
Fearful of losing/Defense Rules.....	<b>Aggressive Pursuit of winning Offense Rules</b>
“Buttoned down”.....	<b>RESILIENT-Flexible</b>
Plan	<b>Prototype</b>
Revised plan.....	<b>Another prototype</b>
People/Employee.....	<b>“Talent”</b>
Effective “HR department”.....	<b>Rockin’ “Center of Talent Development Excellence”</b>
Leader as top dog.....	<b>Leader as Servant</b>
Benchmark against the.....	<b>Benchmark against the</b>
“best”-“industry leader”	<b>“coolest”—in any industry</b>

“Them”	“Us”
Benchmark.....	<b>“Future”mark</b>
Orderly career progression.....	<b>“Up or Out”</b>
Orderly career progression.....	<b>Series of gigs</b>
Head.....	<b>Heart</b>
IQ (Intelligence Quotient).....	<b>EQ (Emotional Quotient)</b>
“Professional”.....	<b>Passionate</b>
Stoic, humble leaders.....	<b>Noisy, emotional “characters” in Charge</b>
Brilliant strategic thinker.....	<b>Peerless talent developer</b>
Hire for Resume.....	<b>Hire for intangibles</b>
Measured-thoughtful.....	<b>Relentless, pig-headed</b>
approach	<b>determination</b>
Teamwork comes first.....	<b>Teamwork and disruptive individuals get equal billing</b>
Listen to customers.....	<b>Listen to <i>and</i> lead customers</b>
Customer “involvement”.....	<b>Intimate-seamless-constant customer inter-twinning</b>
MBE (Management by Email).....	<b>MBWA (Managing By Wandering Around)</b>
MBA.....	<b>MFA (Master of Fine Arts)</b>
Shareholder Value comes first.....	<b>Great people-product-EXCELLENCE rule</b>
Work smart.....	<b>Work hard</b>
Built to last.....	<b>Built to Rock the World</b>
Reward successes.....	<b>Celebrate/Reward Excellent Failures</b>
Quality first!.....	<b>Design and Innovation First (Tied)</b>
High-quality.....	<b>Jaw-dropping Experience</b>
transaction	
CVs demonstrate consistent.....	<b>CVs feature Magic Moments</b>
performance	
Homogeneity.....	<b>DIVERSITY (every flavor, everywhere)</b>
Operational brilliance.....	<b>World-rocking INNOVATION</b>
Brand.....	<b>“Lovemark”</b>
Best analysis wins.....	<b>Best STORY wins</b>
“Beyond politics”.....	<b>Politics-is-life, the rest is details</b>
Outsource.....	<b>Bestsource</b>

“Them”	“Us”
“Motivate”.....	<b>Send on QUESTS</b>
“Motivate”.....	<b>Invite to participate in something great-worthwhile</b>
Measured language.....	<b>HOT language</b>
Value added ladder”.....	<b>“Value added ladder”:</b>
Product-Service	<b>Product-Service-Gamechanging SOLUTION- Thrilling EXPERIENCE- DREAM COME TRUE-LOVEMARK</b>
Pastel.....	<b>Technicolor</b>
“Employee”.....	<b>Brand You (100% entrepreneurial spirit)</b>
_____.....	<b>California</b>
Banker.....	<b>Angel/Venture capitalist</b>
Better.....	<b>Different-Gamechanging</b>
“Mission success”.....	<b>“Mission EXCELLENCE”</b>
Very good work I.....	<b>Work that “Startles”</b>
Very good work II.....	<b>EXCELLENCE. ALWAYS.</b>