

The Excellence Dividend: **THE FOURTEEN “NUMBER ONES”**

- ***Investment #1: TRAINING** (“Radical personal development” for all = Moral Responsibility = Immeasurable longterm strategic-differentiation opportunity.)
- ***Asset #1: PORTFOLIO OF FIRST-LINE MANAGERS** (Key #1 to employee productivity/retention/product-service quality/customer fan-hood)
- ***Core Value #1: LISTENING EXCELLENCE** (“fierce listening”/“aggressive listening” to staff, outsiders. Note: Effective listening is exhausting! Effective listening is train-able!)
- ***Obsession #1: EXECUTION/“THE LAST 95%.”** (General Omar Bradley: “Amateurs talk about strategy. Professionals talk about logistics.” Fred Malek: “Execution IS strategy.” Conrad Hilton Success Key #1: “Don’t forget to tuck the shower curtain into the bathtub.”)
- ***Job #1: ESTABLISHING/MAINTAINING “60/60/24/7/365” A CULTURE OF EXCELLENCE-BY-PUTTING-PEOPLE-REALLY-FIRST** (Plausible/Profitable: No less than a “joyful” workplace!!!!/FYI: “PEOPLE [REALLY] FIRST” = CUSTOMERS FIRST = \$\$\$)
- ***Value-Added Strategy #1: DESIGN EXCELLENCE/RADICAL HUMANIZATION** (Apple: “Steve and Jony spent hours discussing corners.” Review of MINI Cooper S: “No vehicle in recent memory has provoked more smiles.”/A jillion little touches: E.g., dog biscuits, scintillating branches and wonderfully welcoming staff at Metro Bank. E.g., human kindness in healthcare delivery promotes healing/DesignX and RadHumanization by and large beyond the foreseeable reach of AI)
- ***\$\$\$\$\$ Payoff #1: WOMEN BUY EVERYTHING** (Consumer/Commercial) **WOMEN HAVE ALL THE MONEY** (Another \$22 trillion wealth transfer to women next 5 years) **WOMEN ARE BETTER LEADERS** (Solid research on this: E.g., F>M 12 of 16 key leadership traits per *Harvard Business Review*/50-50 MF Boards = Plus 58% profitability per McKinsey. So what’s your leadership team and product development team F-M composition????)
- ***Innovation Strategy #1: WTTMSW/ Whoever Tries The Most Stuff Wins. Extended: WTTMS(ASTMSUTF)W/Whoever Tries The Most Stuff (And Screws The Most Stuff Up The Fastest) Wins** (Innovation guaranteed!!!/But requires supportive culture: “Try it. NOW.” “Reward excellent failures. Punish mediocre successes.”)
- ***Personal Habit #1: READ. READ. READ. READ. READ. READ.** (Investor superstar: Not reading enough CEO Deficit #1.)
- ***Time Management Must #1: SLOW DOWN** (All the important things—relationship building and maintenance, culture maintenance, aggressive listening, Excellence—take time, lots of.)
- ***Making Things Happen Dictate #1: LUNCH** (The “Sacred 225 At Bats” = 225 Lunch Opportunities/Year = 225 Golden Opportunities to meet new people, learn new things, establish and cement relationships throughout the organization and way beyond. Do not waste a lunch opportunity/Keep score.)
- ***Daily Activity #1: MBWA/MANAGING BY WANDERING AROUND** (Daily. Daily = EVERY DAY. No excuses. Ever./And: If you don’t LOVE doing regular MBWA, choose another career.)
- ***Commandment #1: EXCELLENCE IS THE NEXT FIVE MINUTES** (Excellence = ULTIMATE SHORT-TERM STRATEGY = Next email/Chance hallway meeting/Saying “Thank you” for something small/Lending a helping hand for a half-hour when you’re busy ...)
- ***Axiom #1: HARD (numbers, plans, org charts) IS SOFT. SOFT (relationships, culture, Excellence) IS HARD.** Longterm Excellence/Success: PUT THE SO-CALLED/MIS-NAMED “SOFT STUFF” F-I-R-S-T.