

TP Causes/1966-Present

Implementation/Small Wins (Stanford GSB/PhD thesis; 1st on implementation per se)
EXCELLENCE (as a worthy business pursuit)
Management Style/Corporate Culture
Soft “Ss”/7-S (Waterman-Peters complete “business model”; waaaaay beyond Strategy & Structure)
Structure > Strategy (“We shape our structures, then they shape us ...”—Churchillian paraphrase)
Soft Change Levers (> structure; symbols, patterns & settings)
Close to the Customer (novel idea, circa 1982)
MBWA (Managing By Wandering Around—courtesy a much more intimate than today HP)
Productivity through People (novel idea, circa 1982)
Chaos/Crazy Times Call for Crazy Organizations
Middle-sized companies are cool
Re-imagine!/Innovate or Die!
Small-ish/Scale & Synergy limits-delusions/anti-Big Mergers
Women/Market opportunity
Women/Leaders (right for the times)
Design/Design-as-soul
Wow! (Hot language)
Weird
Passion/Enthusiasm/Exuberance (as Leader Lever #1)
Brand You (or else)
PSF = Bedrock (add value or bust—every group must demonstrate economic viability)
Sales/+R > -C (increasing revenue more important than cutting cost)
HealthCare/Wellness-Safety-H5N1
Brand = Talent (best roster wins)
New VA Ladder/Products-Services-SOLUTIONS-EXPERIENCES-DREAMKETING (Dream Marketing)-LOVEMARK
Different >> Better
Boomers & Geezers/marketing to new “mega-segment”

Enemies

B-schools (crappy at soft skills, implementation, leadership)

Strategy-is-all

By-the-numbers management

Dis-passionate management

Focus groups

Intuition discounted

Leading as an intellectual task

Leading without passion

Cool language in Hot times

Dilbert (accepting cubicle slavery)

Bigness per se (severe scale limitations—even at Microsoft)

White guys! (not really, but enough already)

18-44 emphasis in marketing (geezers > youth for foreseeable future)

-Cost > +Revenue (cost cutting more important than organic revenue growth)

CI (continuous improvement in an age of discontinuity)

LESS THAN THE NO-HOLDS-BARRED PURSUIT OF EXCELLENCE