Leadership: The Squint Test

I call it the Squint Test, and I think it's pretty darned important. I don't believe in quotas for this, that, and the other. The fact of the matter is that I actually think they *were* of significant value in many cases in times past, but it's not my personal opinion of the way things ought to go. However, I *do* believe that if you are serving a market that is significantly Hispanic or a market that's significantly women or African American or what have you, that the only way to effectively deal with that market—developing products, distributing products, marketing products—is to have people who have walked the talk and lived it. That is, Hispanics, African Americans, Asian Americans, women, etc.

And so here's what I want to do. I don't want you to count; I don't want a calculation. But I want to look at the executive team, or for that matter I want to look at the make-up of the 11-project team, and I want to squint. And when I squint, I want the look of that team to be roughly consistent with the market we're trying to serve. I repeat: I'm not arguing for 51 percent women on the team, I'm not asking for 19 percent Hispanics on the team, or what have you.

I'm just saying, well, look at the picture. There ought to be an Hispanic and there probably ought to be three or four women or something. Try the Squint Test. It doesn't have to be exact. But if it is way, way off—all men dealing with a marketplace where 80 percent of the purchasers are women—it's not that something's wrong, it is that something is very, very, very wrong, very, very, very counterproductive, and very, very stupid.