

Excellence. NO EXCUSES!

Excerpt:

**CIVILITY
POLITICS
LIFE**

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Civility!

Marissa Mayer keeps execs waiting in place for hours for a meeting she called. (Per *Vanity Fair*) Contemptible behavior by any measure.* (*Marissa Mayer has a lot of company in the less-than-civil-behavior league. But a timely article in VF enraged me—and triggered this twitterant.)

Marissa Mayer keeps execs waiting for hours: *Can you imagine Warren Buffett doing that?*

Dave Farley: “Astonishingly rude! I gave my former CEOs 15-30 minutes, then I leave. If one tolerates rudeness (abuse), it never ends.”

No one is so good at what they do to get a bye for rude behavior. Un-productive doesn't faze me. Un-civil/purposeful incivility turns me ... purple with rage.

I'm quite sure Ms. Mayer has no interest in meeting me. I *know* I have no interest in meeting her.

As a 71-year-old, I'd prefer my tombstone *not* say, “He made a lot of \$\$\$, but at the end of the day he was a real shit.”

Reading recommendation for Ms. Mayer: *Rules of Civil Behavior In Company & Conversation*, by George Washington

My favorite in G.Washington's book civil behavior: ***“Always stand when someone, junior or senior, enters the room.”***

(I'm loath to admit it—but sometimes I'm distracted and violate this rule. I kick myself for days. Same with failure to make eye contact.)

Paul Walker: “And move out from behind your desk if you have one.”

John Grinnell: “Civil behavior is called civil for a reason. It's the basis of civilization. Hard earned, can be lost.”

Hyper-disciplined Marissa Mayer never keeps outsiders waiting, which makes her (hence purposeful) behavior toward insiders even more contemptible.

My rule: *More important to be on time for insider meetings than outsider meetings. (Happy insiders yield better results—which makes outsider meetings easier.)*

Tim Brander: *“Internal courtesy sets the tone for external relationships.”*

I might be tempted to keep someone waiting, but I would feel the lingering sting of my mother’s roundhouse slap and mend my ways posthaste. Dave Wheeler:

“MBMR. Management By Mom’s Rules. Good Home Training applied can be a performance multiplier and persona ‘differentiator.’”

Richard Branson: *“Respect is how to treat everyone, not just those you want to impress.”*

Stretching only a little, I'd say sales is easy if you have a reasonably good product and unreasonably good manners. :-)

Vala Afshar: ***“We are not a team because we work together. We are a team because we respect, trust, and care for each other.”***

Sunny Bindra: *“You’re not ‘running late,’ you’re rude and selfish.”*

Craig Lorne: *“Rudeness is lifeblood of forgetting who you serve. Good CEOs support the customers and staff and value follows.”*

Horatio Nelson: *“I have always been a quarter of an hour before my time, and it has made a man of me.”*

Since “showing up” is 80% of winning the game, we should bless the laties for making it so easy for us ontimies to win.

(For NFL nuts re this stream, Tom Landry and Bill Walsh were first and foremost gentleman. Fact: Fits comfortably with fierce competitiveness.)

*There is a time
and place for
civility. All the
time. Every
place.*

*Manners =
Respect.*

“M.R.I. means ‘most respectful interpretation’
of what someone’s saying to you. I don’t need everyone to be best friends, but I need to have a team with M.R.I. So you can say anything to anyone as long as you say it the right way. Maybe you need to practice with, *‘Can you help me understand why you don’t want to do this or why you wanted to do that.’* ... I just make it so it’s a human environment.”

—Robin Domeniconi, CMO. Rue La La, a flash sale web site (from Adam Bryant, *Quick and Nimble: Lessons from Leading CEOs on How to Create a Culture of Innovation*)

FYI/Reading recommendation: ***The Manager’s Book of Decencies: How Small Gestures Build Great Companies***, by Steve Harrison, Adecco.

“Simple” as **K.R.P.** (No kidding.)

“Courtesies of a small and trivial character are the ones which strike deepest in the grateful and appreciating heart.”—Henry Clay, American Statesman (1777-1852)

The above is a **STRATEGIC** statement. (40 years of observation and participation say: *Biz is lost more through singular and collective “small” behavioral slip-ups than through performance shortfalls.*)

K = R = P

Kindness = Repeat Business = Profit.

E.g. ... *“There is a misconception that supportive interactions require more staff or more time and are therefore more costly. Although labor costs are a substantial part of any hospital budget, the interactions themselves add nothing to the budget. **KINDNESS IS FREE.** Listening to patients or answering their questions costs nothing. It can be argued that negative interactions—alienating patients, being non-responsive to their needs or limiting their sense of control—can be very costly. ... Angry, frustrated, or frightened patients may be combative, withdrawn and less cooperative—requiring far more time than it would have taken to interact with them initially in a positive way.”—Putting Patients First, Susan Frampton, Laura Gilpin, Patrick Charmel (Griffin Hospital/Derby CT; Planetree Alliance)*

E.g. ... *“I regard apologizing as the most magical, healing, restorative gesture human beings can make. It is the centerpiece of my work with executives who want to get better.”—Marshall Goldsmith, *What Got You Here Won’t Get You There: How Successful People Become Even More Successful.**

Kindness:

Thoughtful.

Decent.

Caring.

Attentive.

Engaged.

Listens well/obsessively.

Appreciative.

Open.

Visible.

Honest.

Responsive.

On time all the time.

Apologizes with dispatch for screw-ups.

“Over”-reacts to screw-ups of any magnitude.

“Professional” in all dealings.

Optimistic.

Understands that kindness to staff breeds kindness to others/outsideers.

Applies throughout the “supply chain.”

Applies to 100% of customer’s staff.

Explicit part of values statement.

Basis for evaluation of 100% of our staff.

Kindness ... **WORKS!**

Kindness ... **PAYS!**

Politics Is Life. The Rest Is ...

The definition of politics is: The essence of getting things done.

Politics is the lifeblood of getting **ANYTHING** done.

If you dislike politics, then you dislike implementation. PERIOD.

I'm flabbergasted by anyone not understanding that to get anything done he/she must pursue/achieve mastery of politics/political process.

If you dislike politics, then it is a dreadful mistake to be in charge of anything.

To hate all politics is to hate the fact that you were born into the human race.

Politics haters are the same ones who tell the jokes about "Getting things done would be walk in the park if not for the damn people."

Glen Flook: "OMG how true-life is a political process."

Emmanuel Gobillot: "You are so right. Politics is the engine of power. Dismiss either and you are dismissing humanity's search for meaning."

The most activist political bodies I know are families with two teenage kids. Inspiring aspirations, treachery, etc., etc.

There will always be hierarchy. There will always be politics. The idea is to do it well and toward an honorable end.

Brian Scatland: "Majoring in political science served my business career better than my MBA."

Read Robert Caro's *Master of the Senate*. LBJ was a Master Scientist of political process!

Want to save the world? Polio vaccine is useless unless you master the politics of distribution in an impoverished setting!

A process not based on messy human reality is pie-in-the-sky.

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If you give a shit about something, you'll automatically "go political" to gain others' support.

I've never observed a big company that's not very "political." Great *New Yorker* article on the "new" super-companies (Google, et al.); they are fundamentally the same as old supercos in terms of hierarchy, power plays and power trips, politics.

Who says politics is not rational? An asinine notion. It's "political process," but rational if you are a student of politics. If you're not, then leading anything is the wrong career choice.

Politics = Life:

Good restaurants.

Bad restaurants.

Good politics.

Bad politics.

Yawn.

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(careful word choice)
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