

Excellence. NO EXCUSES!

Excerpt:

**THE LAST
WORD
(VERSIONS 1-21)**

Tom Peters

29 May 2014

The **LAST** Word* (*For Now)

*“Be the best.
It’s the only
market that’s
not crowded.”*

—**George Whalin** (from *Retail Superstars: Inside the 25 Best Independent Stores in America*) (Sure, it’s obvious—but that’s the point. Amidst the madness that leads us to go this way, then that way, then the other way, it’s important to remember that being bloody damn good at ... SOMETHING ... was and is and will be the immutable bedrock of everything else.) (FYI: *Retail Superstars* is a marvel—even if you are in HR or finance. It’s 25 stories/sagas/tales about the unbridled power of imagination—sagas of people who have turned the ordinary into the extraordinary with such vigor that it makes one—or me, anyway—giggle at times. FYI: In the same vein, read/ingest Bo Burlingham’s *Small Giants: Companies That Choose to Be Great Instead of Big.*)

(“We are crazy. We should do something when people say it is ‘crazy.’ If people say something is ‘good,’ it means someone else is already doing it.” —Hajime Mitarai, Canon)

(“There’s no use trying,” said Alice. ‘One cannot believe impossible things.’ ‘I daresay you haven’t had much practice,’ said the Queen. ‘When I was your age, I always did it for half an hour a day. Why, sometimes I’ve believed as many as six impossible things before breakfast.’” —Lewis Carroll)

The LAST Word (Version TWO)

1/4,096*: *“Business has to give people enriching, rewarding lives ... or it’s simply not worth doing.”*

—Richard Branson

*A year ago I posted “everything I know” at a new site, excellencenow.com. It ended up being a 4,096-slide, 23-part PowerPoint presentation. Some ONE slide had to go ... **FIRST**. And capture the spirit of the whole shebang. I chose Mr. Branson’s quote above to fill the bill. After all, what could possibly be more important???????



Enterprise (at its best)*: *An emotional, vital, innovative, joyful, creative, entrepreneurial endeavor that elicits maximum concerted human potential in the wholehearted pursuit of EXCELLENCE in service of others—e.g., employees, customers, suppliers, communities, owners, temporary partners.*

*This optimistic statement of enterprise at its best is extracted from a presentation I gave in ... SIBERIA. Is this the likely state of affairs—in Siberia or, for that matter, elsewhere? Probably not. But, in the spirit of Richard Branson above, I must ask ...

WHY NOT?

The LAST Word (**Version THREE**)

Duh!

(See the next page)

From the *New York Times*/01.05.2014, courtesy Adam Davidson,

Planet Money/NPR: **“Contrary to conventional corporate thinking, treating retail workers much better may make everyone (including their employers) much richer.”***

*Cited in particular, “The Good Jobs Strategy,” by M.I.T. professor Zeynep Ton

“G-E-N-I-U-S”

Or: A “BLINDING FLASH OF THE OBVIOUS”

Getting more and more cantankerous (short tempered!) about this: *Job #1 (& #2 & #3) is to abet peoples’ personal growth. All other good things flow therefrom.*

My idea of a gen-u-ine “genius” “breakthrough” idea: *If you work your ass off to help people grow, they’ll work their ass off to give customers a great experience—which will in turn fatten the “bottom line.”*

The LAST Word (Version FOUR)

***“Out Read
'Em.”** *****

***Hyper-bigwig investment banker on “CEO
problem **#1**.**

****EVERYONE/2014: Student-For-Life ...**

OR BUST.

The LAST Word (Version FIVE)

If not, why not: *Is your*

CTO / *Chief Training
Officer your top paid “C-
level” job (other than
CEO/COO)?*

If not, why not: *Are your top
trainers paid/cherished as
much as your top
marketers/engineers?*

Hallway Intercept: *If you randomly stop an employee in the hall, and ask her or him to describe in some detail their ... 2014 Personal Development Plan ... will you get a clear (and ambitious/compelling) answer? If you don't get such an answer, I say to you (NOT the employee!) ... for shame.*

The LAST Word (Version SIX)

*“I start with the
premise that the
function of
leadership is to ...
produce more
leaders, not
more
followers.”*

—Ralph Nader

Leaders ... **ALL!**

It is **NOT** “guru BS”: **EVERY** day
brings at least a **HALF-DOZEN**
LEADERSHIP opportunities for
EVERY ONE OF US regardless
of age/rank/serial #.

If no leadership opportunities have presented
themselves today ... **TAKE OFF**
YOUR MASK.

The day’s 1st (**& BIGGEST!**)
leadership opportunity is the
ATTITUDE you walk into the office
with ... regardless of any and all “extenuating
circumstances.”

There is nothing/**ZERO** mystical about leadership. And no/**ZERO** limits. Available to one/**ALL** a half-dozen (or far more!) times a day. E.g. ... *a helping hand is a full-blown leadership act.*

There's far far too much "woo woo" around leadership. Help someone out, unbidden, first thing tomorrow.

**YOU ARE THEREBY A
DEMONSTRATED**

LEADER!

The LAST Word (Version SEVEN)

1T/4,096*: *“You miss
100% of the
shots you
never take.”*

—Wayne Gretsky

*This one tied for first among 4,096 with Mr. Branson’s. Bob Waterman and I put “Bias for Action” at the top of the list of eight winner’s traits in *In Search of Excellence*. Meant it then. More important than ever now. Plus: It’s a great life lesson for thee and me. I also like this kin from an anonymous Hollywood screenwriter: *“Ever notice that ‘What the hell’ is always the right decision?”*

The LAST Word (**Version EIGHT**)

*“Execution is
Strategy.”*

—Fred Malek*

*Superstar private-sector entrepreneur (my White House boss, 1974).

The LAST Word (Version NINE)

Do or Die/Innovate or Die*: **“Do
*one thing
every day that
scares you.”***

—Eleanor Roosevelt

*The world of enterprise is living on the edge. So, too, you and I. Hence, we must thrust ourselves into the “discomfort zone” each and every day—to even have a chance of thriving. The problem is, and it’s a huge one: The seemingly simple advice here ain’t simple at all. The near at hand is onerous enough—there’s no time left to venture out into the unknown. But there must be time—you must make the time. And preferably, per Ms. Roosevelt, each and every day. (See also our discussion here about what I call the “Hang Out Axiom.”)

The LAST Word (Version TEN)

***“All human
beings are
entrepreneurs.*”**

When we were in the caves we were all self-employed ... finding our food, feeding ourselves. That’s where human history began. ... As civilization came we suppressed it. We became labor because they stamped us, ‘You are labor.’ We forgot that we are entrepreneurs.”—Muhammad Yunus

The LAST Word (Version ELEVEN)

PSF*

That “word”:

(*Professional Service Firm)

Add (SIGNIFICANT) value or ...

THE **(only plausible)** survival
trick, I fervently believe, is becoming a de facto (or de jure) “PSF.” A
business that adds value, stands for

EXCELLENCE &

WOW

 ... and executes like a maniac. We are all

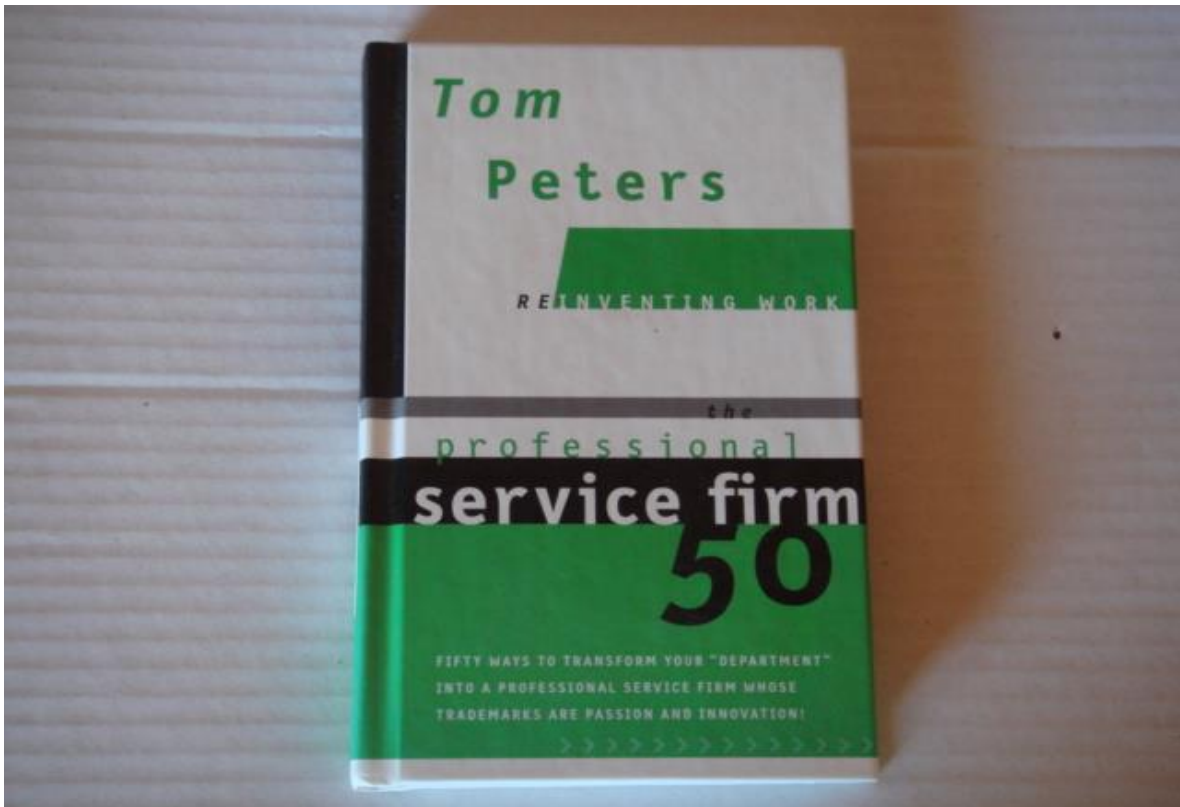
entrepreneurs: **The electrician. The software coder.
The logistics genius. And the driver (below) of a
16-wheeler ... who turns his “office”/“workplace”
into ... Rolling Magic.**



A ... **GLORIOUS** ... PSF

I've gotten stuff wrong, and a few things I've gotten right. Our "PSF book" is one of the latter—and as the years have gone by, the **“righter”** it's gotten! In 2014, it's in a category that should be labeled:

NOT OPTIONAL.



The Professional Service Firm 50: Fifty Ways to Transform Your “Department” into a Professional Service Firm Whose Trademarks are Passion and Innovation!

The LAST Word (Version TWELVE)

“Life is not a journey to the grave with the intention of arriving safely in one pretty and well preserved piece, but to skid across the line broadside, thoroughly used up, worn out, leaking oil, shouting ...

‘GERONIMO!’”

—Bill McKenna
(professional motorcycle racer)

The LAST Word (Version THIRTEEN)

*“We do no
great things,
only small
things with
great love.”*

—Mother Teresa

“I long to accomplish a great and noble task, but it is my chief duty to accomplish humble tasks as though they were great and noble.”—Helen Keller

“How wonderful it is that nobody need wait a single moment before starting to improve the world.”—Anne Frank

“Character may be manifested in the great moments, but it is made in the small ones.”
—Churchill

“To affect the quality of the day, that is the highest of arts.”—Henry David Thoreau

“Everything can be taken from a man but one thing: the last of the human freedoms—to choose one’s attitude in any given set of circumstances.”—Victor Frankl

The LAST Word (**Version FOURTEEN**)

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.

The LAST Word (**Version FIFTEEN**)

“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/epigraph for *The Little BIG Things*

The LAST Word (Version SIXTEEN)

“McKinsey & Company found that the international companies with more women on their corporate boards far outperformed the average company in return on equity and other measures. Operating profit was

56 *percent higher.”*

“Research suggests that to succeed, start by promoting women.”

Source: Nicholas Kristof, “Twitter, Women, and Power,” *New York Times*, 10.24.2013

The LAST Word (Version SEVENTEEN)

*“Investment in girls’
education may well
be the highest-return
investment available
in the developing
world.”*

—Larry Summers (as chief economist at the World Bank)

“There are countless reasons rescuing girls is the right thing to do. It’s also the smart thing to do. Consider the virtuous circle: An extra year of primary school boosts girls’ eventual wages by 10-20%. An extra year of secondary school adds 15-25%. Girls who stay in school for seven or more years marry four years later and have two fewer children than girls who drop out. Fewer dependents per worker allows for greater economic growth. ... When girls and women earn income, they re-invest 90% in their families. They buy books, medicine, bed nets. For men the figure is more like 30-40%. ‘Investment in girls’ education may well be the highest-return investment available in the developing world,’ Larry Summers wrote when he was chief economist at the World Bank. The benefits are so obvious, you wonder why we haven’t paid attention. Less than two cents of every development dollar goes to girls—and that is a victory compared to a few years ago when it was something like one-half cent. Roughly 9 of 10 youth programs are aimed at boys. ...”

—Nancy Gibbs, “The Best Investment: If you really want to fight poverty, fuel growth, and combat extremism, try girl power.” *TIME* (02.14.2011)

*“Progress is
achieved
through
women.”*

—Bernard Kouchner,

founder, Doctors Without Borders (and French foreign minister)

Reading “suggestion” (as in I **beg** you):

Half the Sky: Turning Oppression into Opportunity for Women Worldwide

—Nicholas Kristof and Sheryl WuDunn

“The global statistics on the abuse of girls are numbing. It appears that more girls have been killed in the last fifty years, precisely because they were girls, than men were killed in all the battles of the twentieth century. More girls are killed in this routine ‘gendercide’ in any one decade than people were slaughtered in all the genocides of the twentieth century.

—Nicholas Kristof and Sheryl WuDunn, *Half the Sky: Turning Oppression into Opportunity for Women Worldwide*

“In the 19th century, the central moral challenge was slavery. In the twentieth century, it was the battle against totalitarianism.

We believe that in this century the paramount moral challenge will be the struggle for gender equality around the world.”

—Nicholas Kristof and Sheryl WuDunn, *Half the Sky: Turning Oppression into Opportunity for Women Worldwide*

The LAST Word (Version EIGHTEEN)

*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 reach it.*

—Michelangelo

The LAST Word (Version NINETEEN)

**\$82,
000,
000,
000,
000**

This

(IoT+++)

Changes

Everything!!!???

IoT/IoE/M2M/Etc.

The Internet of Things
The Internet of Everything
Machine-to-Machine
Ubiquitous computing
Embedded computing
Pervasive computing
Industrial Internet
Etc.*

***“More Than 50 BILLION**

Connected Devices [by 2020]”—Ericsson**

“By 2025 it could be applicable to \$82 TRILLION
of output or approximately one half the global
economy”—GE (**The WAGs to end all WAGs)**

“Internet of Everything”: *“The idea of the IoE [Internet of Everything/Cisco Systems/Estimated market size, next decade: **\$14.4 TRILLION**] is a networked connection of people, processes, data, and ‘things,’ which is being facilitated by technology transitions such as increased mobility, cloud computing, and the importance of big data.”*

Source: “The Big Switch,” *Capital Insights*

SENSOR PILLS: “... Proteus Digital Health is one of several pioneers in sensor-based health technology. **They make a silicon chip the size of a grain of sand that is embedded into a safely digested pill that is swallowed. When the chip mixes with stomach acids, the processor is powered by the body’s electricity and transmits data to a patch worn on the skin. That patch, in turn, transmits data via Bluetooth to a mobile app, which then transmits the data to a central database where a health technician can verify if a patient has taken her or his medications.**

“This is a bigger deal than it may seem. In 2012, it was estimated that people not taking their prescribed medications cost \$258 BILLION in emergency room visits, hospitalization, and doctor visits. An average of 130,000 Americans die each year because they don’t follow their prescription regimens closely enough.” [The FDA approved placebo testing in April 2012; sensor pills are ticketed to come to market in 2015 or 2016.]

Source: Robert Scoble and Shel Israel, *Age of Context: Mobile, Sensors, Data, and the Future of Privacy*

“Ford is working with the healthcare industry on a solution that would notify a nearby hospital if you were having a heart attack in your car, which can send an ambulance before you even know you’re having one.”

—Daniel Kellmerit & Daniel Obodovski,
The Silent Intelligence: The Internet of Things

\$100,000,000 per MILLISECOND:

“Spivey was all over him about the slightest detours. For instance, every so often the right-of-way crossed over from one side of the road to the other, and the line needed to cross the road within its boundaries. These constant road crossings irritated Spivey—Williams was making sharp right and left turns. ‘Steve, you’re costing me a hundred nanoseconds,’ he’d say. ‘Can you at least cross it diagonally?’”*—Michael Lewis, *Flash Boys*

*Dan Spivey/Spread Network/\$300M/3 milliseconds (15-12)/Chicago-NJ (Lewis’ book is about high-speed trading. The advantage of a few milliseconds is worth billions. Spread Network went across rivers and through mountains to create a straight fiber-optic “pipe” FROM Chicago to New Jersey. The goal: Reduce trade speed from 15 milliseconds to 12 milliseconds; the price tag for the 3 millisecond reduction was \$300 million. **WELCOME TO THE NEW WORLD ORDER.**)

IoT/IoE

Internet of Things/Internet of Everything

A few books of note ...

Age of Context: Mobile, Sensors, Data, and the Future of Privacy, Robert Scoble and Shel Israel

The Silent Language: The Internet of Things, Daniel Kellmerein and Daniel Obodovski

The Zero Marginal Cost Society: The Internet of Things, the Collaborative Commons, and the Eclipse of Capitalism, Jeremy Rifkin

The Everything Store: Jeff Bezos and the Age of Amazon, Brad Stone

The New Age of Consumer Wearables: Smart Cameras, Smart Glasses, Smart Gaming, Smart Clothing, Smart Watches, Peng K Toh

Textile Messages: Dispatches from the World of Textiles and Education, Leah Buechley, et al.

The LAST Word (Version TWENTY)

*“Nobody
knows
anything.”*

—William Goldman
(screenwriter extraordinaire)

As I walk down the street today (1 FEB 2014) in the small town in New Zealand (Takaka) where my wife and I spend North American winter, I can't help but wonder, “*Well, will things here really be all that different a decade from now?*” Y'know, I'm not all that sure they won't be. *And: I'm not all that sure they will be.*

The LAST Word (Version TWENTY-ONE)

Reminder: **BEFORE** you put the car in R or D ...

DEMAND that **BACK**

SEAT

SAFETY

BELTS BE

SECURED. • If you

don't you're an ... **IRRESPONSIBLE JERK.**