

**EEE/EXTREME EMPLOYEE ENGAGEMENT & GROWTH
VISIBLE MORAL LEADERSHIP/A FULLTIME RESPONSIBILITY, NOT AN OPTION
HARD (NUMBERS/PLANS) IS SOFT. SOFT (RELATIONSHIPS/CULTURE) IS HARD.
EXTREME HUMANIZATION/PRODUCT-SERVICE DIFFERENTIATOR #1
EXCELLENCE IS THE NEXT FIVE MINUTES**

"[Business has the] responsibility to increase the sum total of human well-being."—Mihaly Csikszentmihalyi
"Business has to give people enriching, rewarding lives ... or it's simply not worth doing."—Richard Branson
"Business was originated to produce happiness, not pile up millions."—B.C. Forbes, 1917/issue #1/Forbes
"The role of the director is to create a space where actors and actresses can be more than they have ever been before, more than they have ever dreamed of being."—Robert Altman
"Your customers will never be any happier than your employees."—John DiJulius

Agenda/Excellence 2019:

- ***Extreme Employee Engagement and Ubiquitous Growth Opportunities.** The sine qua non for all that follows. "Double down" on employee investment and development—go on offense rather than defense to respond to the tech-mad-job-obliterated. Note that this employee engagement axiom applies to 100% of job slots, including part-timers. (FYI I: In the spirit of the above, *ban* the term "HR"—my colleagues are *not* "human resources" (nor are they "assets"); they are Ruth, Nancy, Dick ...) (FYI II: "*People [REALLY] First happens to be Strategy #1 for long-term enterprise success.*")
- ***MBWA/Managing By Wandering Around.** "MBWA" is code for managers/leaders truly in touch with those who do the work. *Leaders/managers who are literally desperate for their team members to succeed and grow and make a small "dent in the universe"; managers/leaders who understand—and live—"people first."*
- ***40 years/6-words/Principle #1: "Hard is soft. Soft is hard."** Hard (plans, numbers) is soft (malleable). Soft (relationships/culture) is hard (bedrock). (E.g., Goggle gets a "soft" surprise: Extensive data re top employees/most innovative teams: "Soft stuff" reigns. Eight winning traits: Interpersonal/"soft" skills/#1-7; quant/STEM last/#8. Takeaway: EQ>IQ.)
- ***Invest for the Long-term/Share the Wealth. End 50 years of economic and social devastation wrought by slavish devotion to Shareholder Value Maximization.** 94% of big public-company earnings [vs. 50% in 1970] go to share repurchase/dividends which enrich the already rich—leaving a puny/disgraceful 6% for R&D and employee growth and well-being. FYI: *Analyses show that companies investing for the long term dramatically outperform the short-term profit maximizers.*)
- ***Unflinching moral responsibility as a front, center, and visible obsession—one day and one decision at a time.** The benefits of an always visible moral touchstone accrue to oneself, to our immediate mates, to our clientele, to our vendors, and to our communities. (And: *you can look in a mirror and tell yourself that you have tried to make the world a little bit better.*)
- ***"I will not serve ..."** *I will not serve on Boards with < 50% women.* Board gender balance pays! More: A substantial body of research demonstrates women are more effective leaders, negotiators, and more successful investors than men. (And: women are principal purchasers of everything; moreover, in the U.S. \$22T of wealth will transfer to women in the next five years.)
- ***Extreme Humanization of our products and services via the wholesale injection of the arts/"arts thinking"/spirituality into all our activities.** Emotionally connective/"caring" design and execution *is* the enterprise. Cases/Steve Jobs: "*design so good you want to lick it*"; review/MINI Cooper S, "*no car has provoked more smiles*"; Thomas Merton on the grace of a Shaker chair: "*made by someone capable of believing an angel might come and sit on it.*" Mantra/Cumulative Small>>Big/Henry Clay: "*Courtesies of a small and trivial character are the ones which strike deepest in the grateful and appreciating heart.*" Axiom: *Differentiation by Extreme Humanization is the Core Enterprise Competence least likely to be matched by AI.*
- ***SMEs Rock & Rule.** The hell with the job-destroying-tech-gaga-short-term-obsessed giants. *Small- and-medium-size enterprises create virtually all the new jobs and are architects of almost all innovation.* In terms of citizens' vocations and community health, a nation *is* its SMEs. Action: Champion and Support and Salute SMEs in any and every way imaginable.
- ***Professional education (business, law, engineering, medicine, etc.) radically re-tooled to reflect the above.** Professional education must acknowledge the primacy of developing people and the requirement for moral leadership as a daily preoccupation. (Step #1/MBAs: *The Master of Business Administration becomes the Master of Business Arts.*)
- ***EXCELLENCE. PERIOD.** *In the end, EXCELLENCE is the only acceptable standard—for our products and services, for our relationships and the care and development of our employees, for our role in our community and in society at large.* TTD Now: *Excellence is not an "aspiration." Excellence is the next five minutes. (Or not.)*
- (***Altruism. NOT.** "All this" works in Marketplace 2019 and beyond [e.g., attracts customers and turns them into lifelong "fans" and underpins constant innovation]; and flows to the bottom line in Manhattan and Mumbai and on Main Street.)

CASE STUDY
EXTREME HUMANIZATION/BREATH TAKING RESULTS
POSTER CHILD OF *THE EXCELLENCE DIVIDEND*

THE COMMERCE BANK/METRO BANK MANTRA*

“Are you going to cost cut your way to prosperity? Or are you going to spend your way to prosperity?”

“Over-invest in our people, over-invest in our facilities.”

“Cost cutting is a death spiral. Our whole story is growing revenue.”

*Success indicator: Commerce Bank in the U.S. came first. Founder Vernon Hill eventually sold Commerce to TD Bank for a whopping \$8.6 billion. Metro, in the UK, was its successor. Metro’s hands-on, “Get ’em in the branches,” and turn them into “Fans” strategy features beautiful facilities, long hours (e.g., open until midnight on Fridays), turned-on staffers living up to Metro’s “Yes Bank” credo—and dog biscuits given away by the million. Commerce/Metro bottom line: *Literally millions of customers migrating from (being liberated from) traditional banks.* (Bonus: *Commerce/Metro at last count has created 17,000 good new stable jobs—while the traditionalists were abandoning branches and hemorrhaging thousands upon thousands of jobs.*) (Read more in Vernon Hill’s scintillating book, *FANS Not Customers: How to Create Growth Companies in a No Growth World.*)