

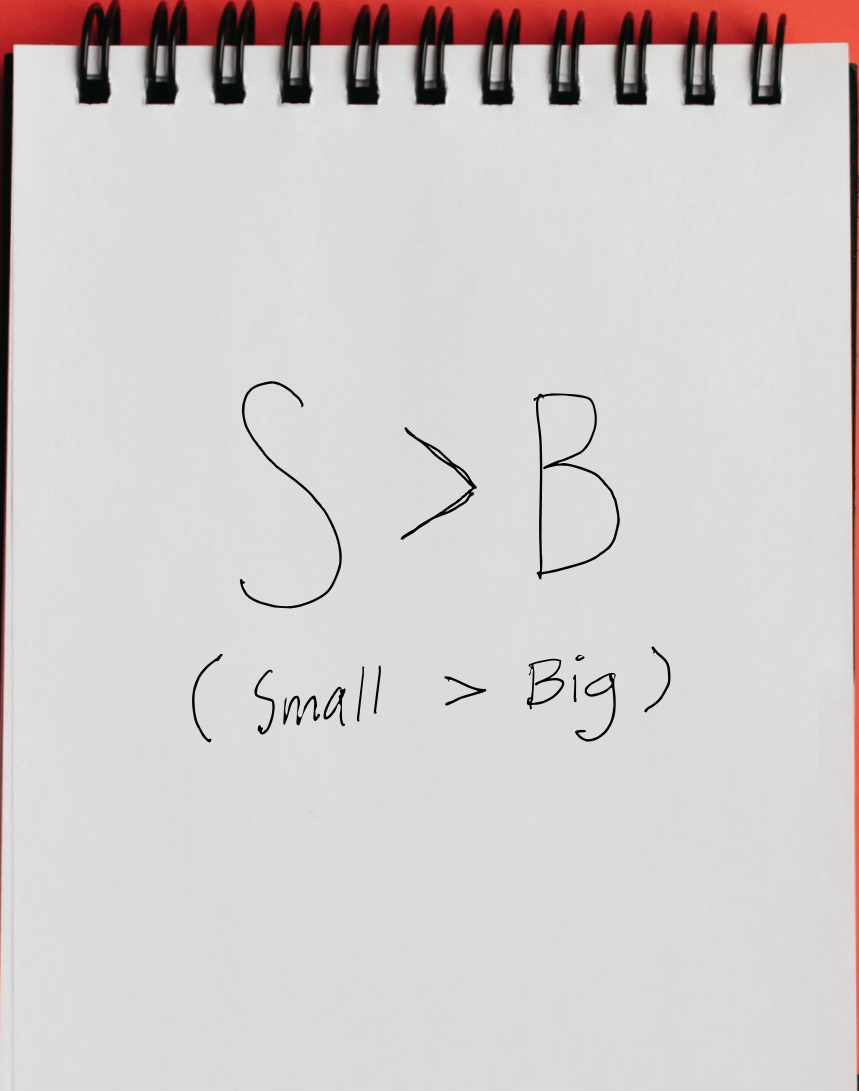
*"Tom is the business world's leading
ambassador of design."*

—David Kelley, founder, IDEO,
on Tom Peters

EXTREME HUMANISM

DESIGN

**Makes The World A Better Place/
Sustainable Differentiator #1**

A spiral-bound notebook with a black metal spiral binding is open, showing a blank white page. The page contains handwritten text in black ink. The text is arranged in two lines: the top line shows 'S > B' and the bottom line shows '(Small > Big)'.

S > B
(Small > Big)

tompeters!

“Expose yourself to the best things humans have done. And then try to bring those things into what you are doing.”

—Steve Jobs, from “The Lost Interview,” *Forbes*

“The peculiar grace of a Shaker chair is due to the fact that it was made by someone capable of believing that an angel might come and sit on it.”

—Thomas Merton, from *Religion in Wood: A Book of Shaker Furniture*

“He said for him the craft of building a boat was like a religion. . . . You had to give yourself up to it spiritually; you had to surrender yourself absolutely to it. When you were done and walked away, you had to feel that you had left a piece of yourself behind in it forever, a bit of your heart.”

—Daniel James Brown, on George Yeoman Pocock, premier racing shell designer-builder, in *The Boys in the Boat: Nine Americans and Their Epic Quest for Gold at the 1936 Berlin Olympics*

“He truly believed that by making something great for people, something empowering, beautiful and culturally significant, we express our gratitude and our love for humanity.”

—Jony Ive, former design chief, Apple, from “Jony Ive on What He Misses Most About Steve Jobs,” *Wall Street Journal*

“Design is treated like a religion at BMW.”

—Alex Taylor, “BMW Takes Its Own Route,” *Fortune*

“Starbucks had become operationally driven, about efficiency as opposed to the romance. We’d lost the soul of the company.”

—Howard Schultz, from “Lunch with the FT: Howard Schultz,” *Financial Times*, on Starbucks’ problems which caused him to reclaim the CEO job

“As Fadell [Tony, founder of Nest] admitted, ‘Every business school in the world would flunk you if you came out with a business plan that said, “Oh, by the way, we’re going to design and fabricate our own screws at an exponentially higher cost than it would cost to buy them.”’ *But these aren’t just screws. Like the [Nest] thermometer itself, they’re better screws, epic screws, screws with, dare I say it, deeper meaning.* Functionally, they utilize a specific thread pattern that allows them to go into nearly any surface, from wood to plaster to thin sheet metal. And the [custom] screwdriver feels balanced to the hand. It has the Nest logo on it and looks ‘Nest-y,’ just like everything from Apple looks ‘Apple-y.’”

—Richard Karlgaard, *The Soft Edge: Where Great Companies Find Lasting Success* [emphasis added]

Touch-Taste-Smell-Smile-Soul

“Leave a bit of your heart behind”

“Epic screws, screws with deeper meaning”

**“Believe that an angel might come
and sit on it”**

**“Jony [Ive] and Steve [Jobs] would discuss
corners for hours upon hours”**

**“Express our gratitude and our love
for humanity”**

**“No new vehicle [MINI Cooper S]
provokes more smiles”**

“Religion”

“Romance”

“Fundamental soul”

“Emotion eats reason for breakfast”

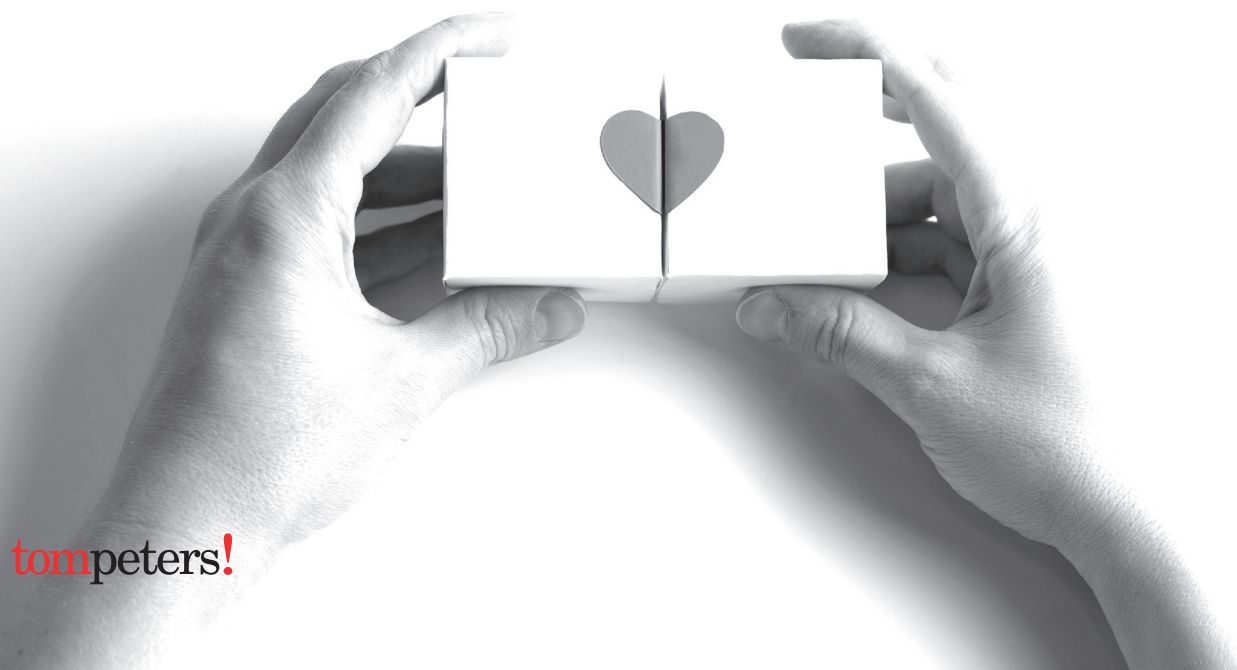
“Seeking a Business Romantic”

“Create something greater than yourself”

“Lovemarks”

**“Love is the only way to respond to the
rapid shift in control to consumers”**

—Inspiring, lightly paraphrased thoughts
on design from various sources,
Excellence Now: Extreme Humanism.



Ubiquity/Design Is:

The reception area

The restrooms (!!)

Dialogues at the call center

Every business process “map”

E-v-e-r-y email and e-message

**Every meeting agenda/
setting/etc.**

**The first five minutes
after you enter the office/
the first three minutes
of a ZFH (Zoom From Home)
meeting**

Every customer contact

**A consideration in every
promotion decision**

**The ubiquitous presence of
an “aesthetic sensibility”**

**This morning’s MBWA (Managing
By Wandering Around) or MBZA
(Managing By Zooming Around)**

**A concern with the value
of our products and services
to humanity**

And more . . .

Extreme Humanism S>B (Small>Big)

“Courtesies of a small and trivial character are the ones which strike deepest to the grateful and appreciating heart.”

—Henry Clay

“Let’s not forget that small emotions are the great captains of our lives.”

—Vincent Van Gogh

“We don’t remember the days, we remember the moments.”

—Cesare Pavese

*Replace your “big”-or-bust fixation with an all-hands, warp speed “small”-fixation culture; I call it a “TGR-ing culture,” where one and all focus on continuously adding TGRs (Things Gone Right).

SMALL > BIG

A Tiny Mirror As Big As A Band-Aid

“Janet Dugan, a healthcare architect, took inspiration from her recent experience having an MRI (Magnetic Resonance Image) scan. While she was lying still and waiting, she noticed a small mirror that had been placed below the head support piece. It was angled so that she could see through the barrel to the radiology technician and make eye contact with him. ‘What a small thing,’ she told me. ‘And yet what a difference it made. I felt less alone. I was connected to another person at the very moment I needed support. And even though I’m not claustrophobic, it calmed me some to be able to see out of the barrel . . . I [saw] that the technician was friendly and that the nurse went out of her way to make me laugh. . . . I firmly believe in the power of design to contribute to the healing process—that architecture can shape events and transform lives. *But that day, in that experience, the thing that really gave me comfort was a tiny mirror about as big as a Band-Aid.*”

—Tim Leberecht, *The Business Romantic: Give Everything, Quantify Nothing, and Create Something Greater Than Yourself* [emphasis added]



A (TINY) PATIENT PHOTO

An Eighty Percent (!!) Better Radiological Analysis

From a study titled “Patient Photos Spur Radiologist Empathy and Eye for Detail,” presented at the Annual Meeting of the Radiological Society of North America. (Note: Typically, radiologists interpreting results have no direct patient contact—often they are a continent or so away.)

To wit:

“For the study, 318 patients referred for CT agreed to be photographed prior to the exam. . . . The photograph appeared automatically when a patient’s file was opened.



“After interpreting the results of the exams, 15 radiologists were given questionnaires . . . All 15 radiologists admitted feeling more empathy towards the patients after viewing their photos. . . . More importantly, the results showed that radiologists provided a more meticulous reading of medical image results when a photo of the patient accompanied the file.

“Incidental findings are unexpected abnormalities found on an image that may have health implications beyond the scope of the original exam. In order to assess the effect of the photographs on interpretation, 81 examinations with incidental findings were shown in a blinded fashion to the same radiologists three months later but without the photos. *Approximately 80 percent of the radiologic incidental findings reported originally were not reported when the photograph was omitted from the file.*”

[emphasis added]



Be The Best . . .

**“Design is everything.
Everything is design.
We are all designers.”**

—Richard Farson, *The Power of Design: A Force for Transforming Everything*

**“Only one company can be the cheapest.
All others must use design.”**

—Rodney Fitch, *Retail Design*

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

—George Whalin, *Retail Superstars: Inside the 25 Best Independent
Stores in America*

The Three Rules

The Three Rules: How Exceptional Companies Think

Deloitte consultants took a sample of 45 years' performance of 25,000 companies, and eventually winnowed the list to 27 superstars from which they extracted the *The Three Rules*. Above is the title of the resultant book, coauthored by Michael Raynor and Mumtaz Ahmed.

1. "Better before cheaper."
2. "Revenue before cost."
3. "There are no other rules."

READ

**The Business Romantic:
Give Everything, Quantify
Nothing, and Create
Something Greater Than
Yourself**
by Tim Leberecht

**Change by Design:
How Design Thinking
Transforms Organizations
and Inspires Innovation**
by Tim Brown

**Design for Life:
Creating Meaning in
a Distracted World**
by Stuart Walker

Design Is Storytelling
by Ellen Lupton

**Emotional Design:
Why We Love (or Hate)
Everyday Things**
by Don Norman

**Enchantment:
The Art of Changing Hearts,
Minds, and Actions**
by Guy Kawasaki

Leonardo da Vinci
by Walter Isaacson

**The Power of Design:
A Force for Transforming
Everything**
by Richard Farson

**The Power of Small:
Why Little Things Make All
the Difference**
by Linda Kaplan Thaler
and Robin Koval

**The Substance of Style:
How the Rise of Aesthetic
Value Is Remaking
Commerce, Culture,
and Consciousness**
by Virginia Postrel

**Why Design Matters:
Conversations with the
World's Most Creative People**
by Debbie Millman