

EXTREME HUMANISM

**DECLARATION
80-20**

tompeters!

BUSINESS: A FORCE FOR GOOD.

The deal is that when I think “business,” I don’t think of org charts and spreadsheets. Given the ubiquity of business, “business” can be an almost infinite source for good—fully engaging and developing people and preparing them for tomorrow and life, supporting communities and the planet, as well as designing and providing products and services that inspire and that are good for humankind. WHY NOT??

EXTREME HUMANISM.

DECLARATION 80-20.

A teacher stands in the doorway and welcomes each student as they enter the classroom. Disciplinary problems almost evaporate. A doctor makes 38 seconds of direct eye contact with a patient, and subsequent complications are cut in half.

Tiny acts of a similar sort (backed up by both experience and bushels of rock-solid research) are what we call “extreme humanism.”

January 6, 2021 was a terrifying reminder of the level of disaffection in our country. Could eye contact fix that?

No. Or rather, no, but . . .

Almost 80 percent of workers are not engaged at work. The philosopher William James said, “The deepest principle in human nature is the craving to be appreciated.” We believe that, and, as we said, research supports the claim.

To us, 80 percent of worker disengagement is a powerful catalyst to the growing anger that exists throughout a large segment of the population.

In short, we believe that 20–80 can become 80–20. And the consequences will be staggering.

What follows is a collection of pieces that support this hypothesis.*

*And, FYI, this also results in better business performance by any measure you can name.



EXTREME HUMANISM

BUSINESS AT

ITS BEST:

THE NEW NORM

EXTREME HUMANISM.

“YOU MUST CARE.”

“The one piece of advice which will contribute more to making you a better leader, provide you with greater happiness and advance your career more than any other advice . . . and it doesn’t call for a special personality [or] any certain chemistry . . . any one of you can do it and that advice is—

“You must care.”

—General Melvin Zais, address to mid-grade officers,
U.S. Army War College* **

* In 1990, I gave the Invited Forrestal Lecture to 4,000 midshipmen at the U.S. Naval Academy in Annapolis, Maryland; I handed each of the officers a cassette copy of General Zais’ “You Must Care” speech.

** “You must care,” vernacular version: *giveashitism*. (FYI: I own the rights to “giveashitism.com.”)

EXTREME HUMANISM.

BUSINESS AT ITS BEST: THE NEW NORM.

Engaged, appreciated workers pursuing radical growth and supportive communities of workers led by women and men who are, first and foremost, devoted to extreme-humanism-in-everything-we-do can change the world in a fundamental way, one minute, one micro-act at a time.

We will accept nothing less. And to the extent that we can, we ask/plead for your first ETMs (Extreme-Humanism-Micro-steps) before today's end. The world begs for this level of caring, community, commitment, positivity, and urgency.

EXTREME HUMANISM.

“BUSINESS” REDEFINED.

From:

Desiccated, soulless, spreadsheet- and mechanical process-driven, exploitative, staff-minimizing, maniacal cost-cutting, corner-cutting, efficiency-first-and-last seekers.

To:

Vital, growing, caring communities of individuals led by women and men who define themselves by extreme humanism, and who measure their success by the success, growth, and character of those they lead, by their contributions to the communities in which they do business, and by their determination to create products and services that inspire, improve our way of being, and treat the planet with the care it must receive if we are to collectively survive.*

*FYI, in 2021 I wrote in the *Financial Times* that all business schools should be shuttered; but relative to the above, I will give a conditional bye to deans who, in their recruitment, curriculum, and classrooms as well as in external interactions, demonstrate that they are “putting people (truly) first”—noticeably ahead of finances and marketing.

EXTREME HUMANISM.

THE HIGHEST CALLING.

“No matter what the situation, [every great manager’s] first response is always to think about the individual concerned and how things can be arranged to help that individual experience success.”

—Marcus Buckingham, *The One Thing You Need to Know . . .*

About Great Managing, Great Leading, and Sustained Individual Success

Calling #1: Leading = Maximizing human potential. There is no higher calling. Operating definition: A great manager/leader is literally desperate to have each of her team members succeed and grow and flourish. Per Oscar-winning director Robert Altman: “The role of the director is to create a space where actors and actresses can become more than they have ever been before, more than they have ever dreamed of being.”

Moral Obligation #1: Leave no stone unturned in preparing workers, including part-timers, as best you can for a mad, mad, m-a-d world. Mihaly Csikszentmihalyi, in his book *Good Business*: “Business exists to enhance human well-being.”

EXTREME HUMANISM.

THE HEALTHIEST COMPANIES TO WORK FOR.

Never again: “Best companies to work for.”

Hereinafter: “Healthiest companies to work for.” Healthiest companies to work for foster radical employee growth and exceptional engagement within their communities, offer products and services aimed at making the world a bit better, and are demonstrable paragons of integrity.

EXTREME HUMANISM.
THE LIMITLESS POWER OF ACKNOWLEDGEMENT.
CAN “THANK YOU” SAVE THE WORLD?

“Believe it or not, I have sent roughly 30,000 handwritten notes to employees . . . over the last decade, from maintenance people to senior executives.”

— Douglas Conant, former CEO, Campbell Soup (FYI: That amounts to 11 handwritten thank-you notes every weekday for . . . 10 years.)

Most were not born with a silver spoon in their mouth. Hence, most work. In fact, most spend the majority of their waking hours at work. Research, remarkably consistent around the world, tells us that just a touch over 20 percent of workers are emotionally or intellectually connected to their job/work. Arguably, a significant share of the alienated 80 percent become/are active contributors to our general malaise. Can we do something about this?

Yes!

And we can start in the next five minutes with a simple “Thank you” to a staffer for something tiny that sang of excellence. Research is crystal clear; we all (correct word choice) hunger (correct word choice) for appreciation and acknowledgement. Will that “thank you” save the world? Of course not, but collectively acknowledging others and connecting them emotionally to their principal life activity—work—can be of enormous universal social value. (And, for the accountants among us, engaged workers are also good for business and the “bottom line.”)

EXTREME HUMANISM.

WORLDCHANGERS/WORLD(MEGA)CHANGERS.

“The deepest principle in human nature is the craving to be appreciated.”

—William James

“The [two] most powerful things in life are a kind word, a thoughtful gesture.”

—Ken Langone

NOTE I. Not “hope.” Not “wish.” Not “desire.” But “CRAVING.”

NOTE II. Please operationalize. Start time: Within the next . . . five minutes. (Damn it.)

EXTREME HUMANISM.

LEADERSHIP SEVEN:

Be kind.

Be caring.

Be patient.

Be forgiving.

Be present.

Be positive.

Walk in the other person's shoes.

EXTREME HUMANISM.

HARD (NUMBERS/PLANS/ORG CHARTS) IS SOFT.

SOFT (PEOPLE/RELATIONSHIPS/CULTURE) IS HARD.

My life—1982–2022—in six words:

Hard is soft. Soft is hard.

Hard (numbers/plans/org charts) is soft: Plans are often fantasies, organizational charts have little to do with the way the organization actually works, and numbers are readily manipulated. Case in point: quants and ratings-agency staffers cleverly packaged and evaluated “derivatives” of valueless mortgages, thus spurring the multitrillion-dollar financial crash of 2007–2008 and beyond.

Soft (people/relationships/culture) is hard: Success that lasts is built on rock-solid relationships developed and maintained via enormous investments of time, energy, and care, as well as a robust staff-development strategy and unshakable corporate culture that supports and rewards such painstaking, sustained activities. The best “people practices” (caring, training, acknowledging) create the most wholesome, community-minded organizations—and win in the marketplace as well. Effective people practices, designs that inspire, customers who are enthralled, and vendors who bend over backward to assist us are all byproducts of a supportive culture nurtured one day at a time—or, more accurately, one hour at a time.

EXTREME HUMANISM.
HARD IS SOFT. SOFT IS HARD.
GOOGLE'S BIG (SOFT) SURPRISE.

“Project Oxygen shocked everyone by concluding that, among the eight most important qualities of Google’s top employees, STEM expertise comes in dead last. The seven top characteristics of success at Google are all soft skills: being a good coach; communicating and listening well; possessing insights into others (including others’ different values and points of view); having empathy toward and being supportive of one’s colleagues; being a good critical thinker and problem solver; and being able to make connections across complex ideas. Those traits sound more like what one gets as an English or theater major than as a programmer.

“Project Aristotle . . . further supports the importance of soft skills even in high-tech environments. **Project Aristotle analyzes data on inventive and productive teams.** Google takes pride in its A-teams, assembled with top scientists, each with the most specialized knowledge and able to throw down one cutting-edge idea after another. **Its data analysis revealed, however, that the company’s most important and productive ideas come from B-teams comprised of employees that don’t always have to be the smartest people in the room.** Project Aristotle shows that the best teams at Google exhibit a range of soft skills: equality, generosity, curiosity toward the ideas of your teammates, empathy, and emotional intelligence. And topping the list: emotional safety. No bullying.”

—Valerie Strauss, “The Surprising Thing Google Learned About Its Employees—and What It Means for Today’s Students,” *Washington Post*

EXTREME HUMANISM.
BUSINESS SCHOOL YEAR #1 CURRICULUM.
A ROUGH DRAFT.

Semester #1

- History of Business
- Art & Design
- The Social Psychology of Leadership
- Business and the Community, the Planet

Semester #2

- Accounting & Measurement/Beyond the Numbers
- Marketing/Product Quality First/Products that Engender Pride and Enhance Our World
- Tomorrow's Technology Conundrums/Societal and Moral Implications
- Finance and Business Impact on the Community and Society
- Leadership: Developing People, Skills, and Role in Society; Personal and Social Responsibility to Our Workforce

II.

EXTREME HUMANISM

DOTTIE

THE

JANITOR

EXTREME HUMANISM.

DOTTIE THE JANITOR.

“The CEO of Charles Schwab learned the biggest lesson of his career from failing a one-question exam in college.” —*Business Insider*

Charles Schwab CEO Walt Bettinger talked to *New York Times* writer Adam Bryant about one of the biggest career lessons he ever learned (“Walt Bettinger of Charles Schwab: You’ve Got to Open Up to Move Up”). Bettinger “had maintained a 4.0 average all the way through and . . . wanted to graduate with a perfect GPA.” But it all came down to the final exam in a business course. Bettinger told Bryant, “I had spent many hours studying and memorizing formulas to do calculations for the case studies.

“The teacher handed out the final exam, and it was one piece of paper, which really surprised me because I figured it would be longer than that. Once everyone had their paper, he said ‘Go ahead and turn it over.’ Both sides were blank.

“And the professor said, ‘I’ve taught you everything I can teach you about business in the last 10 weeks, but the most important message, the most important question is this: What’s the name of the lady who cleans this building?’

“And that had a powerful impact. It was the only test I ever failed, and I got the B I deserved. Her name was Dottie, and I didn’t know Dottie. I’d seen her, but I’d never taken the time to ask her name. I’ve tried to know every Dottie I’ve worked with ever since.

“It was just a great reminder of what really matters in life, and that you should never lose sight of people who do the real work.”

III.

EXTREME HUMANISM

BETTER >

CHEAPER

EXTREME HUMANISM.
PRODUCTS AND SERVICES CREATED WITH LOVE.
DESIGN FOR HUMAN BETTERMENT.

“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* by Edward Deming Andrews and Faith Andrews

“He said for him the craft of building a boat was like a religion. It wasn’t enough to master the technical details of it. 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 and builder, in *The Boys in the Boat: Nine Americans and Their Epic Quest for Gold at the 1936 Berlin Olympics*

“It is fair to say that almost no new vehicle in recent memory has provoked more smiles.”

—Tony Swan, “Behind the Wheel,” review of the MINI Cooper S, *New York Times*

EXTREME HUMANISM.
BETTER BEFORE CHEAPER.

DELOITTE RESEARCH

25,000 companies assessed
45 years of data
344 exceptional performers
27 superstar “best of the best”

CONCLUSION FROM THE 27 LONGTERM SUPERSTARS:
“THE THREE RULES”

“Better before cheaper.
Revenue before cost.
There are no other rules.”

—Michael Raynor and Mumtaz Ahmed,
The Three Rules: How Exceptional Companies Think

IV.

EXTREME HUMANISM

EQ >> IQ

HIRING: SOFT SKILLS, EQ FIRST. 100 PERCENT OF JOBS.

“In short, hiring is the most important aspect of business and yet remains woefully misunderstood.”

— Philip Delves Broughton, “The Hard Work of Getting Ahead,”
Wall Street Journal

“The ultimate filter we use [in the hiring process] is that we only hire nice people. When we finish assessing skills, we do something called ‘running the gauntlet.’ We have them interact with 15 or 20 people, and every one of them has what I call a ‘blackball vote,’ which means they can say if we should not hire that person. I believe in culture so strongly and that one bad apple can spoil the bunch. There are enough really talented people out there who are nice—you don’t really need to put up with people who act like jerks.”

—Peter Miller, CEO, Optinose

“When we talk about the qualities we want in people, empathy is a big one. **If you can empathize with people, then you can do a good job.** If you have no ability to empathize, . . . then it’s difficult to help people improve. Everything becomes harder. One way that empathy manifests itself is courtesy. . . **It’s not just about having a veneer of politeness, but actually trying to anticipate someone else’s needs and meeting them in advance.**”

—Stewart Butterfield, cofounder and CEO of Slack

“We look for people that are warm and caring and actually altruistic.
We look for people who have a fun-loving attitude.”
—Colleen Barrett, former president, Southwest Airlines

Bo’s “Better People”

“I can’t tell you how many times we passed up hotshots for guys we thought were better people and watched our guys do a lot better than the big names, not just in the classroom, but on the field—and, naturally, after they graduated, too. Again and again, the blue chips faded out, and our little up-and-comers clawed their way to all-conference and All-American teams.”
—Bo Schembechler on character, *Bo’s Lasting Lessons: The Legendary Coach Teaches the Timeless Fundamentals of Leadership*

HIRING FOR EQ: 1.7 PERCENT vs. 50-77 PERCENT

“We also draw from our experiences at the University of Pennsylvania’s IMPaCT program, where we have developed an innovative approach to hiring community health workers [CHWs], a rapidly growing segment of the healthcare workforce. **Our approach has resulted in a turnover rate of 1.7 percent compared with an industry standard of 50–77 percent per year.** And indeed the people we’ve hired achieve results: multiple randomized controlled trials demonstrated that our CHWs have helped improve health and quality while reducing hospital days by 65 percent. . . .

“What helps people become and stay healthy? . . . We asked thousands of high-risk patients and made a list of barriers patients were facing. We brainstormed potential solutions, then listed the attributes that a worker would need. . . .

“Attributes like community membership and altruism rose to the top of our wish list . . . Just as important were the attributes that, surprisingly, were missing from our list—college and graduate degrees, or even previous clinical training. . . . Resumes, diplomas, and training certificates are commonly evaluated credentials healthcare organizations use to assess candidates. . . . They shed little light on personality traits or attitudes.”

—Elena Butler and Shreya Kangovi, “Health Care Providers Are Hiring the Wrong People,” *Harvard Business Review*

EXTREME HUMANISM.
HELP WANTED.
SEEKING BUSINESS ROMANTIC.

“Seeking Business Romantic to join our team: Reporting to the CEO, the Business Romantic will help colleagues, customers, partners, and society at large see the beauty of the business world with fresh eyes. Embracing hope as a strategy, the Business Romantic presents cohesive narratives that make sense of ever more complex and fragmented workplace and market conversations. Instead of focusing on assets and return-on-investment, the Business Romantic exposes the hidden treasures of business and delivers return-on-community. The Business Romantic develops, designs, and implements ‘acts of significance’ that restore nostalgic trust in business as the most impactful human enterprise and provide internal and external audiences with brand and workplace experiences rich with meaning, delight, and fun. We’re looking for a self-starter with strong entrepreneurial drive, exquisite taste, and a proven track record of managing the immeasurable. Specific responsibilities will include but are not limited to . . .”

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

V.

EXTREME HUMANISM

SMALL >>

BIG

EXTREME HUMANISM.

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 do not remember days, we remember moments.”

—Cesare Pavese

EXTREME HUMANISM.

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] 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 . . . **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*

EXTREME HUMANISM.

SMALL>>BIG.

**A (TINY) PATIENT PHOTO = AN 80 PERCENT (!!) BETTER
RADIOLOGICAL ANALYSIS**

A study titled “Patient Photos Spur Radiologist Empathy and Eye for Detail,” was presented at an Annual Meeting of the Radiological Society of North America. (Note: Typically, radiologists interpreting results have no direct patient contact—at times 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 admitted feeling more empathy towards the patients after viewing their photos. **More importantly, the results showed that radiologists provided a more meticulous reading of the 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 interpretations, 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.**

EXTREME HUMANISM.

SMALL>>BIG.

MEANINGFUL DIFFERENCE IN 38 SECONDS.

“Researchers found that 56 percent of physicians believe they do not have time to treat patients with compassion. . . .

“Half of the study subjects receiving bad news were randomized to standard communication from the physician and the other half were randomized to an enhanced compassion communication from the physician. . . .

“But here is the most important piece of data: How long did this enhanced compassion communication take in total? Again, they timed it . . . **Similar to the findings of the Johns Hopkins study, 38 seconds was all it took to make a meaningful and measurable difference.**”

(Examples from the research of “compassionate communication” after [very] bad news delivered by the doctor to the patient: **“We will do, and will continue to do, our very best for you.” “We will be with you all the way.”**)

—Stephen Trzeciak and Anthony Mazzeo, *Compassionomics: The Revolutionary Scientific Evidence That Caring Makes a Difference*
(Note: The M.D. authors are acknowledged, super-hardnosed quantitative researchers.)

**SOFT SKILLS.
RELATIONSHIPS RULE.**

“Personal relationships are the fertile soil from which **all** advancement, **all** success, **all** achievement in real life grows.”

—Ben Stein

VI.

EXTREME HUMANISM

**“GOOD
BUSINESS
MANTRA”**

“GOOD BUSINESS” MANTRA.

“Business exists to enhance human well-being.” —Mihaly Csikszentmihalyi

- Hard (spreadsheets) is soft (easy to fudge).
Soft (culture, relationships) is hard (lasting).
- People (REALLY) first. Training mania.
- Listen. Listen. Listen.
- MBWA (Managing By Wandering Around).
- Cherish frontline managers.
- Design Excellence = Differentiator #1.
- Business can/should be about making the world better; about beauty, integrity, compassion, and meaning.

“Good Business” Mantra, Extended

“Business exists to enhance human well-being.” —Mihaly Csikszentmihalyi

- Hard (plans, spreadsheets) is soft (readily manipulated).
Soft (culture, relationships) is hard (lasting, foundational).
- Be no less than “desperate” for every employee to succeed and grow beyond their imagination.
- Invest in training, training, and more training.
Capital Investment #1.
- Listen. Listen. Listen.
- MBWA (Managing By Wandering Around). Leadership is an intimate activity. (Leave abstractions to the MBAs!)
- The four most powerful words: “Thank you.” / “I’m sorry.”

- Acknowledgement! (“The deepest principle of human nature is the craving to be appreciated.” William James / “The [two] most powerful things in life are a kind word, a thoughtful gesture.” Ken Langone)
- Small >> Big (“Courtesies of a small and trivial character are the ones which strike deepest to the grateful and appreciating heart.” Henry Clay)
- Hire for EQ. Promote for EQ.
- MVA (Most Valuable Asset) = Unscheduled time!
- Appreciate/cherish your frontline managers; collectively they are Corporate Asset #1.
- Put (many) more women in senior leadership roles; 50-50 Boards.
- Intensely engage with your customers. Unfailing customer intimacy is the aim. (K = R = P [Kindness = Repeat business = Profit])
- Design Excellence is Differentiator #1. Develop only products and services that inspire and aim to do no less than “make the world a little bit better.”
- Be the best! (“Be the best. It’s the only marketplace that’s not crowded.” George Whalin) “The Three Rules: 1. Better before cheaper. 2. Revenue before cost. 3. There are no other rules.” Michael Raynor and Mumtaz Ahmed.
- Be a vigorously participating member of every community in which you do business.
- Do nothing which degrades the state of our climate and planet.
- Make your enterprise a public beacon of moral behavior.
- Business is (can be/should be) about making the world better, about beauty, compassion, and meaning.

**I'M (REALLY REALLY) PISSED OFF.
THIS AIN'T ROCKET SCIENCE.
A DIPLOMA FROM THE 3RD GRADE WILL DO.
IT (REALLY REALLY) WORKS.
YOU CAN START IN THE NEXT FIVE MINUTES OR LESS.
LOOK A HOSPITALIZED PATIENT IN THE EYE FOR 38 SECONDS.
COMPLICATIONS/STAY LENGTH PLUMMET.
TEACHER STANDS IN THE DOORWAY.
LOOKS EACH STUDENT IN THE EYE.
SAYS "GOOD MORNING"
IN AN ENGAGING FASHION.
DISCIPLINARY PROBLEMS PLUMMET.
ACADEMIC PERFORMANCE SOARS.
EIGHTY PERCENT OF WORKING PEOPLE
ARE NOT ENGAGED BY THEIR JOB.
BAD FOR PROFITS.
RAW MEAT FOR EXTREMISTS.
HOW DO WE FIX OUR
DEBILITATING PROBLEMS?
STAND IN THE DOORWAY
WITH DIRECT EYE CONTACT AND A SMILE.**

COULD IT BE THAT SIMPLE?

NO/AND YES.

CIVILITY/KINDNESS/FOCUSED ATTENTION

GO A LONG (LONG) WAY TOWARD

A CIVILIZED, PRODUCTIVE WORLD.

STARTING TIME?

THE NEXT FIVE MINUTES.

QED

BONUS!
EXTREME HUMANISM.
COLLECTED TOM RANTS.

Tom Rant #1. The role of business in society. Mihaly Csikszentmihalyi:
“Business exists to enhance human well-being.”

TR2. Execution! Execution! / USMC General R.H. Barrows: “Amateurs talk about strategy. Professionals talk about logistics.”

TR3. My life in six words: Hard is soft / Soft is hard.
Hard (spreadsheets, org charts) is soft (easy to manipulate). Soft (people, relationships, culture) is hard (bedrock / long-lasting).

TR4. The “soft stuff” rules . . . at Google. Traits of best employees, most innovative teams are listening, respect for others. Seven out of eight are “soft.” STEM is dead last!

TR5. Business plays a central role in the community. Businesses must be “good (excellent) community citizens.”

TR6. Business as a “powerful force for good.” Business as a moral paragon. (Damn it.)

TR7. The Staggering Societal Cost of Milton Friedman’s SVM (Shareholder Value Maximization). 1970: 50% of profits to execs, shareholders / 50% to workers, R&D, capital equipment. 2015: 90% of profits to shareholders, execs, 10% to people and capex. William Lazonick: “The very people we rely on to make investments in the productive capabilities that will increase our shared prosperity are instead devoting most of their companies’ profits to uses that will increase their own prosperity.”

TR8. Business' responsibility to provide growth opportunities to every worker, permanent or temp. Richard Branson: "Business has to give people enriching, rewarding lives, or it's simply not worth doing."

TR9. Helping others grow is the pinnacle of human achievement and every leader's Job #1. Robert Altman: "The role of the director is to create a place where actors can be more than they have ever been before, more than they have ever dreamed of being."

TR10. Ari Weinzweig: "If you want the staff to give great service to customers, the leaders have to give great service to the staff." John DiJulius: "What employees experience, Customers will."

TR11. Nothing is more important than hiring . . . and few organizations even merit a "gentleman's C." Are you a formal student of hiring? Can you give yourself an "A" or "B" in demonstrated hiring skills? (Referring to every leader, not just HR professionals.)

TR12. EQ>IQ. Biotech CEO/founder: "The ultimate filter we use [in the hiring process] is that we only hire nice people." Colleen Barrett, former Southwest Airlines president: "We look for people that are warm and caring and actually altruistic."

TR13. Hire more theater majors! *Read: The Fuzzy and the Techie: Why the Liberal Arts Will Rule the Digital World.*

TR14. Hire/promote the introverts. Susan Cain: *Quiet: The Power of Introverts in a World That Can't Stop Talking.*

TR15. Promotions are, said Peter Drucker, "life-and-death decisions."

TR16. Training is Capitol Investment #1. Admiral Chester Nimitz, on fixing the Navy's WWII lack of readiness: "training, TRAINING, and M-O-R-E T-R-A-I-N-I-N-G."

TR17. Front-line leaders are Corporate Asset #1. They are the primary drivers of quality, productivity, etc., etc. E.g., the sergeants run the Army!

TR18. Women (on average) are significantly more effective leaders than men. Special Report, *BusinessWeek*: "As leaders, women rule: New studies find that female managers outshine their male counterparts on almost every measure."

TR19. Women (on average) are better investors than men. LouAnn Lofton, *Warren Buffett Invests Like a Girl: And Why You Should, Too*.

TR20. Robust inclusivity is good for society—and "good for business."

TR21. Inspiring Design (that makes the world a little bit better) is the Heart & Soul of an enterprise—and Differentiator #1. Steve Jobs: "Expose yourself to the best things humans have done. And then try to bring those things into what you are doing." "Design is the fundamental soul of a man-made creation."

TR22. Inspiring Design permeates every nook and cranny of the organization; Inspiring Design is the ultimate expression of Extreme Humanism.

TR23. Inspiring Design. Rich Karlgaard, publisher of *Forbes*, on the screws used in the Nest thermometer: "Better screws, epic screws, screws with deeper meaning."

TR24. Small>Big. Henry Clay: “Courtesies of a small and trivial character are the ones which strike deepest to the grateful and appreciating heart.”

TR25. Small>Big. What made the patient difference / humanization during an MRI scan: “a mirror as big as a Band Aid.”

TR26. Rodney Fitch: “Only one company can be the cheapest. All others must use design.” George Whalin: “Be the best. It’s the only marketplace that’s not crowded.”

TR27. Extreme Humanism makes our world better. Extreme Humanism makes our organizations better. Extreme Humanism is Tonic #1 for the “bottom line.”

TR28. World’s biggest market. Women buy (almost) everything. Act accordingly. Special section, *The Economist*: “Forget China, India, and the Internet: Economic Growth Is Driven by Women.” Fara Warner: “Women are THE majority market.”

TR29. Follow the money. Oldies have (almost) all the money. Carol Morgan and Doran Levy: “Households headed by someone 40 or older enjoy 91% of our population’s net worth. . . . The mature market is the dominant market in the U.S. economy, making the majority of expenditures in virtually every category.”

TR30. SMEs (Small- to Mid-size Enterprises) rule. Giants (waaaaay) underperform the market. *Financial Times*: “Mr. Foster and his McKinsey colleagues collected detailed performance data stretching back 40 years for 1,000 U.S. companies. They found that NONE [!!] of the long-term survivors in this group managed to outperform the market. Worse, the longer companies had been in the database, the worse they did.”

TR31. SME Superstars: Basement mold removal champs, Basement Systems, Inc. Garage as bustling Civic Center, 1111 Lincoln Road, Miami.

TR32. Innovation Bedrock: WTTMSW (Whoever Tries The Most Stuff Wins). WTTMS[ASTMSUTF]W (Whoever Tries The Most Stuff [And Screws The Most Stuff Up The Fastest] Wins).

TR33. High-tech CEO: “Fail. Forward. Fast.” David Kelley: “Fail faster to succeed sooner.” Australian CEO: “Reward excellent failures. Punish mediocre successes.”

TR34. Diversity on any and every dimension. Scott Page: “Diversity trumped ability.”

TR35. Seek discomfort. Jay Chiat: “I’m uncomfortable when I’m comfortable.” Diane Arbus: “Learn not to be careful.”

TR36. Culture 1st. Ed Schein: “Culture eats strategy for breakfast.”

TR37. Extreme Humanism, Exhibit #1: MBWA (Managing By Wandering Around).

TR38. Leadership “secret” #1, #2, #3: LISTEN. LISTEN. LISTEN. (Secretary of State Dean Rusk: “The best way to persuade others is with your ears, by listening to them.”)

TR39. Aggressive Listening. U.S. Navy Captain Mike Abrashoff: “I decided that my job was to listen aggressively.”

TR40. Task (and time investment) #1: Building relationships. Ben Stein: “Personal relationships are the fertile soil from which ALL advancement, ALL success, ALL achievement in real life grows.”

TR41. The speed trap: SLOW DOWN!!! All the important stuff (still) takes time (lots of it): Relationship building and maintenance, aggressive listening, shapeshifting design, and virtually all aspects of Extreme Humanism.

TR42. “Avoid ‘busyness,’” says tech superstar Dov Frohman. The best leaders have 50% (!) of time unscheduled. RE-READ. ACT.

TR43. Edie Seashore taught: “Being aware of yourself and how you affect everyone around you is what distinguishes a superior leader.” This is soooooo easy to write, soooooo hard to enact—and soooooo important.

TR44. Positive>>>>Negative. Superstar researcher Marcus Buckingham: “Positive attention . . . is thirty times [!!!!!!!] [!!!!!!!] more powerful than negative attention in creating high performance on a team. . . . People don’t need negative feedback.” Bottom line: Positive induces engagement. Negative produces evasion.

TR45. Henry James: “Three things in human life are important. The first is to be kind. The second is to be kind. And the third is to be kind” Is this a good/“useful” quote for a “business book”? Y-E-S. Damn it.

TR46. $K = R = P$ (Kindness = Repeat business = Profit).

TR47. Entrepreneur Ken Langone: “The [two] most powerful things in life are a kind word, a thoughtful gesture.” William James: “The deepest principle in human nature is the craving to be appreciated.” [Not “wish.” Not “hope.” But “Craving.”]

TR48. Campbell Soup former CEO Doug Conant: “Believe it or not, I have sent roughly 30,000 handwritten notes to employees [12 per day!!] . . . over the last decade, from maintenance people to senior executives.”

TR49. #1 executive coach Marshall Goldsmith: “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.”

TR50. The four most powerful words in the English language: “Thank you.” “I’m sorry.” (Z-e-r-o hyperbole.)

TR51. “The one piece of advice which will contribute more to making you a better leader . . . and advance your career more than any other advice . . . and it doesn’t call for a special personality. . . is—you must care.” General Melvin Zais, addressing senior officers, U.S. Army War College.

TR52. The essence of effective leadership: give-a-shit-ism. (Give-a-shit-ism = You must care = Sine qua non.)

TR53. Designer Celeste Cooper on Grace: “My favorite word is grace—whether it’s amazing grace, saving grace, grace under fire, Grace Kelly. How we live contributes to beauty—whether it’s how we treat other people or how we treat the environment.”

TR54. Excellence is not an aspiration. Excellence is not a mountain to climb. Excellence is the ultimate short-term strategy. Excellence is your next 10-line email—or next 10- word text. Excellence is adding a final touch to a final touch to a final touch. Excellence is the next five minutes—or it is nothing-at-all.

TR55. BFOs. At the end of a grueling 2-day conference I asked for feedback. One wildly successful entrepreneur said, “Two days is a lot of time away from work. And in the last two days I have learned nothing new.” My heart sank. He continued, “Yet this may be the best seminar I have ever attended. It was a series of Blinding Flashes of the Obvious. Taking truly good care of people, being a stellar community member, making every customer contact a thing of beauty. Things we all know, but which inevitably slip in the midst of the chaos of the day—I am going home determined to never again allow the ‘obvious’ to slip out of sight. Thank you so very, very much.” (My life’s work: BFOs!)

TR56. Investors’ Credo. Relative to every (!!) investment: Can you brag to your children (or grandchildren) about the products and people practices and community- and planet-mindedness of the company invested in?

RESOLUTIONS

START NOW: TODAY

For those with modest-wage frontline team members, please be generous with holiday bonuses.

Make this the Year of Kindness, by which I mean bending waaaay over backwards to be thoughtful to staff, customers, vendors—and outsiders, too. Please work EXPLICITLY on this.

Make this the Year of Community Service.
(Remember: The organization is the community.)

Golden Rule: Want a more a more stable and caring community for your family? Then create a more caring and stable work environment.

Attempt to make every product or service offering, internal as well as external, inspirational. Sound nutty? If so ... you've got a (big) problem. (“... products that in some way serve humanity”—Steve Jobs)

During the last week of the year, call 25 people to thank them for their support this year. (“Call” means some form of “F2F.”)