

NOTE: To appreciate  
this presentation *[and insure  
that it is not a **mess**]*, you  
need Microsoft fonts:

**“Showcard Gothic,”**  
**“Ravie,” “Chiller”**  
and **“Verdana”**

Tom Peters' X25\*

# EXCELLENCE ALWAYS.

AIM Management Convention 2007  
Sydney Convention Center/17 September 2007

*\* In Search of Excellence 1982-2007*

**Slides at ...**

**[tompeters.com](http://tompeters.com)**

**anita perella roddick**

**23 October 1942**

**10 September 2007**

Tom Peters' X25\*

**EXCELLENCE.**

**ALWAYS.**

**Australia.**

AIM Management Convention 2007  
Sydney Convention Center/17 September 2007

*\* In Search of Excellence 1982-2007*

25

***“We have a  
‘strategic plan.’ It’s  
called doing  
things.”***

— Herb Kelleher

# Life 101: A 40-year Meditation

*Go on offense.*

*Give everybody a shot.*

*Decentralize.*

*Hire weird.*

*Foster discomfort.*

*Try a bunch of stuff.*

*Make it up as you go along.*

*Get some stuff wrong.*

*Laugh a lot.*

*Get some stuff right.*

*Become a "success."*

*For a while.*

*Extract "lessons learned" or "best practices."*

*Thicken the Book of Rules for Success.*

*Become evermore serious.*

*Enforce the rules to increasingly tight tolerances.*

*Go on defense.*

*Install walls.*

*Protect-at-all-costs today's franchise.*

*QEPS > SCNP*

*Centralize.*

*Calcify.*

*Install taller walls.*

*Write more rules.*

*Promote the CFO to CEO.*

*Become irrelevant and-or die.*

# Sir Richard's Rules

**Follow your passions.**

**Keep it simple.**

**Get the best people to help you.**


**Re-create yourself.**

**Play.**

**Source: *Fortune*/10.03**

## Kevin Roberts' Credo

1. *Ready. Fire! Aim.*
2. *If it ain't broke ... Break it!*
3. *Hire crazies.*
4. *Ask dumb questions.*
5. *Pursue failure.*
6. *Lead, follow ... or get out of the way!*
7. *Spread confusion.*
8. *Ditch your office.*
9. *Read odd stuff.*
10. **Avoid moderation!**



**240%**

Jim's Mowing Canada  
Jim's Mowing UK  
Jim's Antennas  
Jim's Bookkeeping  
Jim's Building Maintenance  
Jim's Carpet Cleaning  
Jim's Car Cleaning  
Jim's Computer Services

# Jim's Dog Wash

Jim's Driving School  
Jim's Fencing  
Jim's Floors  
Jim's Painting  
Jim's Paving  
Jim's Pergolas [gazebos]  
Jim's Pool Care  
Jim's Pressure Cleaning  
Jim's Roofing  
Jim's Security Doors  
Jim's Trees  
Jim's Window Cleaning  
Jim's Windscreens

Note: Download, free, Jim Penman's book:  
*What Will They Franchise Next? The Story of Jim's Group*

\*Basement Systems Inc.

\*Larry Janesky

\* ***Dry Basement Science*** (115,000!)

\*1993: \$0; 2003: \$12M;

2006: **\$50,000,000+**

**#1/100**

"Best Companies to  
Work for"/2005

**Wegmans\***

**\*Magazine Luiza/Luiza Helena**

^ CAPEX  
v People!

**TP:** “How to throw  
away \$500,000 in  
one easy lesson!!”

## The Commerce Bank Model

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

*Source: Fans! Not customers. How Commerce Bank  
Created a Super-growth Business in a No-growth Industry,  
Vernon Hill & Bob Andelman*

**“Our whole  
story is growing  
revenue.”**

—Vernon Hill (Top-line driven; standard  
is bottom-line driven by cost cutting)

## The Commerce Bank Model

**“cost cutting is  
a death spiral.”**

Source: *Fans! Not customers. How Commerce Bank  
Created a Super-growth Business in a No-growth Industry,*  
Vernon Hill & Bob Andelman

**53 = 53**

Promise #1: **“Never, ever again will I evaluate anyone using a standardized instrument devised by a ‘professional’ in inhuman Resources.”**

**“Forget China, India  
and the Internet:  
Economic Growth  
Is Driven by**

**Women.”** —Headline, *Economist*, April

15, 2006, Leader, page 14

**Psssst!**

***Wanna see  
my “porn”  
collection?***

*“One thing is certain: Women’s rise to power, which is linked to the increase in wealth per capita, is happening in all domains and at all levels of society. Women are no longer content to provide efficient labor or to be consumers with rising budgets and more autonomy to spend. ... This is just the beginning. The phenomenon will only grow as girls prove to be more successful than boys in the school system. For a number of observers, we have already entered the age of ‘womenomics,’ the economy as thought out and practiced by a woman.”* —Aude Zieseniss de Thuin, *Financial Times*, 10.03.2006

## 10 UNASSAILABLE REASONS WOMEN RULE

**Women** make [all] the financial decisions.

**Women** control [all] the wealth.

**Women** [substantially] outlive men.

**Women** start most of the new businesses.

**Women's** work force participation rates have soared worldwide.

**Women** are closing in on “same pay for same job.”

**Women** are penetrating senior ranks rapidly [even if the pace is slow for the corner office per se].

**Women's** leadership strengths are exceptionally well aligned with new organizational effectiveness & value-added imperatives.

**Women** are better salespersons than men.

**Women** buy [almost] everything—commercial as well as consumer goods.

**So what exactly is ... the point of men?**

Conrad Hilton, at a gala celebrating his life, was asked, “What was the most important lesson you’ve learned in you long and distinguished career?”

His immediate answer: ***“remember  
to tuck the shower  
curtain inside the  
bathtub”***

**“Do one thing  
every day that  
scares you.”** —

Eleanor Roosevelt

An aerial photograph of a winter landscape, showing a network of roads and fields covered in snow. The sky is a pale, hazy blue. The text is overlaid on the image in a bold, italicized, grey font.

*Why in  
the  
World did  
you*

The Peters Principles: Enthusiasm.

Emotion. **Excellence**. Energy.

Excitement. Service. Growth.

Creativity. Imagination.

Vitality. Joy. Surprise.

Independence. Spirit.

Community. Limitless human  
potential. Diversity.

**Profit**. Innovation. Design.

Quality. Entrepreneurialism.

**Wow!**

**Enterprise<sup>\*\*</sup> (\*\*at its best): An emotional, vital,  
innovative, joyful, creative,  
entrepreneurial endeavor that elicits  
maximum**

**concerted human  
potential in the wholehearted  
service of others.<sup>\*\*</sup>**

**\*\* Employees, Customers, Suppliers, Communities, Owners, Temporary partners**

**Organizations exist to  
serve. Period.  
Leaders live to  
serve. Period.**

Tom Peters/17 September 2007

***“I have always believed  
that the purpose of the  
corporation is to be  
a blessing to the  
employees.”***

—Boyd Clarke

**Organizations exist to  
serve. Period.**

**Leaders live to  
serve. Period.**

**Organizations exist to serve. Period.**

**Leaders live to serve. Period.**

**Passionate servant leaders, determined to create a legacy of earthshaking transformation in their domain (a 600SF retail space, a 4-person training department, an urban school, a rural school, a city, a nation), create/ must necessarily create organizations which are no less than Cathedrals in which the full and awesome power of the Imagination and Spirit and native Entrepreneurial flair (We are *all* entrepreneurs—Muhammad Yunus) of diverse individuals (100% creative Talent—from checkout to lab, from Apple to Wegmans to Jane's one-person accountancy in Invercargill NZ) **is unleashed in passionate pursuit of jointly perceived soaring purpose** (= win a Nobel peace prize like Yunus, or at least do something worthy of bragging about 25 years from now to your grandkids) **and personal and community and client service Excellence.****

**... no less than Cathedrals in  
which the full and awesome  
power of the Imagination and  
Spirit and native Entrepreneurial  
flair of diverse individuals is  
unleashed in passionate pursuit  
of ... Excellence.**

**Such Talent unbound pursue Quests** (rapidly and relentlessly experimenting and failing and trying again) **which surprise and surpass and redefine the expectations of the individual and the servant leader alike. The collective “products” of these Quests offer the best chance of achieving rapid organizational and individual adaptation to fast-transforming environments, and provide the nutrition for continuing** (and sometimes dramatic) **re-imaginings which re-draw the boundaries of industries and communities and human achievement.**

**In turn, such organizations, bent upon excellence and re-imaginings based on maximizing human creativity and achievement, will, more or less *automatically*, create cadres of imaginative and inspiring and determined servant leaders who stick around to take the organization to another level—or, equally or *more* important, leave to spread the virus of Freedom-Creativity-Excellence-Transforming Purpose by pathfinding new highways and alleyways which, through the potent process of “creative destruction” vitalize and revitalize Entrepreneurial Capitalism, which in turn is the best hope for maximizing collective human Freedom, Happiness, Prosperity, Wellbeing—and, one prays, some measure of Peace on earth.**

**... such organizations, bent upon  
excellence and re-imaginings based on  
maximizing human creativity and  
achievement ... vitalize and revitalize,  
through creative destruction,  
Entrepreneurial Capitalism, which in turn  
is the best hope for maximizing collective  
human Freedom, Happiness, Prosperity,  
Wellbeing—and,  
one prays, some measure of Peace  
on earth.**

**EXCELLE**

**-**

**ENCE???**

**???**

*“I am often asked by would-be entrepreneurs seeking escape from life within huge corporate structures, ‘How do I build a small firm for myself?’ The answer seems obvious: **Buy**  
**a very large one**  
**and just wait.”***

—Paul Ormerod, *Why Most Things Fail: Evolution, Extinction and Economics*

"Forbes100" from 1917 to 1987: **39** members of  
the Class of '17 were alive in '87; 18 in '87  
F100; 18 F100 "survivors" significantly  
underperformed the market;

just **2** (2%), **GE** & **Kodak**,  
outperformed the market from  
1917 to 1987.

S&P 500 from 1957 to 1997: **74** members of the Class of '57 were alive in  
'97; **12** (2.4%) of 500 outperformed the market from 1957 to 1997.

Source: Dick Foster & Sarah Kaplan, *Creative Destruction:  
Why Companies That Are Built to Last Underperform the Market*

GM **25**/50-75:

“Built to  
last”**????**

**Daimler.**

**And Dumb.**

**Both Start with**

**“d.”**

**Mission impossible?**

**\$36B/'98**

**minus**

**\$675M/'07**

DaimlerChrysler/'98-'07:  
Duh, Duh, Duh, Duh and ... Duh

Manifold **Synergies**/No

Severe **Scale** limits/Yes

**Culture** clashes/Yes

Rushmorean **ego** issues/Yes

**Customer** acceptance /No

**\$10,000,000/Day**

**of Chrysler from  
2000 to 2005,  
denied he should  
take any  
responsibility for  
the U.S.  
carmaker's**

Mr. Zetsche, head of Chrysler from 2000  
to 2005,

**denied**

he

should

**any**

take

responsibility

for the U.S. carmaker's troubles —” —

***It's futile to  
pretend that  
industrial design or  
styling has any  
other function than  
to support  
marketing.”***

—Ford executive\*

***“You know a design  
is good when you  
want to lick it.”*** —Steve Jobs

Source: *Design: Intelligence Made Visible*,  
Stephen Bayley & Terence Conran

BIAS.  
BUILT.  
TO.  
LAST.  
NOT.

***“It is **not** the strongest of  
the species that survives,  
**nor** the most intelligent,  
but the one most  
responsive  
to change.”***

—Charles Darwin

**C.E.O.**

to

**C.D.O.**

TP#1\*:

# Netscape!

\*Where would you rather have worked for those 5 years, Netscape or IBM-HP-Microsoft-Oracle? (Where, 25 years from now, would you rather to be able to tell someone—e.g., grandchild—that you worked?)

Built to Last

vs

Built to

Change/Rock the

World

**This is it:  
All you need  
to know ...**

25

Conrad Hilton, at a gala celebrating his life, was asked, “What was the most important lesson you’ve learned in you long and distinguished career?”

His immediate answer: ***“remember  
to tuck the shower  
curtain inside the  
bathtub”***

**This is it:  
All you need  
to know ...**

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

—Henry Clay

***The Manager's Book  
of **Decencies**: How  
Small /gestures Build  
Great Companies.*** —Steve

Harrison, Adecco

**R.O.I.R**

# **Return On Investment In Relationships**

**“Leaders**

**‘SERVE’**



**people.**

**Period.”**

—Anon.

***“We are a ‘Life  
Success’  
Company.”***

**Dave Liniger, founder, RE/MAX**

**Cause** (worthy of commitment)

**Space** (room for/encouragement  
for initiative)

**Decency** (respect, humane)

**Cause** (worthy of commitment)

**Space** (room for/encouragement  
for initiative-adventures)

**Decency** (respect, grace,  
integrity, humane)

**service** (worthy of our clients' & extended  
family's continuing custom)

**excellence** (period)

**Cause** (worthy of commitment)

**Space** (room for/encouragement for initiative-adventures)

**Decency** (respect, grace, integrity, humane)

**service** (worthy of our clients' & extended  
family's continuing custom)

**excellence** (period) **servant**

**leadership**

**Cause**  
**Space**  
**Decency**  
**service**  
**excellence**  
**servant leadership**

**EXCELLENCE.**

**1982.**

**Hard is soft.**

**Soft is hard.**

## Excellence1982: The Bedrock "Eight Basics"

1. A Bias for Action
2. Close to the Customer
3. Autonomy and Entrepreneurship
4. Productivity Through People
5. Hands On, Value-Driven
6. Stick to the Knitting
7. Simple Form, Lean Staff
8. Simultaneous Loose-Tight  
Properties"

ExIn\*: 1982-2002/Forbes.com

DJIA: \$10,000 yields **\$85,000**

EI: \$10,000 yields **\$140,050**

\*Forbes/Excellence Index /Basket of 32 publicly traded stocks

**Hard Is Soft**

**Soft Is Hard**

**Hard Is Soft (Plans, #s)**

**Soft Is Hard (people,  
customers, values,  
relationships))**

# “The 7-S Model”

**Strategy**

**Structure**

**Systems**

**Style**

**Skills**

**Staff**

**Super-ordinate goal**

# “The 7-S Model”

## “Hard S<sub>s</sub>”

(Strategy, Structure, Systems)

## “Soft S<sub>s</sub>”

(Style, Skills, Staff, Super-ordinate goal)

# "The 7-S Model"

**Strategy**

**Structure**

**Systems**

**Style** (Corporate "Culture," "The way we do things around here")

**Skills** ("Distinctive Competence/s)

**Staff** (People-Talent)

**Super-ordinate goal** (Vision, Core Values)

EXCELLENCE.

INNOVATE.

OR.

DIE.

**InnoTacs**

***We become***  
***who we hang***  
***out with 1***

# Measure “Strangeness”/Portfolio Quality

Staff

Consultants

Vendors

Out-sourcing Partners (#, Quality)

Innovation Alliance Partners

Customers

Competitors (who we “benchmark” against)

Strategic Initiatives

Product Portfolio (LineEx v. Leap)

IS/IT Projects

HQ Location

Lunch Mates

Language

Board

# ***Bottleneck is at the Top of the Bottle”***

***“Where are you likely to find people with the least diversity of experience, the largest investment in the past, and the greatest reverence for industry dogma:***

***At the***

*ry it. Try it. Try it. Try*

*crew it up. Try it. Try*

*ry it. Try it. Try it. Try*

*ry it. Screw it up. it. T*

*it. Try it. try it. Try it.*

*crew it up. Try it. Try*

**What makes  
God laugh?**

**People making  
plans!**

*do*

*things.*

***“We have a  
‘strategic plan.’ It’s  
called doing  
things.”***

— Herb Kelleher

***drill.***

*“This is so simple it sounds stupid, but it is amazing*

*how few oil people really understand that **you***

***only find oil if you***

***drill wells.** You may think you’re*

*finding it when you’re drawing maps and  
studying logs, but you have to drill.”*

*Source: The Hunters, by John Masters, Canadian O & G wildcatter*

*try*

*things.*

*“We made mistakes, of course. Most of them were omissions we didn’t think of when we initially wrote the software. We fixed them by doing it over and over, again and again. We do the same today. While our competitors are still sucking their thumbs trying to make the design*

*perfect, we’re already on prototype version **#5.***

*By the time our rivals are ready with wires and screws, we are on version*

**#10. It gets back to planning versus acting: We act from day one; others plan how to plan—for months.”** —Bloomberg by Bloomberg

***“We ground  
up more pig  
brains!”***

**SERIOUS**

**PLAY**

***“You can’t be a serious innovator unless and until you are ready, willing and able to seriously play. ‘Serious play’ is not an oxymoron; it is the essence of innovation.”***

—Michael Schrage, *Serious Play*

## Culture of Prototyping

*“Effective prototyping may be **the most valuable core competence** an innovative organization can hope to have.”* —Michael Schrage

**Screw.**

***things.***

**Up.**

**“FAIL, FAIL  
AGAIN. FAIL  
BETTER.”**

—Samuel Beckett

***“Fail .  
Forward.  
Fast.”***

High Tech CEO, Pennsylvania

**try.**

**Miss.**

**try.**

**READY.**

**FIRE!**

**AIM.**

**S.A.V.**



***No try. No***

***deal.***

***“You miss***

***100%*** ***of***

***the shots you  
never take.”***

—Wayne Gretzky

**“Intelligent people can  
always come up with  
intelligent reasons **to do  
nothing.**”**

—Scott Simon

EXCELLENCE.

4/40.

**4/40**

(Decentralization/Execution/Accountability/6:15A.M.)

**DECENTRALIZATION.**

**EXECUTION.**

**ACCOUNTABILITY.**

**6:15A.M.**

***De-cent-  
ral-iz-  
a-tion!***

# Enemy #1

I.C.D.

Note 1: **Inherent/Inevitable/  
Immutable Centralist Drift**

Note 2: Jim Burke's 1-word vocabulary: "No."

***Ex-e-***

***cu-tion!***

*“Execution is a*

***systematic***

***process***

*of rigorously*

*discussing hows and whats, tenaciously  
following through, and ensuring  
accountability.”*

—Larry Bossidy & Ram Charan/ *Execution:  
The Discipline of Getting Things Done*

***Ac-count-  
a-bil-ity!***

***“GE has set a standard of candor. ... There is no puffery. ... There isn't an ounce of denial in the place.”***

—Kevin Sharer, CEO Amgen,  
on the “GE mystique” (*Fortune*)

CF: **30%** (no salesfolk)

MH: **80%** (salesfolk)

**6:15A.M.**

**“NEW”  
MARKETS.**

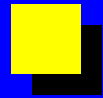
**E-nor-mous**

**Stra-te-gic**

**opp-or-tun-**

**ity. Damp it.**

**BOOMER**



**“Forget China, India  
and the Internet:  
Economic Growth  
Is Driven by**

**Women.”** —Headline, *Economist*, April

15, 2006, Leader, page 14

**\*Buy**

**\*Wealth**

**\*Lead**

**+ECLIPSE OF  
MALES**

Not Just America ...

**“Boys Falling Seven  
Years Behind Girls  
at GCSE Level”**

—headline, *Weekly Telegraph*, UK, 10.25.06

**“Women are  
the majority  
market”**

—Fara Warner/*The Power of the Purse*

??????????

**Home Furnishings ... 94%**

***Vacations ... 92%*** (*Adventure Travel ... 70%/ \$55B travel equipment*)

**Houses ... 91%**

***D.I.Y. (major "home projects") ... 80%***

**Consumer Electronics ... 51%** (*66% home computers*)

***Cars ... 68% (90%)***

***All consumer purchases ... 83%***

**Bank Account ... 89%**

***Household investment decisions ... 67%***

**Small business loans/biz starts ... 70%**

***Health Care ... 80%***

**Repeat:** *“Goldman Sachs in Tokyo has developed an index of 115 companies poised to benefit from women’s increased purchasing power; over the past decade the value of shares in Goldman’s basket has risen by 96%, against the Tokyo stockmarket’s rise of 13%.”* —*Economist*, April 15

# **Women's Commercial Purchasing Power**

**Purchasing mgrs. &  
agents: 51%**

**HR: >>50%**

**Admin officers: >50%**

**Source: Martha Barletta, *Marketing to Women***

P-l-e-a-s-e Read ...

Fara Warner:

***The Power of the***

***Purse***

# Cases! Cases! Cases!

**McDonald's** (“mom-centered” to “majority consumer”; not via kids)

**Home Depot** (“Do it [everything!] Herself”)

**P&G** (more than “house cleaner”)

**DeBeers** (“right-hand rings”/\$4B)

**AXA Financial**

**Kodak** (women = “emotional centers of the household”)

**Nike** (> jock endorsements; new def sports; majority consumer)

**Avon**

**Bratz** (young girls want “friends,” not a blond stereotype)

Source: *Fara Warner/The Power of the Purse*

**WOMEN.  
DOMINATE.  
ECONOMIC.  
GROWTH.**

**“Forget China, India  
and the Internet:  
Economic Growth  
Is Driven by**

**Women.”** —Headline, *Economist*, April

15, 2006, Leader, page 14

**“Since 1970, women  
have held two out of  
every three new  
jobs created.”** —*FT*,

10.03.2006

***“ ‘Womenomics,’ the economy as thought out and practiced by a woman.”***

—Aude Zieseniss de Thuin,

*Financial Times*, 10.03.2006

COROLLARY.  
EXCELLENCE.  
WOMEN.  
RULE.

**“AS**

**LEADERS,**

**WOMEN**

**RULE:**

*New Studies find that  
female managers outshine their male  
counterparts in almost every measure”*

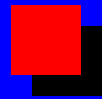
## Women's Strengths Match New

Economy Imperatives: Link [rather than rank] workers; *favor interactive-collaborative leadership style [empowerment beats top-down decision making]*; sustain fruitful collaborations; comfortable with sharing information; *see redistribution of power as victory, not surrender*; favor multi-dimensional feedback; *value technical & interpersonal skills, individual & group contributions equally*; readily accept ambiguity; *honor intuition as well as pure "rationality"*; inherently flexible; *appreciate cultural diversity*. —Judy B. Rosener, *America's Competitive Secret: Women Managers*

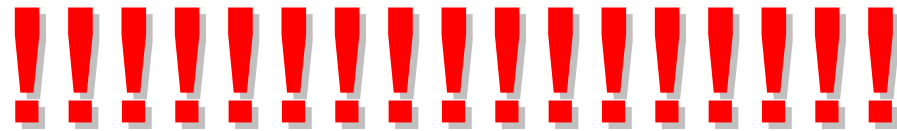
# The Core Argument: Women [Ought to] Rule!

1. We are in a War for Talent.
2. The war will intensify.
3. There is a severe shortage of effective leaders at all levels.
4. Women are under-represented in our leadership ranks at or near the top.
5. Women and men are different; “new science” reinforces this view.
6. Women’s strengths match the New Economy’s leadership needs—to a striking degree.
7. Women are also the principal purchasers of goods and services—retail and commercial.
8. **Ergo, women are a large part of “the answer” to the War for Talent/leadership shortage issue/opportunity.**

**BOOMER**



**FEZZED**



“People turning 50  
today have more  
than half of their  
adult life ahead of  
them.”

—Bill Novelli, *50+: Igniting a Revolution to Reinvent America*

7/13

Average # of cars purchased per  
household, “lifetime”: **13**

Average # of cars bought per household  
after the “head of household” reaches

age 50: **7**

20

**\$14,000,000,000,000-**

**\$25,000,000,000,000**

## 2000-2010 Stats

18-44: -1%

55+: +21%

(55-64: +47%)

**BOOMERS.**

**GEEZERS.**

**MONEY.**

**ALL.**

**NOW.**

**We are the *Aussies & Kiwis & yanks & Canadians.***  
**We are the *Western Europeans & Japanese.*** We are  
**the *fastest growing, the biggest, the wealthiest, the***  
***boldest, the most (yes) ambitious, the most***  
***experimental & exploratory, the most different, the***  
**most *indulgent, the most difficult & demanding, the***  
**most *service & experience obsessed, the most***  
***vigorous, (the least vigorous,) the most health***  
***conscious, the most female, the most profoundly***  
**important commercial market in the history of the**  
**world—and we will be the Center of your universe**  
**for the next *twenty-five years.* We have arrived!**

Boomers'-Geezers'-Women's Trifecta+

**\*Buy/all**

**\*Wealth/all**

**\*time left/lots**

**\*Eclipse of males/retire-die**

44-65: **“New  
Customer  
Majority” \***

**\*45% larger than 18-43; 60% larger by 2010**

Source: *Ageless Marketing*, David Wolfe & Robert Snyder

**“Baby-boomer  
Women: The  
Sweetest of  
Sweet Spots for  
Marketers”**

—David Wolfe and Robert

Snyder, *Ageless Marketing*

**Launch**

**an**

**“Initiative**

**E-nor-mous**

**Stra-te-gic**

**opp-or-tun-**

**ity. Now.**

EXCELLENCE.  
BEDROCK.  
LEADERSHIP.

EXCELLENCE.

BEDROCK.

LEADERSHIP.

NELSON.

GRANT.

**NELSON.**

On NELSON: ***“[other]  
admirals more  
frightened of losing  
than anxious to win”***

## The Nelson Baker's Dozen

1. Simple-clear scheme (“Plan”) (Not wildly imaginative) (Patton: “A good plan executed with vigor right now tops a ‘perfect’ plan executed next week.”)
2. **SOARING/BOLD/CLEAR/UNEQUIVOCAL/WORTHY/NOBLE/INSPIRING**  
**“GOAL”/“MISSION”/“PURPOSE”/“QUEST”**
3. “Conversation”: Engagement of All Leaders
4. Leeway for Leaders: Select the Best/Dip Deep/Initiative demanded/Accountability swift/Micromanagement absent
5. **LED BY “LOVE”** (Lambert), **NOT “AUTHORITY”** (Identify with sailors!)
6. Instinct/Seize the Moment/“Impetuosity” (Boyd’s “OODA Loops”: React more quickly than opponent, destroy his “world view”)
7. **VIGOR!** (Zander: leader as “Dispenser of Enthusiasm”)
8. Peerless Basic Skills/Mastery of Craft (Seamanship)
9. Workaholic! (“Duty” first, second, and third)
10. **LEAD BY CONFIDENT & DETERMINED & CONTINUOUS & VISIBLE EXAMPLE** (In Harm’s Way) (Gandhi: “You must be the change you wish to see in the world”/ Giuliani: Show up!)
11. Genius (“Transform the world to conform to their ideas,” “Triumph over rules”) (Gandhi, Lee-Singapore) , not Greatness (“Make the most of their world”)
12. Luck! (Right time, right place; survivor) (“Lucky Eagle” vs “Bold Eagle”)
13. Others principal shortcoming: **“ADMIRALS MORE FRIGHTENED OF LOSING THAN ANXIOUS TO WIN”**

Source: Andrew Lambert, *Nelson: Britannia’s God of War*

## Nelson's Way: A Baker's Dozen/Short

1. Simple scheme.
2. Noble purpose!
3. Engage others.
4. Find great talent, let it soar!
5. Lead by Love!
6. Trust your gut, not the focus group: Seize the Moment!
7. Vigor!
8. Master your craft.
9. Work harder than the next person.
10. Show the way, walk the talk, exude confidence! Start a Passion Epidemic!
11. Change the rules: Create your own game!
12. Shake of the pain, get back up off the ground, the timing may well be right tomorrow! (E.g., Get lucky!)
13. By hook or by crook, quash your fear of failure, savor your quirks and participate fully in the fray!

Source: Andrew Lambert, *Nelson: Britannia's God of War*

***“He above all encouraged (and prepared) his subordinates to seize the initiative whenever necessary, particularly in the fog of war —and the men who served under him knew what he expected.”*** —Jay Tolson, on **“The Nelson Touch,”** *The Battle That Changed The World*

... **tireless self-promoter, sought hero status**, sought patronage [suck up] ... guts, courage, master of his craft ... **passion for pleasures of the flesh**, driven by duty, obsessed (no “work-life balance”) ... **autocratic, dictatorial** ... team player, practitioner of participative management 200 years before it was popularized, loved hanging out with the lads ... man’s man, lady’s man ... diligent manager (e.g., logistics), powerfully inspirational, spiritual, passionate ... ambitious, **aggressive**, confident, **impulsive**, rarely cautious or circumspect, risk-taker ... emotional, spiritual, expressed feelings openly, classless, fair, self-sacrificing, encouraging, optimistic ... unconventional, did not get along well with superiors ... **xenophobic, immodest, impatient, intolerant, imprudent in public and in private** ... led from the front, zeal for action, despair over bureaucrats (“I hate the pen and ink men”), ... **lucky** ... —Stephanie Jones & Jonathan Gosling, *Nelson’s Way: Leadership Lessons from the Great Commander*

**GRANT.**

**“almost inhuman  
disinterestedness in  
... strategy”** —Josiah Bunting on  
**U.S. Grant** (from *Ulysses S. Grant*)

# GRANT

**Simplicity and clarity (written orders, view of movement)**

**Action-action-action (always forward; job only done when 100% done; when the job is done, start the next job)**

**Tactics >>>> Strategy (FM: “Operations is policy”;**

**HK: “We have a strategy; it’s called ‘doing things.’”)**

**Movement (perpetual movement, other guy perpetually off balance and reactive; O.O.D.A. loops--Boyd)**

**Offense (not so good at defensive battlements)**

**Decency!**

**CBWA (on the move, no aides)**

**“Lean staff” (“simple form, lean staff”)**

**Unflappable (Fearless)**

**Visual (mapmaker)**

**Logistician**

**Relentless!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!**

**Autonomy to Commanders**

**Self-contained**

**Do it with what he has**

**Antsy**

**Mastery (horsemanship)**

**“Western” attitude mimicked boss twice removed (Lincoln)**

“This [adolescent] incident [of getting from point A to point B] is notable not only because it underlines Grant’s fearless horsemanship and his determination, but also it is the first known example of a very important peculiarity of his character:

*Grant had an extreme, almost phobic dislike of turning back and retracing his steps.* If he set out for somewhere, he would get there somehow, whatever the difficulties that lay in his way. This idiosyncrasy would turn out to be one the factors that made him such a formidable general. Grant would always, always press on—turning back was not an option for him.”

—Michael Korda, *Ulysses Grant*

***"The genius of Grant's command style lay in its simplicity. Grant never burdened his division commanders with excessive detail. ... no elaborate staff conferences, no written orders prescribing deployment. ... Grant recognized the battlefield was in flux. By not specifying movements in detail, he left his subordinate commanders free to exploit whatever opportunities developed."***

—Jean Edward Smith/GRANT

***"The art of war does not require complicated maneuvers; the simplest are the best, and common sense is fundamental. From which one might wonder how it is generals make blunders; it is because they try to be clever."*** —Napoleon on Simplicity, from *Napoleon on Project Management* by Jerry Manas.

**CWVA to MBWA: “In these days of telegraph and steam I can command while traveling and visiting about.”** —U.S. Grant

***Managing by wandering around”*** —HP circa 1980

Source: *Ulysses S. Grant*, by Geoffrey Perret

*"The [Union senior] officers rode past the Confederates smugly without any sign of recognition except by one. 'When General Grant reached the line of ragged, filthy, bloody, despairing prisoners strung out on each side of the bridge, he lifted his hat and held it over his head until he passed the last man of that living funeral cortege. He was the only officer in that whole train who recognized us as being on the face of the earth.'\*"*

*\*quote within a quote from diary of a Confederate soldier*

EXCELLENCE.

BEDROCK.

LEADERSHIP.

9Ps.

**PURPOSE.**

**PASSION.**

**Potential.**

**Presence.**

**Personal.**

**PERSISTENCE.**

**PEOPLE.**

**Potent.**

**Positive.**

# **PURPOSE.**

**PASSION.**

**Potential.**

**Presence.**

**Personal.**

**PERSISTENCE.**

**PEOPLE.**

**Potent.**

**Positive.**

**“People want to be part of something larger than themselves. They want to be part of something they’re really proud of, that they’ll fight for, sacrifice for, trust.”**

—Howard Schultz, Starbucks  
(IBD/09.05)

PURPOSE.

PASSION.

Potential.

Presence.

Personal.

PERSISTENCE.

PEOPLE.

Potent.

Positive.

***“Nothing is so  
contagious as  
enthusiasm.”***

—Samuel Taylor Coleridge

PURPOSE.

PASSION.

**Potential.**

Presence.

Personal.

PERSISTENCE.

PEOPLE.

Potent.

Positive.

***“In the end, management  
doesn’t change culture.***

***Management***

***invites***

***the workforce itself to  
change the culture.”***

—Lou Gerstner

*“The role of the Director is to create a space where the actors and actresses*

*can become more than  
they’ve ever been before,  
more than they’ve dreamed  
of being.”*

—Robert Altman, Oscar acceptance speech

*PURPOSE.*

*PASSION.*

*Potential.*

*Presence.*

*Personal.*

*PERSISTENCE.*

*PEOPLE.*

*Potent.*

*Positive.*

25

*PURPOSE.*

*PASSION.*

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change you wish to  
see in the world.”*

Gandhi

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—Michael Korda, *Ulysses Grant*

**“Success seems to be  
largely a matter  
of hanging on  
after others have let  
go.”**

—William Feather, author

*PURPOSE.*

*PASSION.*

*Potential.*

*Presence.*

*Personal.*

*PERSISTENCE.*

*PEOPLE.*

*Potent.*

*Positive.*

**“Leaders do  
people.  
Period.”** —Anon.

**2 per Year/**

**20 per Decade =**

**Excellence +**

**Legacy**

**PURPOSE.**

**PASSION.**

**Potential.**

**Presence.**

**Personal.**

**PERSISTENCE.**

**PEOPLE.**

**Potent.**

**Positive.**

## Kevin Roberts' Credo

1. *Ready. Fire! Aim.*
2. *If it ain't broke ... Break it!*
3. *Hire crazies.*
4. *Ask dumb questions.*
5. *Pursue failure.*
6. *Lead, follow ... or get out of the way!*
7. *Spread confusion.*
8. *Ditch your office.*
9. *Read odd stuff.*
10. ***Avoid moderation!***

**PURPOSE.**

**PASSION.**

**Potential.**

**Presence.**

**Personal.**

**PERSISTENCE.**

**PEOPLE.**

**Potent.**

**Positive.**

***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

**PURPOSE.**

**PASSION.**

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**PERSISTENCE.**

**PEOPLE.**

**Potent.**

**Positive.**

**The “1E”**

**“Excellence can be obtained if you:  
... care more than others think is wise;  
... risk more than others think is safe;  
... dream more than others think  
is practical;  
... expect more than others think  
is possible.”**

**Source: Anon. (Posted @ tompeters.com by  
K.Sriram, November 27, 2006 1:17 AM)**

*"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  
(*Cycle* magazine 02.1982)

**Ger-on-**

**i-mo!**