

# **EXCELLENCE 2020: THE 27 “NUMBER ONES”**

**Tom Peters**  
April 2020

*“Business has to give people enriching, rewarding lives . . . or it’s not worth doing.”*

—Richard Branson

*“Business has the responsibility to increase the sum of human well-being.”*

—Mihaly Csikszentmihalyi, *Good Business*

# **EXCELLENCE 2020: THE TWENTY-SEVEN “NUMBER ONES”**

**Dear Colleagues,**

It has been 38 years since the publication of *In Search of Excellence*, which was followed by 17 more books, 2,500-plus speeches, 60-plus countries, and the opportunity to meet thousands upon thousands of people. Some were in big firms, many were in exciting small firms. They were students and octogenarians, CEOs and school principals and fire chiefs and preachers and electricians and housekeepers. You name it. In this brief paper, I want to extract the essence of that work and those meetings—and those people. To distill, well, the most important—and durable—things I have learned and, I hope, ingested. I have connected with an extraordinary set of human beings including Southwest Airlines’ Herb Kelleher, the inimitable Richard Branson, and the peerless Anita Roddick. I’ve spent time with, yes, Steve Jobs and Bob Noyce and Bill Hewlett and virtually all the Silicon Valley stars during my 20-plus years with the Tom Peters Company at 555 Hamilton Avenue in Palo Alto.

I’d suggest that, as presented here, these ideas are not only more timely than ever (success-drivers in the Age of AI, “disruption,” etc.), but also more or less requisite actions that leaders—and that’s all of us (leadership is, in the end, a mindset, not a “slot” on an organization chart, which I learned from former White House staffer Betsy Myers)—must take now if we want something that resembles a sustainable and humane workplace. Perhaps this is a barebones “Excellence Coda 2020.” That certainly is my hope, challenge, and fondest wish for everyone.

Thanks for your attention,

*Tom*

*(As I complete this paper, we are in the grasp of COVID-19. Some of the ideas here will be put on hold. However, several are more important, far more important, than before. In particular, the notion of a humane and compassionate and community-centric work environment—real and/or virtual—tops the lists of “musts.” How leaders behave—right now!—will be their/your principal life-legacy.)*

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## THE 27 “NUMBER ONES”

**1. Capital Investment #1: TRAINING. TRAINING. TRAINING.** Training as a Capital Expense. As, yes, Capital Investment #1. “Radical personal development” for all = Moral Responsibility = Immeasurable long-term strategic-differentiation opportunity = \$\$\$\$\$ in the bank. Training is 10 times more important than before in the Age of AI. Richard Branson: “Train them well enough so that they can leave. Treat them well enough so that they don’t want to.”

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*Here I present 27 “Number Ones”—but only one can come first. “Training” was an easy call. My definition of an organization is . . . People (Leaders) Serving People (Employees) Serving People (Customers, Communities). Yup, that’s me—38 years of shouting “people, people, people.” And a people focus/people obsession depends—entirely—on training/preparation. Which gets shortchanged and is perfunctory (far) more often than not. For example, does your company, if it’s a big one, have a CTO—Chief Training Officer—as a senior “C-level” position? Or is the training boss is a mid-level, ho-hum slot? In my world order, the “Chief Training Officer” has a corner office on the executive floor! I’ve had a successful career. I’ve said, when asked, “I’m often not the smartest guy in the room, but nobody but nobody can out-prepare me”—and, arrogant or not, I believe it. Training and Preparation = #1. Let’s give the last word to no less than Abraham Lincoln: “Give me six hours to chop down a tree, and I will spend the first four sharpening the axe.”*

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**2. Moral Obligation #1: TO PREPARE EVERY EMPLOYEE—PERMANENT OR TEMPORARY—AS BEST WE CAN FOR A VERY UNCERTAIN FUTURE.** If an employee—again, temporary as well as permanent—works for us for even a month as a temp, they should leave with new skills and an attitude that will up their odds of thriving tomorrow . . . and the day after. Mihaly Csikszentmihalyi, in *Good Business*: “Business has the responsibility to increase the sum of human well-being.”

“*training, TRAINING  
and M-O-R-E  
T-R-A-I-N-I-N-G*”

—Admiral Chester Nimitz, Commander in Chief/Pacific, communication to Chief of Naval Operations Ernest King in 1943. Fact: The U.S. Navy was woefully underprepared at the time of Pearl Harbor. The fix: T-R-A-I-N-I-N-G. Yes, more training was more important than more ships at the outset of the conflict. (Note: *The capitalization and punctuation and italics in the quote above are Admiral Nimitz’s, not mine.*)

**3. Obsession #1: EXECUTION IS “THE LAST 95 PERCENT.”** General Omar Bradley, commander of U.S. forces at D-Day: “Amateurs talk about strategy. Professionals talk about logistics.” Peter Drucker: “Strategy is a commodity. Execution is an art.” Fred Malek, my White House boss: “Execution *is* strategy.” Conrad Hilton’s declared Success Secret #1: “Don’t forget to tuck the shower curtain into the bathtub.” (Come to the hotel because of location, location, location and architecture, come back and recommend to others because of the likes of the tucked-in shower curtain—and all that the carefully attended curtain implies about both guest care and the respect with which we treat the typically unheralded housekeeping staff.)

**4. Job #1: ESTABLISH/MAINTAIN A CULTURE OF “EXCELLENCE BY PUTTING PEOPLE (REALLY) FIRST.”** Plausible/Profitable/Ennobling: No less than a “joyful” workplace. Richard Sheridan: “As ridiculous as it sounds—joy is the core belief of our workplace. Joy is the reason my software company, Menlo Innovations, exists and thrives.” FYI: “PEOPLE (REALLY) FIRST” = CUSTOMERS FIRST = \$\$\$\$ = SOCIETAL CONTRIBUTION. Richard Branson: “Business has to give people enriching rewarding lives, or it’s not worth doing.” John DiJulius: “Your customers will never be happier than your employees.”

**5. Calling #1: LEADING IS A HUMAN-POTENTIAL-MAXIMIZATION ACTIVITY—THERE IS NO HIGHER CALLING.** NCAA women’s basketball star Sabrina Ionescu, at the memorial service for Kobe Bryant, said of her mentor: “His vision for others was always greater than what they imagined for themselves. His vision for me was way bigger than my own. More importantly, he didn’t just show up in my life and leave. He stayed.” And from Robert Altman’s Oscar acceptance speech, “The role of the director is to create a space where actors and actresses can become more than they have been before, more than they have ever dreamed of being.”(emphasis added) “Bottom line”/unequivocal: Every manager/leader/coach absolutely has the career opportunity to dramatically and decisively affect the lives of thousands—far more than, say, any surgeon!

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# *before, more than they have ever dreamed of being.”*

—Robert Altman, Lifetime Achievement Oscar acceptance speech

**6. Asset #1: FULL PORTFOLIO OF FIRST-LINE MANAGERS.** Colonel Tom Wilhelm: “In great armies, the job of generals is to back up their sergeants.” Fact: Worldwide, 70 percent to 85 percent of folks on any given payroll are not engaged at work. The #1 reason by far that people quit a company is because of their boss. First Line Managers = Key #1 to employee productivity/retention/ product-service quality/customer fan-hood/culture maintenance. Hence: Selection/ Training/Mentoring/Heralding of first line chiefs is a **Top Strategic Priority.**

**7. Hiring Requirement #1: HIRE FOR EQ/EMPATHY/“SOFT” SKILLS FOR 100 PERCENT OF JOBS.** Biotech CEO: “We only hire nice people.” Southwest Airlines president emeritus Colleen Barrett: “We look for listening, caring, smiling, saying ‘Thank you,’ being warm.”—100 percent of jobs. CEO of a world-prominent New Zealand special effects company: “No a-holes.” Top technical skills are great as needed—but to establish a productive, innovative, communal culture, EQ/emotional intelligence is the top requirement. Even Google finds that to be the case. Valerie Strauss/*Washington Post*: “Project Oxygen demonstrated that the seven top characteristics of individual success at Google are all soft skills. . . . Project Aristotle shows that that the best teams at Google exhibit a range of soft skills: equality, generosity . . .” (emphasis added) Bonus from Susan Cain in *Quiet*: Hire the oft-overlooked or denigrated Quiet Ones/Introverts—they are more creative and better leaders than their Noisy/Extrovert counterparts.

**8. Core Value #1: LISTENING EXCELLENCE!!!/“FIERCE LISTENING”/“AGGRESSIVE LISTENING” TO STAFF/CUSTOMERS/OTHERS.** The most underrated, undertrained skill in the leader’s canon is listening. Not just listening, but intense listening. Per Susan Scott: “It’s amazing how this seemingly small thing—simply paying fierce attention to another, really asking, really listening, even during a brief conversation—can evoke such a wholehearted response.” Navy Captain Mike Abrashoff: “It was painful for me to realize how often I just pretended to hear people, had barely glanced up from my work when a subordinate came into my office. . . . I vowed to treat every encounter with every person on the ship as the most important thing at that moment. I decided that my job was to listen aggressively.” Richard Branson: “The key to every one of our eight key leadership attributes was the vital importance of a leader’s ability to listen.” (In Branson’s *Like a Virgin*, listening per se merits a full one-third of the book, well over 100 pages.) Former Secretary of State Dean Rusk: “The best way to persuade someone is with your ears.” Mark Twain: “Never miss a good chance to shut up.” Note: Effective listening is purposeful/time-consuming/exhausting—and train-able!

**“The best way to persuade someone is with your ears.”**

—former U.S. Secretary of State Dean Rusk

**“Never miss a good chance to shut up.”**

—Mark Twain

**9. Community Obligation #1: EXTREME SUSTAINABILITY PRACTICES.**

Environmental/climate change nightmares lie just around the corner—for many, the corner has already been turned. Business *is* the community. Businesses of every size and flavor *must* take the lead in pursuing Extreme Sustainability Practices. For a step-by-step guide, see *The Green to Gold Business Playbook: Sustainability Practices for Bottom-Line Results in Every Business Function*. Vivienne Westwood: “Buy less. Choose well. Make it last. Quality, not quantity.” Hunter Lovins: “Sustainability: It’s the right thing to do, it’s the smart thing to do, it’s the profitable thing to do.”

**10. State-of-Mind #1: ORGANIZATIONS ARE FIRST AND FOREMOST COMMUNITIES. MOREOVER, ORGANIZATIONS ARE COMMUNITIES EMBEDDED IN COMMUNITIES.** “Community” is a wondrous word. Think “community” and your perspective moves way beyond the spreadsheet—great work, yes! But great work from a co-operative venture devoted to every member’s flourishing. In his superb book, *Small Giants: Companies that Chose to be Great Instead of Big*, Bo Burlingham offers just four pillars of small giant success, one of which is: “Each company had an extraordinarily intimate relationship with the local city, town, or county in which it did business—a relationship that went well beyond the usual concept of ‘giving back.’”

**11. Value-Added Strategy #1: DESIGN EXCELLENCE/EXTREME HUMANIZATION.** Apple/Laurene Powell Jobs: “Steve and Jony spent hours discussing corners.” Jony Ives: “In some way, by caring, we are actually serving humanity. People might think it’s a stupid belief, but it’s a goal—it’s a contribution that we hope we can make, in some small way, to culture.” Donald Norman in *Emotional Design: Why We Love (or Hate) Everyday Things* reviews the MINI Cooper S: “No vehicle in recent memory has provoked more smiles.” Rich Karlgaard on the Nest thermostat: “. . . epic screws, screws with, dare I say it, deeper meaning.” Thomas Merton: “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.” Rodney

Fitch: “Only one company can be the cheapest. All others must use design.” Design Excellence/ Extreme Humanization is Differentiator #1. It’s by and large beyond the foreseeable reach of AI and applies to every organization and every bit of every organization—no exceptions. (*And it’s a great legacy!*)

*“In some way, by caring, we are actually serving humanity. People might think it’s a stupid belief, but it’s a goal—it’s a contribution that we hope we can make, in some small way, to culture.”*

—Jony Ives, design chief, on Apple’s approach to design

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

—Rodney Fitch

12. Value-Added Tiny Tactic #1 (“Guaranteed” to work): TGR=THINGS GONE RIGHT/SMALL>>BIG/THE WEE TOUCHES ARE THE ONES WHICH STICK TO OUR BRAIN—AND STAY THERE. Henry Clay: “Courtesies of a small and trivial character are the ones which strike deepest in the grateful and appreciating heart.” Van

Gogh: “Let’s not forget that small emotions are the great captains of our lives.” Poet Cesare Pavese: “We do not remember the days, we remember the moments.” “Wee touches” = TGR/Things Gone Right = Collective Differentiators that Stick and Stay and Stand Out.

**13. Value-Added Success Credo #1: THE THREE RULES: (1) BETTER BEFORE CHEAPER. (2) REVENUE BEFORE COST. (3) THERE ARE NO OTHER RULES.**  
From the book *THE THREE RULES: How Exceptional Companies Think*. Deloitte consultants examined the 45-year performance of 25,000 companies and identified just 27 sustained-excellence superstars—the source of “The Three Rules” above. (Success Credo NOT #1A: Shareholder Value Maximization, brought to us by Milton Friedman, has led to short-term thinking and dramatic, frightening dis-investment in workers—from 50 percent of profits to 9 percent over the last four decades—and extortionate shareholder gains that have triggered unprecedented and de-stabilizing inequality. Meanwhile, those who *did* adhere to the long-term view, according to a thorough McKinsey analysis, have dramatically out-performed their miserly short-term peers.)

**14. Leadership Team “Must” #1: PUT WOMEN IN CHARGE.** Nicholas Kristof: “Research by McKinsey & Co. suggests that to succeed, start by promoting women.” *BusinessWeek*: “As Leaders, Women Rule: New studies find that female managers outshine their male counterparts on almost every measure.” *Harvard Business Review*: “Women are rated higher in fully 12 of 16 competencies that go into outstanding leadership.” Margaret Thatcher: “In politics, if you want anything said, ask a man. If you want anything done, ask a woman.” Bottom line: Women should have the same—or more?—representation than men on exec teams and boards. Take note: This is a Winning Business Strategy, not “a good thing to do.” (FYI: the research also shows that women are better negotiators, better salespersons, and better investors.)

**“*Research by McKinsey & Co. suggests that to succeed, start by promoting women.*”**

—Nicholas Kristof

***“Women are rated higher in fully 12 of 16 competencies that go into outstanding leadership.”***

—Harvard Business Review

**15. Business Development Opportunity #1: WOMEN BUY EVERYTHING.** Women are THE majority market. *The Economist*: “Forget China, India, and the internet: economic growth is driven by women.” Aude Zieseniss de Thuin: “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. For a number of observers, we have already entered the Age of ‘Womeneconomics,’ the economy as thought out and practiced by a woman.” Women are top purchasers in all product categories, consumer and commercial—and most businesses still “don’t get it.” E.g., men by and large can’t design great products and services that appeal to women. Women should in most instances dominate product-design and marketing teams.

**16. Missed Market Opportunity #1: OLDIES HAVE ALL THE MONEY. THE 50 PLUS POPULATION IS ENORMOUS—AND OLDIES HAVE PLENTY OF TIME LEFT.** Bill Novelli: “People at 50 have more than half their adult life ahead of them.” Ken Dychtwald: “‘Age Power’ will rule the 21st century, and we are woefully unprepared.” David Wolfe: “The New Customer Majority, age 44–65, is the only adult market with realistic prospects for significant sales growth in dozens of product lines for thousands of companies.” Peter Francese: “Marketers’ attempts at reaching those over 50 have been miserably unsuccessful.” Martha Barletta: “The financial numbers are absolutely inarguable—the Mature Market has the money. Yet advertisers remain astonishingly indifferent to them.” (Oldies: 50 percent of sales, 10 percent of marketing budget.) (No other way to put it: Marketers, with rare exceptions, are idiots relative to this EOO/Extreme Oldie Opportunity.)

**17. Economic Cornerstone #1: SME = SMALL- AND MEDIUM-SIZE ENTERPRISES RULE/“BE THE BEST, IT’S THE ONLY MARKET THAT’S NOT CROWDED.”/SUPPORT THE SME POPULATION IN ANY WAY IMAGINABLE!** SME (1) create virtually all the new jobs, (2) employ almost all of us (3) are the prime innovators and (4) are every economy’s backbone. The flip side: Monsters cut costs, toss people over the side, and almost unfailingly underperform the market. SME Magic: A tiny company (W.A. Coppins) in the tiny town of Motueka, New Zealand is the undisputed world leader

in commercial sea anchors; In the US, Basement Systems Inc. grew to over \$100 million in revenue drying out moldy basements and turning them into playrooms or extra bedrooms.

**18. Innovation Strategy #1: WTTMSW/WHOEVER TRIES THE MOST STUFF WINS.** Extended: WTTMS(ASTMSUTF)W/WHOEVER TRIES THE MOST STUFF (AND SCREWS THE MOST STUFF UP THE FASTEST) WINS. WTTMSW = guaranteed innovation, but it requires a visibly supportive culture: “Try it. NOW.” Tech exec: “Fail. Forward. Fast.” Michael Schrage: “Serious play.” Phil Daniels: “Reward excellent failures. Punish mediocre successes.” One and all—100 percent—are in the “innovation business.” Innovation Strategy #1A: BANISH “SAME-SAME.” John Stuart Mill: “It is hardly possible to overrate the value of placing human beings in contact with persons dis-similar to themselves.” Sales Guru Billy Cox: “You will become like the five people you associate with the most—this can be either a blessing or a curse.” Gary Hamel: “The 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 top.”

**19. Daily Activity #1: MBWA = MANAGING BY WANDERING AROUND.** Daily. Daily = EVERY DAY. No excuses. Ever. And: If you don’t LOVE doing regular MBWA, choose another career path!! MBWA is the keystone of *In Search of Excellence*. It stands for leaders who are intimately in touch with the work and the people who perform the work. Human beings>>Spreadsheets. (MBWA is a state of mind—humane, connected—not a physical phenomenon; it works for WFH/Work From Home circumstances as much as in physical spaces.)

**“Fail faster. Succeed sooner.”**

—David Kelley, founder, IDEO

**“Fail. Forward. Fast.”**

—High-tech CEO/Philadelphia

**“Fail. Fail again. Fail better.”**

—Samuel Beckett

# *“Reward excellent failures. Punish mediocre successes.”*

—Phil Daniels, Australian exec/“the six words that underpinned my success”

## **20. Time Management Must #1: SLOW DOWN. 50 PERCENT UNSCHEDULED TIME.**

All the important things—relationship building and maintenance, culture building and maintenance, “aggressive” listening, Excellence—take lots of time. Time Management Must #1A: DON’T OVERSCHEDULE. Intel superstar Dov Frohman: “Every leader should routinely keep a substantial portion of his or her time—I would say as much as 50 percent—unscheduled.” (emphasis added)

**21. Hallmark #1: CULTURE MANAGEMENT/ONE MINUTE AT A TIME.** Culture Rules: Culture comes first. Culture is exceedingly difficult to change. Culture change cannot be/must not be evaded or avoided. Culture maintenance is about as difficult as culture change. Culture change/maintenance must become a conscious/permanent/personal agenda item. Culture change/maintenance is manifest in “the little things” far more than in the big things. Repeat/Culture Change/Maintenance: One day/one hour/one minute at a time. Forever. And ever. Lou Gerstner: “If I could have chosen not to tackle the IBM culture head-on, I probably wouldn’t have. My bias coming in was toward strategy, analysis and measurement. In comparison, changing the attitude and behaviors of hundreds of thousands of people is very, very hard. Yet I came to see in my time at IBM that culture isn’t just one aspect of the game—it *is* the game.” (emphasis added) (Ed Schein: “Culture eats strategy for breakfast.”)

**22. Power Word #1: ACKNOWLEDGEMENT (AND “THANK YOU”).** William James: “The deepest principle in human nature is the craving to be appreciated.” Ken Langone: “The two most powerful things in existence: a kind word and a thoughtful gesture.” Betsy Myers: “Leadership is about how you make people feel—about you, about the project or work you’re doing together, and especially about themselves.” Mark Sanborn: “Employees who don’t feel significant rarely make significant contributions.” *And ... let us bow down to the Acknowledger-in-Chief:* During his 10-year tenure as CEO of The Campbell Soup Company, Doug Conant sent 30,000 *handwritten* “Thank you” notes—that translates into 12 per working day for a decade!

**23. Personal Habit #1: READ. READ. READ.** Investor superstar/CEO Deficiency #1: They don’t read enough. Charlie Munger, Warren Buffett’s #2: “In my whole life, I have known no wise people over a broad subject matter area who didn’t read all the time—none. ZERO.” (emphasis added) Read as though your life depended on it: IT DOES!

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—Lou Gerstner, *Who Says Elephants Can’t Dance? Inside IBM’s Historic Turnaround*

**“Culture eats strategy for breakfast.”**

—Ed Schein, MIT, father of “organization culture”

# **Reporter: “*What matters most to a company over time? Strategy or culture?*”**

**Dominic Barton, Managing Director, McKinsey & Co.: “*Culture.*”**

—Interview, 2013, *The Wall Street Journal*

**24. Toughest Task #1: SELF-MANAGEMENT.** Edie Seashore: “Being aware of yourself and how you affect everyone around you is what distinguishes a superior leader.” Marshall Goldsmith: “To develop others, start with yourself.” Kerry Paterson: “Work on me first.” FYI: The research is clear and consistent. Leaders’ self-perceptions stink—they are invariably *waaaay* off the mark.

**25. Commandment #1: EXCELLENCE IS THE NEXT FIVE MINUTES. OR NOTHING AT ALL.** Excellence = ULTIMATE SHORT-TERM STRATEGY = Next 6-line email/Chance 3-minute impromptu real or virtual “hallway” meeting/Saying “Thank you” for something small/Lending a helping hand for a half-hour when you’re hyper-busy. Excellence = N-O-W = Period.

**26. Axiom #1: HARD (Numbers/Plans/Org charts) IS SOFT. SOFT (Relationships/Culture/Listening/Excellence) IS HARD.** Sustaining winners: THE EGREGIOUSLY MIS-NAMED “SOFT STUFF” COMES F-I-R-S-T!!!!!! Consider: from Patrick Lencioni, *The Advantage: Why Organizational Health Trumps Everything Else in Business*, “As I sat there listening to one presentation after another highlighting the remarkable and unorthodox activities [people-first dogma, leadership style, communal culture, etc.] that have made this organization so healthy, I leaned over and asked the CEO, ‘Why in the world don’t your competitors do any of this?’ After a few seconds he whispered, ‘I honestly believe they think it’s beneath them.’” (emphasis added) (Yikes, but true in my experience.)

**27. Reflection #1: FOCUS ON THE “EULOGY VIRTUES.”** David Brooks, *The Road to Character*: “I’ve been thinking about the difference between the resume virtues and the eulogy virtues. The resume virtues are the ones you list on your resume, the skills that you bring to the job market and that contribute to external success. The eulogy virtues are deeper. They’re the virtues that get talked about at your funeral, the ones that exist at the core of your being—whether you are kind, brave, honest or faithful, what kind of relationships you formed.” (Holds as much for your “business life” as for your “personal life”: Fact/You will spend more hours at work than at home; so to a great degree, and like it or not, in terms of impact on others . . . Work = Life.)

*Excellence is not an  
“aspiration.”*

*Excellence is not a “hill  
to climb.”*

*Excellence is the next five  
minutes.*

*(Or nothing at all.)*

## EXCELLENCE 2020: THE 27 “NUMBER ONES” EXTENDED

1. Capital Investment #1: TRAINING! TRAINING! TRAINING! BEST TRAINING WINS.
2. Moral Obligation #1: TO PREPARE EVERY EMPLOYEE—PERMANENT OR TEMPORARY—AS BEST WE CAN FOR A VERY UNCERTAIN FUTURE.
3. Obsession #1: EXECUTION IS “THE LAST 95%.”/“STRATEGY IS A COMMODITY. EXECUTION IS AN ART.”
4. Job #1: ESTABLISH/MAINTAIN “60/60/24/7/365”: A CULTURE OF “EXCELLENCE BY PUTTING PEOPLE (REALLY) FIRST.”/“BUSINESS HAS TO GIVE PEOPLE ENRICHING REWARDING LIVES . . . OR IT’S NOT WORTH DOING.”
5. Calling #1: LEADING IS A HUMAN-POTENTIAL-MAXIMIZATION ACTIVITY./THERE IS NO HIGHER CALLING.
6. Asset #1: FULL PORTFOLIO OF FIRST-LINE MANAGERS/DRIVE ALL KEY PRODUCTIVITY-QUALITY-ETC. VARIABLES.
7. Hiring Requirement #1: HIRE FOR EQ/“SOFT” SKILLS/100 PERCENT OF JOBS. /“WE LOOK FOR LISTENING, CARING, SMILING, SAYING ‘THANK YOU,’ BEING WARM.”
8. Core Value #1: LISTENING EXCELLENCE!/“THE BEST WAY TO PERSUADE SOMEONE IS WITH YOUR EARS.” (RE-READ: LISTENING EXCELLENCE AS CORE VALUE NUMBER ONE.)
9. Community Obligation #1: EXTREME SUSTAINABILITY PRACTICES.
10. State of Mind #1: ORGANIZATIONS ARE FIRST AND FOREMOST COMMUNITIES/ORGANIZATIONS ARE COMMUNITIES EMBEDDED IN COMMUNITIES.
11. Value-Added Strategy/Differentiator #1: DESIGN EXCELLENCE/R-A-D-I-C-A-L HUMANIZATION/PRODUCTS AND SERVICES WITH SOUL. /“ONLY ONE COMPANY CAN BE THE CHEAPEST. ALL OTHERS MUST USE DESIGN.”
12. Value-Added Tiny Tactic #1: SMALL>>BIG/THE WEE TOUCHES & GESTURES (TGR = THINGS GONE RIGHT) ARE THE ONES WHICH STICK AND STAY IN OUR BRAINS.
13. Value-Added Success Credo #1: THE THREE RULES: (1) BETTER BEFORE CHEAPER. (2) REVENUE BEFORE COST. (3) THERE ARE NO OTHER RULES.
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15. Business Development Opportunity #1: WOMEN BUY EVERYTHING. ACT ACCORDINGLY!
16. Missed Market Opportunity #1: OLDIES HAVE ALL THE MONEY/50 PLUS POPULATION IS ENORMOUS/OLDIES HAVE PLENTY OF TIME LEFT/MOST MARKETERS CLUELESS..
17. Economic Cornerstone #1: SMEs RULE/EMPLOY ALMOST ALL OF US/CREATE ALMOST ALL NEW JOBS/PRIMO INNOVATORS/SUPPORT THEM IN EVERY WAY IMAGINABLE
18. Innovation Strategy #1A: WTTMSW/WHOEVER TRIES THE MOST STUFF WINS. Extended: WTTMS(ASTMSUTF)W/ WHOEVER TRIES THE MOST STUFF (AND SCREWS THE MOST STUFF UP THE FASTEST) WINS/Innovation Strategy #1B: WE ARE AS GOOD AS THE WEIRDNESS AND VARIETY OF PEOPLE WE HANG OUT WITH.
19. Daily Strategic Activity #1: MBWA/MANAGING BY WANDERING AROUND/DAILY MBWA/ “MUST DO COME HELL AND HIGH WATER!!”
20. Time Management Must #1: SLOW DOWN: EXCELLENCE-LISTENING-RELATIONSHIP DEVELOPMENT, ETC. TAKE (LOTS OF) TIME/KEEP 50 PERCENT (!! ) OF YOUR TIME UNSCHEDULED
21. Hallmark #1: CULTURE MANAGEMENT/ONE MINUTE AT A TIME
22. Power Word #1: ACKNOWLEDGMENT/“THE DEEPEST PRINCIPLE IN HUMAN NATURE IS THE CRAVING TO BE APPRECIATED.”
23. Personal Habit #1: READ. READ. READ. READ. READ.
24. Toughest Task #1: SELF-MANAGEMENT TIPTOP LEADER ATTRIBUTE/OUR SELF-PERCEPTION S-T-I-N-K-S.
25. Commandment #1: EXCELLENCE IS THE NEXT FIVE MINUTES. OR NOTHING AT ALL./ THE NEXT 6-LINE EMAIL OR SPONTANEOUS 3-MINUTE CHAT, ETC.
26. Axiom #1: HARD (numbers, plans, org charts) IS SOFT. SOFT (people, relationships, culture) IS HARD. WINNERS EMPHASIZE THE MIS-NAMED “SOFT” VARIABLES.
27. Reflection #1: “RESUME VIRTUES” VS. “EULOGY VIRTUES”: Focus on the “eulogy virtues.”