

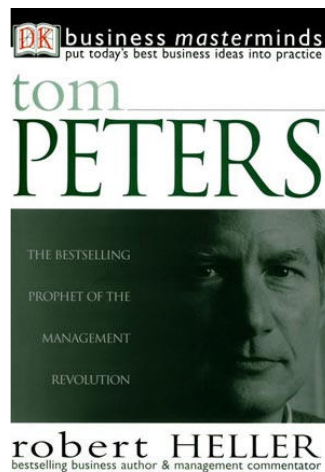
BusinessSummaries

WISDOM IN A NUTSHELL

PRESENTS
INSIDE THE GURU MIND SERIES

Tom Peters

The Proponent of Revolutionary Organizational Reform



By
Robert Heller

Published By Dorling Kindersley Ltd., London 2001

ISBN: 0789451603; 1st edition (April 1, 2000)

112 pages

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Tom Peters

The foundation of Peter's preaching and practice continually evolved from the notion that excellence is transferable by example – study how top performers performed, and you, too, could have a top company – to “crazy” management, constant innovation and living with constant changes.

The Discovery of Excellence

The Eight Attributes of Success

In the early years (1977), Tom Peters, in collaboration with Robert Waterman, studied 43 financially successful companies (IBM among its favorites) and came up with the “Seven-S” formula for analyzing corporate behavior and corporate culture - structure, strategy, systems, style of management, skills, staff, and shared values.

Peters and Waterman were able to identify eight attributes common in all the selected companies:

- Bias towards action
- Simple form, lean staff
- Continued contact with customers
- Productivity improvement via people
- Operational autonomy to encourage entrepreneurs
- Stress on one key business value
- Emphasis on doing what they know best (“sticking to the knitting”)
- Loose-tight controls

The selection criteria for the companies, however, were based on the financial standing of the companies. On the other hand, the “excellence” study, which gave birth to the “Seven-S” formula, and the eight excellence attributes were based on non-financial criteria. Thus, the study lacked one essential quality for solid comparisons – measurability. On top of which, the selection of “excellent” companies made Peters and Waterman overlook the fallibility of the companies chosen. All of these contributed to the failure of the chosen companies to live up to their “excellent company” status.

Themes of Excellence

The study laid the groundwork for several of Peters' later works. At least four of Peters' themes are noteworthy. It was here that the theme of customer service was first presented. MBWA, or “Management By Walking Around”, another one of Peters' themes, meant having management walk the plant floors and visit outlets, among others. Innovation is another theme included in all of Peters'

works. Finally, that the way to learn better management is to study what other managers do and adapt or adopt their methods.

Rejecting Rational Management

The book *In Search of Excellence* succeeded because it proclaimed an imaginary reality that virtue was triumphant in the corporate world. The publication came at a time when the economy faltered and profound changes were being forced on all major companies. The old business model was being questioned – cost vs. quality, economies of scale vs. variety, going beyond incentive schemes, and control vs. creativity.

The latter was where Peters and Waterman did not quite succeed in creating balance. Peters slowly converted to his “crazy” management approach by arguing that rigidity rules out experimentation and does not allow for mistakes. In the conflict between the need for control and the need for freedom, Waterman continued with the exercise of finding the balance while Peters tipped the scale and went for freedom.

Putting Ideas Into Action

- Study what other managers do and adapt or adopt whatever works.
- Tear down cultures of bureaucracy, interference and lack of autonomy.
- Dedicate “champions” to leading the drive for innovation in products and processes.
- Break the business down into small units with “turned-on” people.
- Ensure staff collaborate to achieve continuous improvement in performance.
- Put customer satisfaction ahead of numeral targets and financial goals.
- Avoid rigid management that rules out experiment and trial and error.

Managing with Passion

Back to Basics

Creating a Paradox

According to Peters, companies started to deviate from the basics with their current management practices. “. . . such schemes seemed to make sense at the time. . . But the result was that the basics got lost in the blur . . . we forgot about people . . .”

Peters emphasized the importance of labor relations, listening to the workforce, acting on what they say, and dealing with them as full partners. He also stressed leadership as a key concept. Leadership connoted “unleashing energy, building, freeing, and growing”. Management, on the other hand, connoted “controlling and arranging and demeaning and reducing”.

Peters was aware that this new concept created inconsistencies – “tough-mindedness” (management) vs. “tenderness” (leadership). He defended this concept however, by stating that his business models have applied tremendous “pressure to perform” and that indeed the pressure was “nothing short of brutal”. According to Peters, “extraordinary results are . . . routinely expected because the barriers to them have been cleared away.”

Of his business models, Peters maintains that “. . . each person be an innovative contributor.”

Peters was adamant about the essential simplicity of his new model. According to him, there were only two ways to create and sustain “superior performance over the long haul.” The first was “to take exceptional care of your customers . . . via superior service and superior quality”, and second, to “constantly innovate”. However, significant corrections were applied to this two-way model – having sound financial controls, sound planning and, having “turned-on people”; and that businesses can also be hurt by external factors such as overvalued currency. Peters also put weight on attention to detail. He says, “The winners stun us not by their cleverness, but by the fact that every tiny aspect of the business is just a touch better than the norm.”

Managing by Wandering Around

Peters strongly emphasizes the hyperactive, out-of-the-office, interventionist top management. In order to achieve effective leadership, one must adhere to MBWA, or “Management by Walking Around”. His seven simple commandments on MBWA:

- Publicize the fact that you are out wandering 50% of the time, and that colleagues are as well (if you and they are).
- Be meticulous in having meetings in others’ offices/spaces rather than yours.
- Evaluate managers in part – and directly – on the basis of their people’s assessment of how well / how frequently they are in touch.
- Fire a supervisor who doesn’t know all his people’s first and last names.
- Hold meetings and reviews in the field.
- Randomly pop into offices & ask the inhabitants why they aren’t out.
- If you are a manufacturing, or an R&D boss, etc., make sure you have a second office in the workplace.

Applying Integrity

Peters and Nancy Austin, in their joint book *A Passion for Excellence* (1985) where all these concepts were brought to light, were aware that without integrity, managers would only be paying lip-service to their teachings. For these ideals to be rolled into one, it would mean an “idealized portrait” of a successful company.

It is wrong to consider that cost and price are the only important variables that can be employed in order to become successful in a business venture. Quality should be the driving force and it should always be considered first. Quality is the product of managers who “live the quality message with passion, persistence, and, above all, consistency.”

Encouraging Innovation

The solution to “inherent sloppiness” in innovation, has three. “Experimentation: Champions: Decentralized Bands”. The authors (Peters and Austin) gave these stages nicknames: “ tries: skunks: skunkworks”. Skunks are individualists or rule-breakers who try to accomplish new things. Skunkworks are separate units that are given a specific, innovatory remit. Management is to create the right atmosphere for experimentation, creativity and individualism. In order to do this, management must guard against the myths of innovation: Myth (1): Substantial strategic or technological planning greatly increases the probability of a “no surprises” outcome. Myth (2): Complete technical specifications and a thoroughly researched market plan are invariant first steps to success. Myth (3): Time for reflection and thought built into the process is essential to creative results. Myth (4): Big teams are necessary to blitz a project rapidly, especially a complex one. Myth (5): Customers invariably only tell you about yesterday’s needs.

Peters and Austin offered their own counterpoints for these myths. According to them, true innovators based their work on uncertainty and ambiguity, experimented, “try it now” kind of people, worked in small groups, and drew their inspiration from “forward-looking customers”, who are “usually ahead of the rest, and are the best source of leading-edge innovation”. They slowly began to shift from bigness (large successful companies) to smallness.

Putting Ideas Into Action

- ✓ Be “soft” in managing people, “hard” in expecting good performance.
- ✓ Take exceptional care of customers through exceptional quality and service.
- ✓ Stay away from your desk as much as you possibly can, and keep in touch with your staff.
- ✓ Remember that price and cost are not the only variables in business.
- ✓ Live the quality message with “passion, persistence, and, above all, consistency.”
- ✓ Generate a climate that encourages iconoclasts, rule-breakers, and individualists.
- ✓ Ignore the myths of innovation, and rely on forward-looking customers.

Masterclass

Achieving Excellence

Peters’ and Watermans’ formula for achieving excellence is simple – study, analyze and imitate (adapt or adopt). Bear in mind, however, the four principles of excellence:

THE FOUR PRINCIPLES OF EXCELLENCE

- ❶ Excellent financial results cannot be equated with excellence; results may not last, and may not spring from superior management.
- ❷ Your observations should relate to your needs and circumstances; avoid following courses of action that add no value to your business.
- ❸ Shun lip-service. Methods or approaches that suit you and your business should be sought out, adopted, and adapted.
- ❹ Any remedy is only good for as long as it works; do not become slavishly committed to a modus operandi forever.

In addition, use the eight attributes of success described by Peters and Waterman as a guide.

Financial Indicators

Checking the financial success of the business goes hand-in-hand with non-financial performance analysis. Review your financial performance.

THE FIVE FINANCIAL QUESTIONS

- ❶ Are you creating wealth?
- ❷ How highly do investors rate your company?
- ❸ How efficiently are you investing capital?
- ❹ How well are you using the shareholders' money?
- ❺ How effectively are you managing costs and revenues and thus the all-important gap between them?

Confronting Problems

Problems are inevitable. Confront the problems, solve them step by step.

Question the Causes of Failure

- What are the causes of unduly delayed decision and action?
- Why are customers and customer relations being neglected?
- Who and what are responsible for overstaffing and bureaucratic clotted organization?
- Why are people less productive than they could be?
- What kills innovative ideas and entrepreneurial action?
- Who and what are responsible for lack of focus on core values and activities?
- What prolongs excessive and unnecessary controls?

Identify Root Causes

- ★ Too many committees / levels of management
- ★ Insistence on “the way we do things round here” and therefore resistance to change and reform
- ★ Rewards / bonuses and staff appraisals do not take customer satisfaction into account
- ★ Nobody acts on employees’ ideas for improving their work
- ★ A climate of fear penalizes failure and discourages initiative
- ★ Staff do not share in the shaping of the vision or the plans
- ★ Rule books and financial controls dominate and therefore hinder management processes

Overcoming Failures

Become a Skunk

- ◆ Break rules if that is necessary to achieve what you want to achieve
- ◆ Experiment all the time in order to find better ways of operating
- ◆ Seek out and join forces with people of like, iconoclastic mind
- ◆ If you see decisions or actions that you think are wrong, challenge them
- ◆ Welcome change, and act as a change agent.

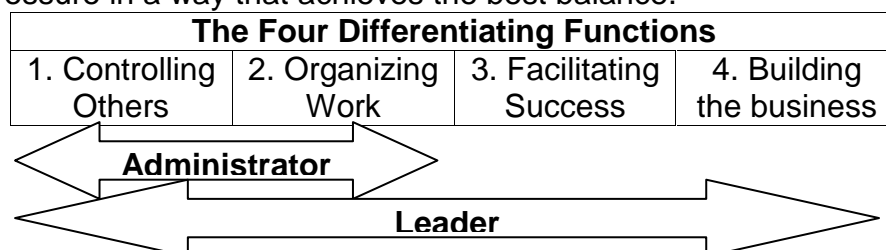
Unleashing Creativity

Innovate! Work in decentralized bands. Be brave.

- ✓ Cherish uncertainty and ambiguity.
- ✓ Experiment.
- ✓ Try it now.
- ✓ Appoint champions to head small teams.
- ✓ Have “lead customers” with whom you work on innovations hand-in-glove.

Leading from the Front

Strive to become a leader and not just a manager or an administrator. Learn to apply pressure in a way that achieves the best balance.



Lead by example – be a passionate, attentive and sociable leader to encourage others to do the same. Help your team become successful too.

- Always show your pride in the company and in your people.
- Be enthusiastic about what you or others are thinking / doing.

- Delegate authority to people and encourage them face-to-face.
- Visit colleagues and customers in their own “space”.
- Make impromptu visits, not to check up on people, but to inform you about their work and share their enthusiasm.
- When you are in the office, operate an “open-door” policy.
- Hold frequent meetings with everybody present and involved.

Aiming for Perfection

The Three Principles of Successful Business		
1. Superior Quality	2. Superior Service	3. Constant Innovation

In aiming for perfection, use the following rules on customer care as guide:

1. Continually assess levels of service quality by both quantitative and qualitative methods.
2. Aim for continuous improvement in the quality of the product and the service.
3. Pay close attention to detail, and make sure others do likewise.
4. Manage by wandering around your business.
5. Manage by wandering around your customers.
6. Be incredibly polite and helpful to your customers, and ensure that everybody else in your team is, too.
7. Listen to what your customers tell you, and act on it.
8. Understand that perception is reality: what the customer thinks is right, even if you think it is wrong.

There are two final rules to excellence – customers are excellent sources of product ideas, and, value is more important than cost or price.

Practicing the Theory of Chaos

The Myth of Excellence

In his latest publication *Thriving on Chaos*, however, Peters declared that there were no longer excellent companies. “Management revolution” became his core concept. He drastically changed all his ideas – predictability was a thing of the past, technological advancement changed everything, customers became more demanding and more diverse in their preferences, bigger is no longer better.

The Japanese Example

Peters started to recognize the achievements of the Japanese in terms of business cultures. According to Peters, the Japanese business culture (and the Europeans too) were “less dependent on big scale, more dependent on broadly skilled labour” and more “conducive to economic success”. Peters highlighted

the qualities of the Japanese firms that made it a model for successful firms of the future.

- Flatter (with fewer layers of organization structure)
- Populated by more autonomous units (with fewer central-staff second-guessers more local authority to introduce and price products)
- Oriented towards differentiation, producing high value-added goods and services, creating niche markets
- Quality-conscious
- Service-conscious
- More responsive
- Much faster at innovation
- A user of highly trained, flexible people as the principal means of adding value

Animating the Workforce

It was no longer the organizational structure that was the problem in current set-ups but it was the need for the ideal spirit that animated people within the structure. These were the rules to live by (summarized into these 5 groups):

- ◆ Create total customer responsiveness
- ◆ Pursue fast-paced innovation in all areas of the company
- ◆ Achieve flexibility by empowering all people connected with the organization
- ◆ Learn to love change to instill and share an inspiring vision
- ◆ Control by building simple support systems for a world turned upside down

Flexibility, change and revolution became Peters' by-words, prerequisites for survival and eventual success.

Customer Strategies

According to Peters' customer theory, markets are becoming more and more fragmented. As such, the strategy is differentiation, specialization or value-added products / services. This leads to the "five basic value-adding strategies:

- * Supply top quality products / services
- * Superior service; "little things mean a lot"
- * Extraordinary responsiveness to customers.
- * Be internationalists
- * Be unique

It is essential to put the customer into every aspect of the organization, of the processes, into every decision made. Innovation also plays a vital part in the mix of customer responsiveness – team-based product development involves not only employees but also suppliers, distributors, and customers.

Getting Involvement

Peters stresses employee involvement as crucial. However, there are at least three factors that hinder progression to greater employee involvement:

- ✱ Complex structures with too many layers and traditional first-line supervision
- ✱ Bureaucratic middle managers
- ✱ Ridiculous bureaucratic procedures, degrading regulations and depressing work conditions

Once these obstacles have been eliminated (which, according to Peters himself, is a “tall order”), introduce and implement the Five Supports:

- ◆ Provide constant opportunities for everyone to be listened to
- ◆ Focus recruitment explicitly on desired values and qualities
- ◆ Mandate training & retraining to constantly upgrade skills
- ◆ Offer incentive pay based on contribution and performance to everyone
- ◆ If people do perform to standard (at least), provide job security

Impossible Demands

Peters' one basic contention is that managers should be able to pursue and encourage the pursuit of continuous change.

Putting Ideas Into Action

- ✓ Create “total customer responsiveness” with superior quality, superior service, and fast reaction.
- ✓ Create opportunities from “the daily discontinuities of the turbulent marketplace”.
- ✓ Have many pilot schemes going – rapid and practical field tests.
- ✓ Realize that there is no limit to what involved people can achieve.
- ✓ Instigate the five supports of involvement, starting with listening and recognition.
- ✓ Eliminate “silly bureaucratic procedures, demeaning regulations, and dispiriting working conditions.
- ✓ Ask people, “What, exactly, have you changed?” several times a day.

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Flexibility

It is vital, in this ever-changing competitive scene, that the institutions remain flexible and that being flexible becomes a priority of the company. There are seven requirements in achieving flexibility in the workplace:

- Does the company respond fast and well to the customer?
- Does it innovate in all areas?
- Is the innovation fast-paced?

- Is everybody treated in a flexible, empowering way?
- Do the organization and its staff welcome change?
- Does management communicate and share an inspiring vision?
- Are support systems and controls simple and effective?

Flexibility thrives in a flexible environment where flexible people reside. Start with yourself - be innovative, adhere to change, respond to customer needs, and build small but firm foundations.

Start with yourself

- ◆ Treat your own customers excellently
- ◆ Look for new ways of doing things and new things to do – do them fast.
- ◆ Treat everybody who works with you as an independent colleague with a real individual contribution to make
- ◆ Become a change agent
- ◆ Form a vision for your job, your career, your unit
- ◆ As far as you can, side-step stupid rules and regulations; adopt better ways of working

Involving Others in Change

In getting everyone involved in almost everything, it is essential to focus achieving the objectives in order to guard against paying lip-service to the concept of people empowerment.

Focus on Objective

- ◆ Am I developing my team-working skills?
- ◆ Have I made my expertise indispensable?
- ◆ Do I grab any and all opportunities for distinctive contribution?
- ◆ Am I an “action” person, quick to volunteer to “put out fires” and start new initiatives?
- ◆ Do I seek the advice of others widely?
- ◆ Do I know exactly what I am doing – and why?

To achieve “total customer responsiveness”, be flexible enough to address unique situations, don’t fall into routines. Better yet, step into the shoes of your customers to determine how they view you and your organization.

Anticipate Customer Expectations

- ◆ Know what you would expect if you were a customer.
- ◆ Aim to understand the actual customer experience.
- ◆ Test this experience by pretending to be a customer.
- ◆ Never rest until the faults you uncover have been corrected.
- ◆ Form a strategy to keep meeting, and then going beyond, customer expectations.

Keeping it Small

According to Peters, the issue is not on size but whether the group can exploit the advantages of smallness.

The Advantages of Smallness

- ✓ Everybody knows everybody else, which makes teamwork easier.
- ✓ Action is taken faster because there is no chain of command.
- ✓ Communications and sharing of information are much easier.
- ✓ People identify more readily with the group and its purposes.
- ✓ Everyone can share in decision-making and other so-called “management” processes.

In order to exploit the advantages of smallness, in turn, the individuals in the group must apply some effort. They must . . .

- Make friends and acquaintances
- Take responsibility when action is delayed or does not take place
- Communicate with their colleagues. Ask for information if they need it
- Be an enthusiast for the group, its task, and its future
- Not be an isolationist! Get involved!
- Aim big . . . think small.

Subdividing into small units means creating skunkworks, according to Peters' theories. The guiding principles are as follows:

- When recruiting new staff, bear in mind that they have to get along well with others in the group and that they have to be experts in their field.
- Give everyone clear opportunities to succeed and praise their success.
- Offer everyone commensurate rewards for exceptional achievements of the group.
- Create an atmosphere of competency based on quick response and continuous training and development.
- Have full, genuine and informal consultations and discussions within the unit on all issues.
- Focus on clearly defined, shared purpose.

Small is Very Beautiful

In *Liberation Management* (1992), Peters again overturned his management theories. He moved farther and farther away from his former big company heroes and instead found promise and more substantial lessons in smaller, more compact companies. Peters still advocated creativity and zest, however, since these were “the prime creators of economic value”. He found that current theories of management continuously suppressed these issues.

In his 1994 publication (*The Tom Peters Seminar*), Peters brought to light his “crazy management” precept. Previously an advocate of change management, Peters now asks his readers to eradicate change from their vocabulary and embrace abandonment or revolution instead. “Crazy times call for crazy organizations”. Peters enumerated steps in order to develop this “crazy organization:

- Sub-divide into “spunky units” in order to eliminate bureaucracy
- Everyone should become a businessman
- Develop in everyone a mindset of becoming an independent contractor
- Form alliances
- Leverage knowledge by “creating a corporate talk show”
- Become a curious organization
- Create excitement
- Accept the need for perpetual revolution – do it again!

Peters wanted organizations to be atomized (into almost pint-sized sub-units) and independent (with their own personalities). In fact, Peters wanted employees to be “entrepreneurized” - “the logical limit of deorganization is the entrepreneur – the business unit of one.”

Individuals were no longer to look at vertical ascent but rather horizontal movement. According to Peters, nothing stood still for even a nano-second, careers included. People were hired for their knowledge and intelligence and no longer for their body count. Sub-units were specializing – therefore, outsourcing became a growing practice.

According to Peters, this growing need to foster self rather than the organization was not limited to workload. Liberating the individual meant questioning employee loyalty. Peters stood by his precept that, now, one’s loyalty should only be to one’s own network of contacts and not to the organization. And while you’re at it, learn and share knowledge with your transient network of contacts.

Putting Ideas Into Action

- ✓ Recognize that crazy times call for more intellect and imagination.
- ✓ Leverage and spread knowledge by participating in “a corporate talk-show”.
- ✓ Develop small units with their own personalities and disrespectful chiefs.
- ✓ Seek the autonomy required for making decisions and committing substantial resources.
- ✓ Think like an independent contractor, even if you are not one.
- ✓ Look for horizontal career opportunities, not the standard vertical ascent.
- ✓ Get used to thinking about sharing knowledge in transient networks.

Management through Provocation

Peters’ management doctrines evolved from conservative to bordering on eccentric as he continued to sanction “crazy” management. The main thought of

his preachings, however, remained completely rational and this time, doable. He ventured that managers need to be provoked to jerk them out of their established, ineffective ways and to stimulate their businesses.

New and Different

Products, services, and even marketing strategies need to be no longer just new, they have to be different in order to pass muster from the customers. Peters posed questions in order to define how “wow” your offerings are to the market:

- Is your company’s average product offering ho-hum?
- Does the very act of defining [quality] precisely desiccate the product and obscure the more important elements of quality?
- Does “have fun” apply to the experience of customers dealing with your company? Should it? Could it?
- Love. Love. Love. Use that word in business?
- Are you snuggling up – boldly, proactively, and lovingly – to your customers?
- Are you spending 20% of your marketing budget on acquiring information about customers?

Relationship Marketing

Peters transformed from a rationalist to a people-oriented preacher. This included his ideas on marketing. According to him, putting products secondary to the customer was not a guarantee of success but a condition for it. To win repeat business, companies had to develop an “emotional link” between the customer and the product or service. Developing this link with the customers or this “intimate relationship” optimizes efficiency, which then becomes the primary weapon in winning customer loyalty. This also holds true in the opposite side of the spectrum – the suppliers. A growing trend during these times was the “supplier partnership” where the two sides of the business relationship cooperate on all aspects of the product or service in order to achieve optimum efficiency.

Under customer service, Peters states that differentiation is the name of the game. No longer is it okay to look up to hero companies and imitate. It was now important to stand out from the homogeneous products or services that pervaded the constantly changing market.

Peters’ radical ideas – that of managers becoming entrepreneurs, of unleashing creativity by allowing people to go “crazy”, of gunning down bureaucracy – were often criticized. However, his ideas also reflected sane notions of current conditions – he still adhered to his first precept that only a bias for constant action and a bold embrace of failure will move companies forward.

Constant Disequilibrium

Peters concluded that managers, in these perpetually changing times, had to thrive “amidst constant disequilibrium”. An appropriate, yet not absolute, guideline is summarized in The Five Virtues: (1) Pedal to the metal; (2) Action; (3) Embrace Failure; (4) No tepid responses; and, (5) Focus amidst mayhem.

In all of Peters theories, however, there is one common thought that prevails – that it is only possible to achieve extraordinary results if there are extraordinary people at the top.

Putting Ideas Into Action

- ✓ Think “outside the box” to fundamentally improve the business system.
- ✓ Keep on questioning every aspect of the business, especially service.
- ✓ Found you “crazy” initiatives on solid, commonsense ways of serving customers.
- ✓ Link up with suppliers and customers to share improved efficiency.
- ✓ To achieve superior service, link rewards to measured customer satisfaction.
- ✓ Try radically new and different ideas whenever you get the chance.
- ✓ Know that your organization can do more than you expect.

Masterclass

Finding Method in Madness

Move towards the new orthodoxy in order to succeed in management. Autonomous units are the key building blocks. Managers are required to be as knowledgeable as an independent contractor in order to survive. One must be intellectually inquisitive and productive. Efficient management is no longer enough in this environment where the only certainty is change. Strive to reach ever higher levels of effectiveness and adaptability.

Meaning Business

According to Peters, master the business! To do this, you will need the following skills: Understand and be able to write a business plan; understand and be able to write a budget; distinguish between direct and indirect costs; distinguish between profit and contribution; analyze marginal costs; appreciate the concept of “opportunity cost”; define & apply standard financial measures such as ROI, ROE, cash flow and gross margins; and know how to use Pareto’s Law.

Apply what you know. Pareto’s Law says that you’re ineffective as a manager if you treat all your customers equally. Concentrate on the significant few.

Although financial skills are essential tools, Peters emphasizes that cost and price are not the only priority. In the pursuit of excellence you strive to always enhance the value of your business. Expenditures in innovation, quality and

customer service for example are vital in order to preserve positive customer perception of ones products or services.

Take control of the business (or your group) as if it were your own. Do, as an independent contractor would for his own business. Take every opportunity to increase your knowledge and everyone around you. The more people know about the business, the more knowledge can be put to action, the stronger the whole operation.

Living with change

Change your way of thinking just like everything around you changes. Go with the flow, change with the times. Think new and different everytime, anytime! Adopt new practices to meet new conditions. Make a commitment to eliminate dullness in your organization. Create excitement in the workplace.

Encourage New Ideas

- ◆ Spend most of your time out of the office.
- ◆ Work with new colleagues where possible.
- ◆ Use electronic networks to broaden your personal contacts.
- ◆ Look outside first, rather than inside, when staffing your new projects.

Managing your career

When it comes to your career, think independently. Take every opportunity to better yourself, to develop your competence. Learn from your colleagues, be on the look out for career moves that will teach you something new, look for tougher challenges and associate with talented people.

Managing by Provocation

Peters' aim is to provoke you into action. Take action, search for excellence.

Take Action

- ◆ Find out whether your customers like doing business with you before they prove that they do not.
- ◆ Use success as the spur to redouble your efforts to improve on your deficiencies.
- ◆ Stimulate your imagination by your reading.
- ◆ Plan for the unexpected.
- ◆ Look for more than one answer, and keep an open mind about the right course of action.