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LEADERSHIP STORYLINES

by Ellen J. Berger

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FACULTY COMMENTS

The research on leadership storylines is well done. It represents a systematic effort at working with original data and incorporating into the framework developed by Harvard psychologist, Howard Gardner, in *LEADING MINDS* (HarperCollins, 1995). Gardner's framework posits that successful leaders, lead through stories. They each have a fundamental storyline that embodies their values and aspirations and that these stories provide the means through which they are personally motivated and the means to motivate followers to live out the story.

Ms. Berger has worked with original interview material on leaders in various organizations, both corporations and public sector. The stories have been analyzed according to 1) who I am--the ideas, values and aspirations that made the leader, 2) who we are, the leader's description of the organization and 3) where we are going, the aspiration story.

Ms. Berger has done an excellent job of in-depth analyses of William Pollard, the Chairman of ServiceMaster, Father William Cunningham and Eleanor Josaitis the founders of FocusHope, and Gary Wendt the CEO of GE Capital.

In addition, the paper organizes data on a dozen additional leaders.

This represents more than sufficient material for an excellent independent study research paper.



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As part of a larger research project whose purpose was to define leadership as the key to a winning organization, I was subjected to a large pool of interview subjects and their respective life stories. At first, I had been inclined to quickly breeze right over this part, discounting it as no more than segue into the "real stuff. However, as the months went on, I found that my eyes lingered on this beginning "segue". It was during this part of the discourse that I was gaining some real insight into the subject sitting before me. Sure, their definition of what constituted a leader was important, as were their latest and greatest incentive plans within the organization. What really brought it all together, though, was each individual's personal stories, or what I will refer to here on out as their "storylines" This is where we found that the real content lie. What had shaped their points of view on leadership to date, and what had made them the leaders they had each become. Who from their individual pasts had made the biggest mark and what lessons were they still applying in their businesses today. Throughout the course of the interviews, we found that the early backgrounds and experiences of each individual had shaped not only who they had become as a business leader, but what their businesses as a whole had become as well. Furthermore, these stories seemed to play a significant role in shaping the leader's vision for the future and in many cases, had been most successful in developing leaders throughout the organization. Not only do past stories provide a foundation for their person today, but perhaps more importantly they provide a primary means of engaging and developing others. In Harvard professor Howard Gardner's book, Leading Minds: An Anatomy of Leadership, he writes that the most powerful stories are what he

calls "identity stories". These allow followers to define themselves through association with the leader. "Typically, these identity stories have their roots in the personal experiences of the leader in the course of his own development. But it is characteristic of the effective leader that his stories can be transplanted to a larger canvas - they that make sense not only to members of his family and close circle, but to increasingly large entities, including institutions..."

That is why so much has been invested in delving deep into each leader's personal stories to dig out the lessons they have learned from their pasts and are still applying today. As psychologist, Gail Sheehy, wrote in her book, "Each of us tells our own personal life story to ourselves, every day. The 'mind chatter' that rushes through our brains at two hundred words per minute when we're not concentrating on something else *becomes* the story we are living. *I should have done this, or I'll never get over that.* The mind is formed to an astonishing degree by the act of inventing and censoring ourselves. We create our own plot line. And that plot line soon turns into a self-fulfilling prophecy. Psychologists have found that the ways people tell their stories becomes so habitual that they finally become recipes for structuring experience itself, for laying down roots into memory and finally for guiding their lives." For the purposes of these piece, we will focus on the roots and lives of four dynamic individuals, incorporated into three specific "storylines". The subjects as you will find them in this piece are Gary Wendt of GE Capital, Bill Pollard of ServiceMaster, and Father William Cunningham and Eleanor Josaitis of Focus: Hope.

Case example #1: Gary Wendt, GE Capital

1) Who I Am-

Gary Wendt, CEO of GE Capital, grew up in a small farming community in Wisconsin, where work was 'just what you did'. Starting from the time that he was just 10 years old and mowing lawns, to the time he was 16 and picking peas for the summer, Gary Wendt learned the true meaning of the work ethic. "If you were going to be part of the social structure, you worked." Coming from the tiny town of Rio, not only were people given the chance to do everything, they also didn't have much of a choice but to do everything.

I mean we literally would be on the basketball team and during half time we would put on a suit and play in the pep band. Yes, we would do that. And you would play on the team when you were a sophomore and then you'd play in the pep band, and then you'd dress for the A-Team in case they needed ..., that's the way it was.

After leaving high school, his 6-year legacy as President of his class, and the farming community of Rio, Wendt walked away having learned the true value of hard work and leadership. The work ethic came to him at a very early age, in a social environment that said: "That's just the way we do things here, folks. And it was understood that work meant success. The only way you could possibly get success was work." To Wendt, this all seemed perfectly normal, because he knew no alternative. According to him, "it seemed like everybody knew I was going to be president or that I wanted to be president." So, with definitive leadership skills under his belt and a clear understanding of the work ethic, Wendt went on to undergraduate school.

Once again in college, he assumed many leadership roles, including that of a leader of the dorm and president of the association, among other things. From there, he attended Harvard Business School and upon graduation decided to go to work for a persistent entrepreneur in Houston, Texas. It was at this point that some of his best educational lessons were learned. Getting ready to go work for a real estate firm in Boston, Wendt happened to encounter an ad on the bulletin board reading I'm going to build a dome city

in Houston and would like some people from the Harvard Business School to come down and help me with the financial aspects and other things.' Intrigued by the writing on the wall, Wendt decided it was worth a telephone call and gave Harlan, the businessman, a ring.

And he proceeded to just give me the biggest Texas drawl he could and tell me what a great man he was. He said, 'Boy, I'm gonna make you a millionaire you come and work for me. I've made a lot of people before and I'll make you.' And it was just funny. And so after I hung up I wrote him a nice letter and said I don't think I'm really ready for this. A week later I'm sitting at the desk of the guy who I'm going to go to work for, we're negotiating our little deal to see whether I'd get Saturdays off or not, and this guy calls me. This guy finds me somehow out there. And he goes through his whole spiel again and he says, 'Boy, I'll tell you what I'm going to do, I need one of you Harvard Business School boys down here, tell you what I'll do, you come down and work for me, I'll give you a brand new Cadillac car.'

And so Wendt agreed to give this guy a shot. Showing up on his first morning of work, ready to rebuild his company, he finds an anxious Harlan saying, 'Boy, before you gonna be able to do anything for me, you gonna have to prove to me you can sell. You go out there and you start selling lots.' With little choice or desire to do so and no price list to speak of, Wendt set out to prove to Harlan that he could indeed sell.

After a week, what we call a mullet came along, nice fellow, he and his wife out on Sunday afternoon, and so I show them these lots and he says, 'How much is the price?' I didn't have any idea what I was supposed to ask, so I said, 'Thirty-seven fifty each.' And he thought about it a little bit and he said, 'I'll take two.' ...[Then, Harlan] went to the other salesmen, of course, and told them they better raise their prices because I was getting more money than anybody else. Anyway, I sold more lots than anybody at a higher price for a month and Harlan came in and said, 'Okay, you're in charge, now.' Then he left and went to Arkansas and bought a bank and left me in charge of this little subdivision...

Having gained some of his best insight in the scope of his career, Harlan provided Wendt with some truly invaluable experiences. According to Wendt, "a lesson that not many people in a company like General Electric ever had the experience to learn [was] that business is [all about] negotiating price between two parties." The second lesson he took away from his work with Harlan dealt with small business issues. Says Wendt, "What I learned there with running my own small business, was how to meet a payroll."

Taking this and other similar lessons with him, Wendt moved forward in his career to work for a real estate investment trust company and eventually on to GE.

As it was, GE was looking for someone to straighten out some of the bad real estate loans they had made, with investments along the coast of Florida in condo units. At the time, GE Capital was behaving like all other real estate lenders and merely wanted out of this problem portfolio. Having been completely unfamiliar with the large business culture of getting signatures on a page for approval, Wendt went ahead and acted on his small business mentality "that you just had to do things." Fortunately for him, GE was entirely embarrassed at the poor loans they had made and did not devote much time to talking about it. That in mind, Wendt took what he knew of the small business culture and decided to make some pretty major changes for the company.

And so I just did things. ...you go along the Florida turnpike between West Palm Beach, Florida, and Homestead and get off at any exit and we'd have one condo project there, at least one condo project. And we had like a thousand units that were unfinished and unsold And so did every other bank and financial institution. But the banks and the other financial institutions either didn't have the money or never thought about going in and putting more money into the weak market. Well, I got the idea that maybe if we, that first of all, a half-finished condo unit was worth zero, you might as well get the damn things done and they might be worth something someday. So I went ahead and finished all the units and lo and behold by the middle of 1976, the market came back and we were the only ones to have anything for sale. Everything else was bombed out buildings and we had all these very nice units, flags were flying out in front and everything. So we sold all thousand units in 1976 and took orders for another thousand units.

Not having even crossed his mind that major business decisions like the ones he made should be cleared with a boss, Wendt considers that first year at GE as his defining moment. From that point on, Wendt clearly began to feel like an entrepreneur, who for the first time in his career, had money at his disposal.

2) Who We Are-

As his career at GE Capital plotted its course, Wendt's personal life lessons began to play out in its development. Driven by his deep respect for both small businesses and the small business mentality, Wendt was able to turn GE Capital into an organization consisting of 26 smaller business units. With growth as their top priority, GE Capital actively involves their employees in the search for new and profitable opportunities. Wendt inspires his employees to seize growth opportunities by fueling excitement within the business around being able to become a 'ball' on the chart. Currently, the company has about four or five potential units that are growing with the end hope and goal of staking their claim on the organizational chart. GE Capital rewards every new addition to the 'series of balls' with a big award, which ultimately aids in fulfilling their larger goals to be number one or number two in each of their individual business units.

Reflecting on his own personal experiences, Wendt constantly seeks to create and recreate the small business mentality within his company. Back in the 1970s, he found that he was able to make extremely good use of his entrepreneurial mind, and uses this example to inspire the same actions in his employees. In fact, he talks about how one particular story told throughout the organization reminds the employees at GE Capital that they are to act as a *manager* of financial assets, and not just a financial institution. Having participated with several other companies in a loan that defaulted for the Houston Astrodome and its baseball team, the financiers continued for about 18 months to send money to keep the Astrodome open. Then one day, Wendt decided that something more drastic needed to be done.

... we had to move on this. We couldn't sit still. And so I made an offer to all the other institutions to buy them out at 30 cents on the dollar. Not surprisingly, all six banks said: Yes. Ford Motor said: No, we won't do that, but we'll go with you in partner. So, we and Ford ended up in a very complex transaction, actually buying out the Hoffines family [the original owner] and everything, and taking over a lease on the Astrodome; ownership of the Houston Astros Baseball Team, which I'll never have more fun in my life, ever, playing around with that; an amusement park:

a Six Flags-type amusement park, four hotels and bunch of land, and anyway, whatever; and I sat down a guy who we made Chief Operating Officer and we ran that sucker for two years. Didn't know anything at all about how to run a baseball team, but we ran it. And, at the end of two years, we got back all our money, every penny, and every penny of interest that we had in it. And our only mistake was we sold it too soon. Should have kept it. You know what I sold the Houston Astros for in 1978? Eleven million dollars. Then it sold for \$165 million two years ago.... Now, the leadership part was getting in there, and then the other part was in actually taking control and applying business logic to what was a recreational thing. It was amazing to us: we had a good general manager; he was honest with us. We said: What kind of a baseball team have you got? He said: Not a good one. And the first year we were a free agency and believe me, Reg Jones was not going to let us pay more for a center fielder than Did you see the proxy statement for GE back then? "Left-handed, power hitting, first baseman for one million two hundred thousand"? So, we couldn't do that, and we knew we were going to have a bad ball team, and they actually went from fourth to fifth place in the standings during the four years that we owned them, but we had the largest increase in attendance in major league baseball. And we did it by marketing entertainment and not baseball. We switched our strategy from advertising the players and talking about the great team we were going to have, to advertising on Saturday morning television, and if you came to the game you got a bat. We were the first ones to do that promotional stuff....

Telling and retelling this story throughout GE Capital has been extremely helpful in reminding employees all the way down the organization to think hard about taking advantage of every position they find themselves in. In fact, it has even redefined the business for them. As Wendt reiterates, "the idea of managing problems and managing assets and not being a financial institution, but being an operator of financial assets, came from the Houston Astrodome situation. Everybody could see it."

The Astros could have proved to be a very costly investment for them, but they were able to turn the tables and use what they had to create a success. Since then, this story has guided many decisions similarly, causing them to think more like a manager of problems, rather than a bank. For instance, where an ordinary financial institution would calculate the worth of a bad loan and sell it off, GE Capital would look at a bad loan and operate it for a while, making the best of the situation at hand.

3) Where We Are Going-

GE Capital is a junkie. It's got to have growth. And the message from Wendt isn't that the organization should wean itself from this addiction or that it should seek help at the nearest methadone treatment center. Wendt seems to be prescribing an overdose.

If you ask Wendt what GE is going to do differently he is likely to respond "We're going to do a lot more of what we've been doing." At a recent small meeting of GE Capital leaders that we attended, Wendt revealed where he wants GE Capital to go. "I think by the year 2000, we can be making \$5B in net income." That's right, the "B" stands for Big Ones. *\$5 Billion, and this is just a division of GE.*

Wendt's description of how to get there is a continuation of his belief in small business and in individuals who take charge. The message that GE Capital continues to send to their customers is one that originated both within Wendt's personal life and within earlier development of the company. Through the execution of small business maneuvers and challenging situations such as the Houston Astros, GE Capital's message today has evolved to promise that "our business is helping yours."

In order to live out that vision, and simultaneously grow to \$5B in net income, GE Capital is going to need twice as many leaders as it currently has. With people and money as its primary resources, filling in the people portion of the equation has become their major focus. Because of their excellent past performance and affiliation with GE, the money aspect for GE Capital is not where the problem lies. With its 26 business units currently in place, GE Capital has roughly 500 people in leadership positions around the world. Says Larry Toole, President of HR at GE Capital, "Trying to keep those jobs filled with the most talented people in the world is the issue. We need a constant stream of developed people." GE Capital's 20% growth, coupled with a nominal 10% turnover rate, generates the need for approximately 30% more leaders every year. This is what feeds Wendt's constant cry for small business leaders at all levels.

Originating in his small business background with Harlan, Wendt learned to be fond of and a big believer in small business. Today, he has perpetuated this fondness through GE Capital's organizational structure as a whole series of small businesses connected in some way. Building on lessons learned early on in his career, Wendt is continually looking for more entrepreneurial minds and leaders. Today, he uses his existing 26 business heads to help him both further push on new growth opportunities and groom others to assume these same positions.

Case example #2: Bill Pollard, ServiceMaster

1) Who I Am-

Bill Pollard, Chairman of ServiceMaster, characterizes his life-shaping experiences into a series of three segments. The first of these segments happens to begin with his career as a lawyer, fresh out of Northwestern Law School. After trying out work in a big Chicago law firm, Pollard and a friend decided that building their own smaller firm might suit them better. Slaving away at making his firm a success, Pollard found himself confronted with a major turning point in his career.

...at 33-, 34-years old my wife found me out cold in the bathroom at 4:00 in the morning. And really what was happening to me was the law was becoming a jealous mistress in my life and that was really what was developing. And I had a bleeding ulcer, very serious bleeding ulcer. So I went through... some serious surgery, forced to take some time out, forced to take some time to reflect. And also reflecting not only what I was doing on a spiritual side of my life, was I contributing to the God I said I believed in, but was I contributing to the family which I was trying to support.

The onset of his health condition forced Pollard to take a step back and reevaluate his life plans. In doing so, he came to the realization that he needed to pour some more of his time into two things that were very important to him. Making a new place in his life for both his religion and his family, Pollard recovered from his ulcer and moved into phase two of his career path.

At this time, Pollard was coincidentally approached by the president of one of his clients, who happened to work for the religiously-affiliated Wheaton College. Taking his health into consideration, and realizing that a job in the academic community might leave more time for family and religion, he decided to give academia a whirl. Not too far into the job, Pollard found that he had too much of a manager in him to handle the bureaucratic academic life. He wanted to change opinions, motivate faculty, and institute incentive compensation at the school. Discovering that he was "spoiling his leadership" at the College, he once again reevaluated and thought he might give law one more try.

I looked at some of my failures in relating to the academic community, from a management point and said that clearly this is not where I should be, this is not where I'm going to be most productive. And I was set to go back to the practice of law.

However, towards the end of his tenure there, the College received a gift of an operating coal company, which marked a turning point in phase three of Pollard's career. The gift of the company to the college came at the time of the auto market when the price of coal was going from \$7/ton to \$100/ton. Unfortunately, because it was not clear as to what provisions would be made for the trustees of the company and the owner's wife, the College became heavily caught up in legal matters. Before he knew it, Pollard found himself in the middle of all the discord, trying to protect the college's interest by getting the company sold. Having witnessed his gratifying work on the coal company disaster, two of Wheaton College's board members approached Pollard and invited him to consider a career at ServiceMaster. These men happened to be Ken Hansen and Ken Wessner, who were then chairman and CEO of ServiceMaster, respectively. Mentioning the potential opening for CEO in the future, Pollard became increasingly intrigued by the offering, and began to press Hansen about the promised position.

...that's an episode where he got up and walked off in the middle of the interview and just kind of walked away. ... and I thought the whole thing was over. But then he called me and said, "You know, here's what I was doing. If you're coming here just for a position, you're not going to be successful at Service Master. If you're coming here to serve and contribute and that's what we're all about here, then you're going to have a fine, so, that kind of shook me up...

After that incident, Pollard took time to focus on what ServiceMaster was all about as an organization and for the first time in his life, began to think in their sort of terms, rather than all for himself. Getting beyond the focus on his own career longevity, Pollard decided that like ServiceMaster, he too was ready to begin providing service to others.

2) Who We Are-

A perfect complement to his early struggle for a spiritual and work balance, Pollard found his niche in his new role at ServiceMaster. Reflective of his own importance for both religion and family, as repeatedly seen in his personal history, are ServiceMaster's corporate objectives and attitudes today. Prominently displayed in all the company's offices and in its annual reports, the first of these corporate objectives is to "To honor God in all we do." In fact, the company name is merely a shortened vision of "Service to the Master." In addition, a visit to corporate headquarters would find portraits of founders Lillian and Marion Wade, Jean and Kenneth Hansen, and Norma and Kenneth Wessner in the lobby, perpetuating the value of family partnership to success. Because the emphasis on family and religion are clearly articulated in the daily agenda of the company, employees, like Pollard, tend to self-select into ServiceMaster. One lifetime employee stated:

When people come in for an interview and see quotations from the Bible and our objectives on the wall, and when they talk to us and see how we try to implement our corporate objectives in a day-to-day manner, they either warm up to the way we do things or they are immediately turned off.

Pollard tells a story often within ServiceMaster about the company's evolution that nicely incorporates these two ideals central to his beliefs. By repeating the story of how founder Marion Wade and his wife originated the business, Pollard is able to recreate for his employees the notion of a family-oriented culture, that ties in the equal importance of religious beliefs.

Our first business was something we don't even do today and that's moth proofing, which again gets into the whole importance of change. But, as he [Marion Wade] was doing moth proofing, he identified that more and more people had wall to wall carpeting in their homes - this was in the late thirties, early forties - somebody had to figure out how to clean that carpet. And if he could figure out how to clean that carpet he'd have two services he could deliver when he went to the home. And then how did he do that? Well, then he got chemists from Northwestern who were his friends, they talked chemistry, they came and experimented in his basement in the washtubs on different products, and they developed a product that would crystallize around the dirt particle to be vacuumed up. So he had his product now, so then

what was he going to do: was he going to be in the product business or was he going to be in the service business? He had a big decision to make and his focus was on service because service involved people and he wanted to relate to people. And this got into why he was in business, because he had a vision. He had a vision of mission cause he believed were important; created in God's image with value and worth. And he wanted to relate his faith in how he treated people and so that's relative to the service side. So you get the whole story of the roots and how we got started, plus interjecting the importance of change and of always being in the selling mode, always identifying opportunities. And the last point is ownership. And, you know, he owned the whole thing. But he had a practice of, as soon as we were incorporated, of selling stock to the employees even though there wasn't any official system for that. He'd loan them the money and they'd buy the stock from him. And he used to go over through the whole company and sell stock that way. And today over 20% of Service Master is owned by employees. And then we talked about the importance of stock ownership and participating in the results. All that comes in from kind of just summarizing the founder. And so I often use the founder story. I have different stories about Hansen and Western and so forth, but that founder story is a good one. It brings it all in.

Not only does this anecdote told time and time again throughout the company, bring home the importance of religion and family at ServiceMaster, but it also capitalizes on the company's extreme focus on always identifying new and innovative opportunities. It has turned ServiceMaster into the hearty portfolio of companies that it is today. Learning to assess the true conditions of the market early on, a younger ServiceMaster that was largely involved in providing management services, became increasingly aware of the need to expand into a more consumer-oriented market.

...[our move into] the whole consumer services side was based upon what we sense was happening out there and that was the increasing two wage-earner home, that there would be more and more discretionary buying of services around the home that the market could maximize, we wanted to be dominant in each one of the service units and bring a single source, which we're doing, as part of the services. And so Terminix gave us the lead. But we also got a maid service high position after that, our relationship with getting into the lawn care business and we started the lawn care business...

Also highlighted in the founders story above is ServiceMaster's huge priority on employee ownership today. This and other stories told within the organization help to paint a clearer picture to all of their employees as to ServiceMaster's good-natured

intentions as a company. People development and the ability to participate in the results together are some of the most central ideas at ServiceMaster to date. In fact, the company's second corporate objective, "To help people develop", is explicitly stated by Pollard to be an end objective of the business, while their third and fourth, "To pursue excellence" and "To grow profitably", are merely means objectives. A second story that ties in these same ideals is an account of a personal experience of Pollard's, once he joined the company.

Service Master was supporting a project where we paid for the materials to bring water from the mountains to the K... Indian villages. And this was so that the women wouldn't have to spend six to eight hours a day with water pots on their heads going to the source of the water and bringing it back to the village. This was so that they could actually pipe it. And we provided for the piping and the engineering. And, lo and behold, the village could have a spigot coming right out there and they could turn on the faucet and there's the water, the water would be there. That was the project. Not a very complicated project. But in this whole process, we helped the Indians form a public utility so that could assess themselves for the maintenance. We provided the initial capital for the maintenance. And, as we were going through all of this, I said. I'm going to go there and see what happened. I want to spend a week with them. I want to understand how they really implemented this organization, how they enforced it and how they worked together and see the results.' Well, I guess that whole process, as I went to listened to them and as they participated, it kind of, it brought back, as I came back, it brought back a more fundamental appreciation for me in the whole process of participation and ownership of this firm and ideas. And you know I saw this being done in this very rural, primitive state. I saw the magnitude of what was being accomplished and the pride of the thing that was accomplished. So that as I saw that principle at work in a new and totally different environment, it came back to me and it help me to say, Okay, let's reevaluate, where are we now on some of our encouraging participation and, as a result, ownership in some of the ideas around here.

For Pollard, the ideas and values of the business have always had a dependent relationship, as seen in his recount of the Akitu Indians story. Their linkage has caused Pollard to constantly be on the lookout for ways to renew ideas through ServiceMaster's values.

3) Where We Are Going-

Stemming from ServiceMaster's fourth corporate objective, "To grow profitably", came a strategically set long-term goal to double their customer base every five years, known as "2 X 5" within the company. First met in 1994, this goal continues to challenge ServiceMaster to deliver the high quality service to their increasingly large customer base. In 1985, Pollard reported, "Because this company is dedicated to both the development of the individual and our ministry to an increasing number of people, growth is an imperative. But given the size we have achieved, unless we find new ways of managing growth that are compatible with our basic objectives, we cannot achieve the goals we've set for ourselves." Strangely enough, this statement is still the overarching plan as to how ServiceMaster will continue to grow.

In the recent past, ServiceMaster's Consumer Services division has set forth a growth objective through providing their customers with one-stop shopping and problem-solving. By establishing a hotline that continues to unify their many services, ServiceMaster is upholding their long-term goals of growing the business while remaining in sync with their unchanging corporate values. Their 1-800-WE SERVE initiative has lead to increased revenue and "increased opportunity for cross-selling and new business", and all because they have stayed within the realm of their strong value-based framework.

As far as ServiceMaster's Management Services initiative, a continued effort to give even more to their customers has proven their pledge to "grow as we serve, while delivering the promise of value to our customers." By integrating many of their management services as well, they have been able to introduce a new re-engineering type focus into some of their hospitals and other customers. Ultimately, Management Services intends to move each of the individual services' workers into self-managed teams where there is a larger emphasis on the process as a whole and ServiceMaster's overall contribution to their client.

Perhaps it is best said in the closing of ServiceMaster's 1994 annual report where Pollard and CEO Carlos Cantu thank those who have really made the company what it is today.

Our vision continues to be an ever-expanding and vital market vehicle for use by God to work in the lives of people as we serve and contribute to others. It is the people serving our customers who make it happen day after day. We are indeed thankful to all them for another great year.

Case example #3: Father Cunningham & Eleanor Josaitis, Focus: Hope

1) Who I Am-

Father William Cunningham has risen to every single challenge ever presented to him in his life, always determined to walk away a winner. He encountered the very first of these challenges, after he watched the devastating riots of 1967 take their toll on Detroit. Quitting his job as an English teacher at the Sacred Heart Seminary, Cunningham left to take on the city in what most believed to be an uphill battle. After some discussion, Father Cunningham arranged to take over as pastor of an inner-city church, where he would attempt to tackle the racism responsible for the riots. Now heading up one of the city's largest success stories to date, Father Cunningham has turned around the city of Detroit, dedicating his life to a singular challenge -- the challenge of creating a peaceful, just society for all.

I can't keep teaching Beowulf and Shakespeare and English composition. Not as a priest, I can't. We've got to do something about it. We've got to get involved in what is happening here and do something about this terrible situation. Here in 1967, I saw the church still way behind the pitch, awfully removed from the major moral challenge of our time.

Feeling it his responsibility to lead the church in a more active societal role, Father Cunningham happened upon a meeting with future co-founder Eleanor Josaitis. At the time of their meeting, Josaitis was a suburban housewife, raising five children in Taylor, Michigan. The two met when Father Cunningham was assigned to her parish for weekend duty. As an avid follower of Martin Luther King, Josaitis had become fascinated with the challenge that Dr. King had presented and like Cunningham, was ready to assume a more activist role. What started for Josaitis as merely a picket sign march around the perimeter of a Ku Klux Klan rally, quickly became lengthy protests against the racist policies of inner-city stores. Her need for action still not satiated, Josaitis soon entered into a partnership with Cunningham where together they became determined to make a

meaningful difference. Challenged by the call for peaceful integration, Josaitis and Cunningham set out to do what no one else had been able to do before.

Cunningham's courageous attitude to tackle the seemingly impossible did not fall out of the sky. Growing up, rather, he had been taught by his father to treat a tough situation as a personal challenge of sorts. This lesson learned early on in his life still drives the organization today.

If somebody says it can't get done, that reminds me of my mother who would always say, 'You can't make a silk purse out of a sow's ear, son.' And every time my dad would hear that, he would pull me into the library and say, 'Listen, let me tell you something: The only way you're **ever** gonna make a silk purse, is out of a sow's ear.' And from that time forward, every time we confronted disaster, we looked at it to say, Now somewhere in this pile of maneuver is a racehorse, and we went after it.

It was this very lesson that helped Father Cunningham pull together his first attempt at breaking down racial barriers. Throwing a party for both blacks and whites in downtown Detroit, there was not a person who did not see a potential riot breakout in the making. Nevertheless, on his very own father's advice, he rose to the challenge... and succeeded. Had it not been for this early emotional experience and his inability to watch from the wayside, Focus: Hope would never have taken off. A miraculous result of two down-to-earth individuals, Focus: Hope has perpetuated Cunningham's need to prove the impossible.

2) WhoWe Are-

The storyline for Focus: Hope builds on the stories of personal courage and determination of Josaitis and Cunningham. It's a story where actions speak louder than words. One in which the extraordinary commitment of two ordinary individuals is making opportunities for tens of thousands of people. It is one of consistence and is best summed up in their organization's mission statement, which has not changed since its inception.

Now, people have said to us, 'Hey Eleanor, it's twenty-five years. Why don't you change that logo and have the hands clasping?' Well, I'm not naive and no one in this room is. We still have a long way to go before we have a just society. Based

on our purpose and our mission, like any good business, we have a mission statement. And our mission statement was written on March 8, 1968, and it is identical today and hangs in all of our buildings. And the mission statement reads: *Recognizing the dignity and beauty of every person, we pledge intelligent and practical action to overcome racism, poverty, and injustice and to build a metropolitan community where all people may live in freedom, harmony, trust and affection, black and white, yellow, brown, and red from Detroit and its suburbs, in every economic status, national origin, religious persuasion, we join in this covenant.* This, ladies and gentlemen, is exactly what Focus: Hope is.

"We had one goal when we started, and we have that same goal today," says Josaitis time and time again. Never having lost sight of their mission, Cunningham and Josaitis have made it a point to ask themselves whether each and every step they take walks them closet towards their common goal of building a partnership between blacks and whites. Their answer having always been 'yes', the two also constantly remind themselves of just how far they have come. Recognizing that they have indeed accomplished a great deal, Cunningham and Josaitis are the first to admit that they still have a ways to go.

The first evidence of intelligent and practical action took place when Father Cunningham and Josaitis listened to scientific experts for advice. If not given the proper food and nutrition during the first three years of their life, they were told, babies would lose a portion of their brain power. Furthermore, they were told of the hazardous effects of the violence syndrome in the early development of children. "Equal opportunity means nothing if the child is not given equal capability from birth," was Cunningham's response. With that as their primary encouragement, Father Cunningham and Focus: Hope took their very first step towards intelligent and practical action, and started a food program that fed pregnant women, nursing mothers, and all children up through the ages of six years old. Serving as the nation's largest commodity supplemental food program today, Focus: Hope's Food Prescription Program provides a monthly supply of nutritious supplements to over 50,000 at-risk mothers, infants and pre-school children in five metropolitan Detroit distribution centers.

Other stories at Focus: Hope show that it is constantly evolving and rising to meet only the newest standards of demanding founders, in a demanding environment.

Adamantly focused on the need for change, Father Cunningham has never been, nor will he ever be satisfied with meeting the challenges of old. The two constantly raise the expectations of themselves and pass these on to the organization. At Focus: Hope, there is always a case for change.

Change. If we're not about the business of change, every single second of every, single day, then we are in the funeral business, the embalming business. We want to preserve old ways and that runs directly contrary to the whole purpose of life, from my point of view. The whole purpose of life is to change everything you can, every day of doing it, to make progress... In last year alone, we made more advancements in technology than in all recorded history to this moment. Do you still want to go back?

Reminding his organization of his drive for change, is a statement that sits on Father Cunningham's desk of something that he once said. That statement says, "If you don't make change your best friend, then change can become your worst enemy." Well, change *almost* became Focus: Hope's worst enemy, when one day they received a call and a lesson for life.

Then the telephone call came. I will tell this story every opportunity I get to stand on my two feet. This woman called and she said, "Mrs. Josaitis, I understand that you have food." And I went rattling on about this fabulous program for nursing mothers, and pregnant women, and babies. And then came a long, long pause. She said, "I am seventy-two years old. Do I have to get pregnant before I can get some help?" And she told me off, like only your grandmother can tell you off. But I had it coming to me. I heard every single word the woman said to me, What I did not hear was the fear in her voice.

It was that very voice that tipped off a choice Josaitis and Cunningham made to control their organization's own destiny, and make change indeed their best friend. They hired two researchers, gathered enough information to fill an entire room, and marched themselves up to Washington, where they stood in front of Congress and asked if they may please give food to seniors. Five years and thirty-two testifications later, the determined couple got their wish and were granted national law to provide food to the

elderly. All as a result of their courage to rise to the challenge and to readily embrace change, the two set out to accomplish, and accomplished. Today, by way of intelligent and practical action, the Food for Seniors program reaches 34,000 low-income older adults in 45 metropolitan Detroit communities.

Still reiterating the organization's unyielding commitment to change and their response to people's needs, are other stories within the organization. As Josaitis best puts it, "We will fight with every ounce of courage we have to see that people have food when they need it. But, we will fight with equal courage and passion to take people *off* that program and into the financial mainstream." With years of success behind them, it took a step back for Josaitis and Cunningham to realize that keeping people on a constant food program was not in line with their mission of intelligent and practical action. No longer would they be satisfied with simply feeding people with food. What they needed was a means of weaning people off of a food program and into a position where they could provide for themselves. What they needed was to be fed with skills and training.

The realization began to dawn on us all that feeding the hungry is more than just giving them a meal. If we really believe in human dignity, it is providing them with something more -- the wherewithal to provide for themselves. (Eleanor Josaitis, NY TIMES)

Today, Josaitis and Cunningham are celebrating because they are feeding less people each month. Sound strange? It shouldn't. A product of intelligent and practical action, once again, their commitment to a goal has been met. Under their leadership, Focus: Hope has been able to decrease the number fed monthly by their programs, by placing them in on of the organization's three training programs. Focus: Hope's first of these programs, the Machinist Training Institute, was formed to train students with precision machining and metalworking. Their philosophy that education is meaningless without a sense of realism and practicality formed the foundation of this successful program. Today, this accredited school has trained over 1000 MTI graduates and boasts 100% placement either into jobs or higher education.

After initialing this program, Cunningham and Josaitis tested 187 men and women with High School diplomas, only to find that a mere 27 had passed the equivalent of tenth grade math. Again recognizing the need for corrective intelligent action, the two headed up a fast-track education program designed to either improve student's short-term job skills or to prepare them for a longer course of study. To date, this program which has been appropriately named Fast-Track, has successfully turned out thousands of skilled men and women. Some of these individuals have gone on to register for Focus: Hope's MTI, but for those that have not, Focus: Hope has still offered them a tremendous gift - the means to provide for themselves.

The most recent set of stories both in the press and within the organization remind people everywhere to have high expectations and continually raise the high bar. Father Cunningham's most recent example of this came when he raised the bar at Focus: Hope even higher and decided that giving people a job alone was not enough. "Helping a kid find a job is a useless goal. We want to prepare people so that when they leave here, they have the skills to get their own jobs, and a job requiring skills that almost no one else has." And from that vision, stemmed the highly esteemed world-class Center for Advanced Technologies. Having received recognition from all around the world, including a personal visit from President Bill Clinton last year, this program thrives on the very words of their original intent. Nicknamed CAT, this program has an extended mission of its own to completely revamp American engineering. Not ignoring their larger goals, Focus: Hope intends to change the course of international manufacturing, while simultaneously tearing down racial barriers in the process. Proving to the world that inner-city minorities might just be our next world-class engineers and scientists, this center goes way beyond the scope of what anyone dreamed Focus: Hope would be. Much like Cunningham's individual personal challenges offered by his father, the CAT has a challenge of its own. On a wall in the smaller of two buildings of this "Star Trek-like" facility, reads the following:

A challenge has been offered. "To boldly go where no one has gone before." We accept the challenge. The gauntlet has been cast. To not only exceed, but create a

new "curve of obsolescence." We accept the challenge. An ultimatum has been issued. To make "Made in America" mean THE STANDARD to which all nations must strive to achieve. We accept the challenge. We, the first installment of the Center for Advanced Technologies, accept the challenge of serious work and study hours; of sacrificing the short-term gain for the long-term goal. Becoming "THE ENGINEER." This is our commitment.

Each and every endeavor set out to be met by Cunningham and Josaitis has been both the direct result of a challenge presented to themselves and of intelMgent and practical action. Lessons learned in each of their earlier lives, have paved the way towards Focus: Hope's future. Building a little bit more as they see fit, their organization has become a global prototype of remarkable success, but even as Josaitis herself puts it, "In all that we have accomplished, I am going right back to our mission statement."

3) Where We Are Going-

Focus: Hope today is a story people can identify with and one that keeps them motivated in the face of constantly negative reinforcement from the news media about society. It's one that keeps volunteers focused on helping even when other pressing issues boil over. It's one where every situation is treated by all as a personal challenge.

It's a story that makes everyone who touches Focus: Hope want to be a part of it. It's one that reminds us that everyone can and should make a difference. It's one where impossibility is only a matter of character, and one where limitations do not exist.

It's a story that stems from the earlier lives of two remarkable individuals, who above all have been taught to embrace change and accept each and every challenge that crosses their path. To this day, Josaitis and Cunningham play these ideals out in their daily lives and in their organization. Though Focus: Hope has come a long way, they will tell you, they still have more to accomplish.

While Cunningham claims that Detroit is twenty years ahead of Chicago, thirty years ahead of Los Angeles, and 100 years ahead of Europe, he and Focus: Hope intend to

take that even further. Today Father Cunningham invites people to embark with him on his ultimate struggle "to make something work that has never worked before". He offers them the chance to be pioneers-- to be the first ones to build a just and peaceful society and attack the last vestige of racism in society. Using Focus: Hope as proof positive that it can indeed be done, Father Cunningham will show the world that those inner-city minorities once believed to only negatively contribute to society can prove to offer some of the greatest contributions in the world.

We have the opportunity to pull together the first society in the history of humankind, of all varieties of people. We have to knock down the last bugaboo of racist conclusion that black men and women are not suited to contribute to society. We have at Focus: Hope, some of the finest men and women who can compete with the top engineers and scientists in the world today. They are world-class. And where do they come from? These gems. Have they been brought in from Germany? Japan? They come from the very streets of Detroit, and there's nothing like them in the world. We're going to prove to the world that the people who we have discarded, the people we never allowed in the machine trades, are these individuals making miracles at Focus: Hope today. So, we are making history. We are changing people's way of thinking and doing things. In the next ten years,... we are going to turn this world around on the fulcrum of the city of Detroit, the city of Destiny, the Broadway of civil rights. But it will only be with the highest of expectations of us all. The highest expectations of our brothers and sisters. And I'll conclude with these remarks... I've never been accused of being reasonable, but on the other hand, I'd like anybody to compare miracles with us right now.

Though he very well could, Father Cunningham does not use fear to recruit people to contribute to his cause. Rather, he sets a high expectation for everyone to meet. Knowing what he has done, people find themselves eager to rise to that very challenge.

This building is a symbol of stuff that has never been done before. A Catholic priest, a suburban housewife, a minister, a judge and a few others, all got together and made this good stuff happen. What are you waiting for? Go boldly where no one else has gone before.

The opportunity has been given. All it takes now is some intelligent and practical action...

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1. General Wayne Downing, Special Operations Forces

WHO I AM:

- General Wayne Downing, Commander-in-chief of the Special Operations Forces
- Father killed when he was only 5
- Helped his mother run the family and raise 2 younger sisters
- Raised in a family that lived just above sustenance level

- **Born to lead**
- First leadership position - System Patrol Leader in Cub Scouts
- Second position - high school class president 3 out of 4 years
- Believed he had an innate tendency to lead
- "Us military guys, leadership is our bread and butter, that's what we all think we are, whether we are or not."
- Believed he was destined to lead; if not given the crystal clear opportunity to do so, then he would seize one anyway
- I went to military academy. Did not really do well in the formal part of the military academy. In fact, got into a lot of trouble at the academy. There were a couple of times there that they were on the verge of bouncing me out of there because of discipline problems. But the leadership part of it still goes on, because you know I was one of the formal leaders. Yeah, leading people to do things that they shouldn't have been doing. But, you know, it was break from the routine, you know, in my mind you kind of had to do those things. But I think it was also, in some respects, a rebellion because they didn't choose me to be one of the principal leaders, that I would be another leader. So I showed them I would do it in another way.
- I was always an informal leader. I mean I was always one of the managers of the group.

- **Committed to success**
- As a boy, he and his mother had to constantly reach higher to achieve more and more things that seemed unattainable
- From this, gained an amazing sense that if you did set out to accomplish something, you could in fact succeed
- Became committed to succeed in all he did in his future life and truly believed that he could
- But that was a real maturation process for me - very, very young, at the age of five or six, where I realized that I was really the only person my mother had at that time to help her. We had some very major problems, and how I would absorb those things. And so that was a big lesson to me, you know, to just set goals and just keep going. And so, and my mother was the type of person that you know she is a tremendously strong-willed person and I guess she probably transferred a lot of that to me. So I think a lot of what I have achieved in my life has been, in many respects, just been by dint of perseverance. In other words, a couple of people put on my fitness reports that I had a indomitable will to succeed. And I don't know if that's really true or not, but I do know that I've been able, I think because of those early experiences, to really focus and pay the price. And I know a lot of people at times would you know kind of down play their capability to do certain things, but long-term I always come through and I always did.
- With the right outlook, you can get things done
- Learned this by refusing to let asthma bring him down

- I was, to complicate all this business when I was a young boy, I was also, I had asthma, which is a terrible thing for a kid to have, especially when he's six, seven, and eight years old. And so I was physically weak in a lot of respects, and of course I didn't want to be physically weak. I wanted to be strong and do everything that all the other boys did. And I can remember people saying, "You can't play basketball, you can't football, you can't play baseball, you aren't going to be able to do these kind of things." The doctors told me these things. And I just blew it off. I said, "I'm going to do it." And I did it. And even to this day, I know I had, I still have allergies, but I've done everything. I've done every physical thing that I think that I could possibly do. And my lungs, to this day, are probably are only about forty-five to fifty-percent of capacity. I went through West Point that way: I just refused to let it bother me. I became a marathon runner, I mean, I did it all. I think it's just the fact that if you have the right outlook, that you can get things done.
- **Had his own formula/definition for leadership based on personal experiences — 1) must prove your technical/physical abilities first, 2) must be able to identify with you and relate to you, more so than it has do with rank, stature, 3) must exhibit a successful track record**
 - 1) Ability first, then comes the rest
 - it's technical proficiency that you actually have to have and also they start having confidence in you and they know, and you know you're contributing and you know that you're making decisions. And, of course, that is a very, very big thing.
 - I think one of the ways where I made my bones with this unit is that we were to Taiwan, flew to Taiwan, we jumped, we all jumped in, very bad flight, we were all sick, I was really sick,... I had heat prostration practically. But you know we went off on one of these 20-mile hikes up in the mountains like you have, and I get there and I wasn't going to quit so I just kept going. Finally, at the end of the night, I was on the top of the damn mountain with my platoon. And that was a big thing. That was a thing where they knew I could hang in there with them and I could do the physical things. And so it was one of those things where you kind of get hardened, you know, by the fires of the mission; by what you have to do.
 - 2) Believed he had figured the essence of the Army out - you exhibit what people want to see and you will succeed as a leader
 - I had only been in the Army three years, four years, I'm 25-, 26-years old, and then all-of-a-sudden I figured the Army out. I mean, at that point there, I figured them out. I mean here it's 30 years later and everything I learned then was exactly right. Rank doesn't mean anything. If you're right and you're contributing to the mission, if you're doing thing properly, you can blow off anybody. And people will recognize it. And so you know this lets you figure things out, how to approach people, how to deal with people, and then you know in the organizational culture and ethos of the organization, all-of-a-sudden you figure out how it works. You know, how does the organization work? What is the ethos? What are the values? What are we interested in? What is important? And then you just live and personify those values. You live and personify that ethos. And then, once you've done that, then the organization comes to you. You don't have to go to the organization. And then, about that time, too, during that period, all-of-a-sudden I figured out that you can do, it's possible to do just about anything you want to do. And so that was another thing that I think really helped me, and it gave me tremendous confidence in that I really became absolutely convinced that there was nothing I could not do. And so when you feel this way, and you believe it - which I did believe, and really still do - then, all-of-a-sudden you put off certain vibes and you put off a certain aura to people, and people come to you.
 - 3) People see you can succeed and want to help your cause; that gains you the most credibility
 - I was the interpreter between the military uniformed guys and these real smart civilian whiz kids. And I'd say, "Okay, this is what this guy means. Hey, this is what this analysis means." And then I got into the analysis piece of it and found I could do that. So that was another tremendous confidence builder. I went down there and I figured that one out, I knew how to do that. Then, all-of-a-sudden, I

ended up in the Pentagon and said, "Okay, I figured this one out, too." I think I figured out what makes this go and this thing over here.

- When you got in the Ranger Units you were dealing with very, very high-talent people, the best, they were all hand-selected, the best people that they had in the Army. And then, of course, then you had a chance to really do some things. Things that people said were impossible. "You can't do this." And we did it. You know. And there was nothing we wouldn't take on. And we weren't foolhardy, we weren't crazy. What we were, we were smart. We figured things out.... But I'll tell you, those, I mean, it was a heck of a unit because everybody did what everybody else could do. I mean, we jumped, we did everything together. So that private could look out and see his sergeant, see his lieutenant, his captain, his sergeant major, his colonel, because every one of these guys could do it. And so it gives you tremendous confidence.

WHO WE ARE:

- **A unit whose mission has changed from old style, unconventional warfare to more peacetime engagement activities**
- The ability to influence people think and the way they act was going to be very, very important to us. And so we needed Special Operations Forces in order to accomplish this. That's what we found out. So we, so the environment for us was very, very positive. We have got a capability here that the country needs very, very badly. We got a problem here in that many of the people don't understand what it is we need. I mean they don't understand what it is we do and how we can help them. So we've got a marketing problem. And that became one of our goals. So we had to get out to our customers, we had to determine who our customers were and who our important customers were. And we did. And then we had to get out and sell that product to them. Now, the way the world works is we had a lot of opportunities to get out and show what we could do, and the guys and gals did a magnificent job. And so we went from an area where we doing practically nothing in foreign internal defense to a point now where probably half of our overseas work is FID.
- **A unit of "Quiet professionals" working towards a common goal**
- we had never put this down on paper. The only thing we had ever put down was the term, "Quiet professionals." That was something that we liked: quiet professionals. Didn't go around telling people how big and tough and bad you are, like Marsenco. Instead, we go out and do it, and people look at you and say, "Hey, that guy really, they really are good. They can really do what they're talking about." And that, to me, is the highest form of praise.
- we define leadership as, I wouldn't say we, I guess I would, is the ability to get people to work together towards the common goal, the common objective.
- **A unit that uses coaching as primary means of development**
- Because of the Army culture and the way they worked, you know, as an officer it was my responsibility to work with the other officers. The level that I have always espoused, because I think it gets the right emphasis, is two levels down. In other words, I'm oriented at the guy working for me and the guy below him. That's where I'm at. Now, with officers, that's fairly easy. So, what I'm doing is I'm, you know, one thing, I'm trying to be a role model. I most personify what it is that I am trying to preach that I want them to become. And it's not one of these things: Do as I say, not as I do. You've got to live it. You've got to walk the talk. And then I've always felt that one of the most important functions I have as a leader is to look down and select the next generation of leaders. And, of course, we had tools in the military to do that, and that was the Fitness Reports, the Efficiency Reports where you could do that. And the thing I always told the people who worked for me, especially as I got more senior, "You got to do this and you've got to do it right. And if you don't make that distinction, and if you give them all a great report, that means somebody else is going to

make that decision and they're not going to know them as well as you know them. So you've got to have the moral courage to make those decisions."

- There are a lot of other times where I would approach people very obliquely. Sit down and tell a story. "Hey, that was a very interesting exercise you guys ran last time, you know? I saw this, this, and this. And it was really good. You know, I had something happen to me back in 1975, you know, we were in Germany and this happened, I did this." And, generally, the technique I always like to do is I like to make myself the butt of it. "Hey, I really messed this up." You know, or, "I didn't do this well and it really bothered me and it took me two weeks to figure it out," Or, "It took two years for me to figure out what had happened. And here was my failing. I had forgotten this, this, and this." And, of course, kind of what I'm doing is, in some cases I'm stretching the truth. But I'm telling this guy what it is he needs to know.
- **A unit that believes in developing leaders and, beyond that developing leaders with a prescribed set of values**
- you can develop leaders. I mean, there is a school that says that everybody's either born with it or you don't have it. I don't believe that. I think every leader is different. I think there's a lot of situational aspects to leadership, but there's a lot of different personalities that can pull the leadership thing off.
- In the case of the military, it was fairly easy for us because you know the thing that we ascribed to be were warriors. Warriors who are people who are servants, servants of the people, who are not a warrior class unto themselves, who serve the country, who serve their fellow citizens, and what is it that this country expects out of its military as warriors? And we came up with some basic things, you know, they wanted us to be honest, they wanted us to have integrity, they did not want us to embarrass the nation, they certainly wanted us to be capable of executing anything that we were asked to do. They wanted us to be stewards of the resources that we were given. They did not want us to be wasteful or anything like that. And so you know out of that we needed people who were going to be creative, so we had to create a command environment that was going to let those kinds of qualities develop and emerge.
- one of the first things that I personally did was I said, "If I find weak people who are not, who do not personify the ethos of this organization and do not prescribe to the values, I personally am going to do everything I can to drive them out of the United States Army." These people are going to go. I'm going to call a spade a spade. If you're weak, it doesn't mean I'm going to throw the book at you the first time it happens. I'll work with you. But I'm not passing by sub-standard people. I'm not going to accept sub-standard performance. And, you know, that's just me. But I think a lot of people are doing the same thing. I told you that when we got into the Rangers and we started the Ranger battalions, we said these are going to be full-participation units. Everybody in here is going to be able to do what everybody else does. We're going to have standards. We're going to uphold the standards. We're serious out it. People are going to cry, people are going to get upset, people are going to write their congressmen. People are going to go to their fathers who are generals and say that these people are treating us bad. But we're going to toe the line. We're just going to say, "That's the way it is. And if you don't want it this way, then get rid of us and bring in somebody else."
- **A unit that after ample coaching, has developed enough people to carry out the big plans**
- When I was a battalion commander of the Second Ranger Battalion out of Fort Louis, I really learned that. We were having problems with our training program. It really wasn't the way I wanted it to be. It wasn't coming together. We weren't doing some of the things I wanted to do. I sat down and I figured out how to fix it. And then I thought to myself, "I got four company commanders, all of them the best young captains the Army has." And, by the way, out of these four company commanders, all four of them are General Officers today. So that just tells you how good these guys are. And so I thought, "If I come up with this solution, it's going to take me six months to sell it and to get the

thing going. So, maybe the way I ought to do this is go about this a different way." So what I did was I brought them in, I said, "Guys, we got a problem. Here's the problem." "Okay, guys, you know, I'm not happy with our training program. A Company does not perform in the way B Company is, the way C Company is. Headquarters Company is not supporting it. We're not coordinated. We are having trouble scheduling our ranges, we are having trouble sequencing our training, it doesn't make sense to me." You know, I specifically told them what the problems were. Then I said, "Okay, guys. Here's what I want to come out of this." And I described it to them. "Here's your task, here's what I want to see, here is the objectives of our program, and here's the kind of physical things that we can measure it against. I want you guys to come and give me a recommendation on this thing and I want you to do it in three days." "Oh, God! Three days! We got all this stuff we got to do." I said, "Hey, I don't care. You guys are relieved of all your duties, turn this thing over to your second in command, to your executive officers, and I want you four captains to figure this thing out." Well, they came back in three days, on a Saturday morning, and they briefed me on this training program. It was magnificent. I mean it was three times better than what I had come up with, plus it was theirs. It was their plan. You know. So, I mean, that sucker was going to get executed.

WHERE WE ARE GOING:

- **SOF is moving even further into their newer role as "quiet professionals"**
- **Focus is now a group that can accomplish any unique mission presented to them, with their new skill set; missions impossible to be accomplished by any other group**
- **Hope is to teach "through example the proper role of military in a democracy"**
- It's totally different than it was on the 9th of November, 1989. Soviet Union has collapsed, the super power struggle is over, the US, after the Gulf War, is the dominant military power. Everything is different, relationships are different, the needs for US military are entirely different. We've got to change to meet those needs. That's internally. But, we have skill that no one else has. We have unique skills: language, cultural skills, the ability to train other people. Our psychological operations people have the ability to influence attitudes and perceptions by using some very, very modern mass communications techniques. We have civil affairs units. And, oh, by the way, if somebody does get out of line, we've got the Ranger Battalion that will go in and knock somebody's dick in the dirt. You know, we can do whatever it is. If you got to have a surgical operation to rescue people, we've got forces to do that. We've also got forces we can put in a country for six months, like Haiti or in Bosnia. And so my message to the external world is: the world has changed. Special Operations Forces has some very unique capabilities that can help you do your mission. Let us come in and help you. Let us create these special operations commands there. We're going to put them with you. They're not going to work for me, Regional Sync, they're going to work for you. You're going to be their boss. I'm going to resource them, though, you don't have to do anything. I'm here to help you. And, of course, you know, they had to come to grips with that, that they trusted me in believing that. I'm not going to try to encroach on your glory. You can have all the glory. You can have all the credit. But, what I want to do is I want to help you sell your program. The State Department, the same way. Or the American Ambassadors and the country teams. I got every American ambassador down to Fort Bragg for a day before they went overseas. Every single one of them. And so we could sell our program. Then, of course, taking it down, going back, and .. "All right, guys, we've got an essential role to play in US national strategy. We do things that nobody else can do. People have extremely high expectations from us. We cannot fail. We cannot fail the American people, we cannot fail our customers, the stakes are too high, our reputations are on the line, all the hard work that's gone to getting us to where we are today can be entirely lost by one team going out and taking some rash action. Guys and gals, you know, we have got a real tough mission, But look how important it is. I mean, this is an important mission and it's vital, it's vital to the United States that

we do this. We're going to have to sacrifice, we're going to have to work together. And, oh, by the way, you guys and gals are the greatest people on the face of the earth. And this is why you are."

- It's people that count. It's not hardware. We want to give our people the best that money can buy, but we know that that will not accomplish the mission. The best hardware in the world will not accomplish the mission. The people will accomplish the mission. If you give the best hardware in the world to the wrong person, they will fail. But, if you've got the right person, you can give him anything, and he'll figure out a way to get the job done. That's another one of my important story lines. And I take that internally and externally.

2. Debra Dunn, Hewlett-Packard

WHO I AM:

- Debra Dunn
- Blue collar background
- Father died when she was 14
- Valedictorian in High School class

- **Believes fundamental element in a leader is self-confidence**
- Hers was established when at 14 she was left in charge of family finances, etc.
- Found that by succeeding at something you thought impossible, you gain the impression that everything can be tackled in the same way
- Probably the most significant catalyzing event for me, from a leadership perspective, was when I was fourteen and my dad died. And my mom, who had worked all her life and was very competent, kind of was at a loss to do a lot of things my dad had done, like manage the household, pay the bills, all that pretty basic stuff. And I had always been, I mean, I always had a lot of basic leadership orientation from the time I was a little kid. So my brother, who actually is older, was impacted quite the opposite way and kind of fell apart, as well. And when I was fourteen I started, you know, managing the family finances and doing that kind of stuff, which, on one level was kind of terrifying, but on another level gave me a level of self-confidence that has carried me through the rest of my life and I think is really the most fundamental element of being a leader. Because, when you're thrown into a situation which seems impossible and you do it, then nothing ever seems quite so impossible again.

- **Has always chosen to stray from the beaten path**
- Recruited heavily by colleges, but chose Brown because attracted to the open curriculum, "choose your own education" attitude
- I think part of that energy came from the fact that I came from this very blue collar background and I was in this very elitist institution with a lot of rich kids who had grown up with a lot of privileges. And so I then chose a pretty alternative career path. I had studied, I did a thesis on Consumer Cooperatives and I literally hadn't a live involvement with consumer cooperatives, but I was very interested in them as a democratic economic form. And so I did my thesis on the Cambridge Food Co-op, which was a real hippie,... estabshment, in the Harvard Coop, which is clear to the other end of the spectrum. And got really interested in that stuff, and decided that I really wanted to work in that environment.
- Received degree in Classical and Marxist Theories of Economics and Social Organization in Latin
- Began to do consulting work in food cooperatives, after completing her thesis in this subject
- Energized by the thought that she would change the world
- Ran into difficulty of helping manage volunteers in various food co-ops (motivational difficulty of managing people that weren't working for pay)
- Was able to teach her clients a valuable lesson ~ "that fundamentally you have to get people hooked into a higher vision of what they're trying to do and help them understand how they are part of a bigger whole."
- Then, ran an energy conservation program for the government
- Decided that wasn't going to change the world, concluding that to make the difference she wanted to make, she'd have to go mainstream

- Working in the government is not the way to change the world. So I decided at about that point that I wanted to go to business school. So I decided if I was going to go to business school I was going to go to Harvard because, and I decided to go to business school for a couple of reasons: I had gotten kind of disillusioned with the fringe approach to changing the world and decided that there are a lot of very dysfunctional people who are drawn to sort of the counter culture because it's a milieu that they can rise in. And decided that if I really wanted to have impact, I would become part of the mainstream and impact the way people, how their work lives functioned.
- Became Harvard Business School's token radical
- Needed a legitimizing credential so decided to go corporate
- Okay, so I had Harvard, but I needed to work someplace that people said, 'Yeah, this isn't totally weird,' and in looking at organizations and doing research, the values of HP really appealed to me. I frankly thought I would be here two years and then go do something else.
- **Placed high importance on values**
- Identified best with values of HP which basically said "We want you to do whatever you can do"
- Yeah, actually, I have thought about that a lot. And that's one of the reasons I'm at HP. Because I can't think of a better example in modern .. among corporate leaders than Packard and Hewlett in terms of having that view of their responsibility to the broader society. Those guys have always been environmentalists, have always contributed heavily to education, to all aspects of community welfare. And they viewed it as their role, not just to make money and line their pockets, but to enrich every community that they were part of. ... The differentiator for me between a Packard and any of those guys is that every aspect of the way that he ran his company and his organization reflected this whole set of values about society, about human relationships, and that was much more important to him, ever, than just making money. So he was never in a mode of 'I'll sacrifice these people, if I have to.' That's not what I'm here for. And I think that's different.
- Believed them to be the "open curriculum" of the corporate world, like Brown in education
- **Debra Dunn Career Timeline**
- Began in Corporate Education, then moved to Corporate Manufacturing,, where she headed the "factory to the future" group
- So this group was formed in Corporate Manufacturing and I got to build a team, so there's a little start-up venture. And our role in life was really to go out, look at what really state-of-the-art manufacturing organizations were doing in the way of designing and managing themselves, and try to bring some of that into HP. So we worked with the divisions, there were some self-directed team projects, and it was a very fun project
- Then moved to HR to clean up and implement change there
- Then to back to manufacturing, where she headed up more change movements
- Final move was into her current role as head of Marketing

3. Bob Hutehins, ServiceMaster

WHO I AM:

- Bob Hutchins, account manager Evanston Hospital
- Attended Taylor College
- An elated Bob accepted his first job with ServiceMaster as an assistant manager in an inner-city Chicago hospital, where he desperately wanted to live with his fiancée
- Thoroughly enjoyed being the #2 guy there, where he did not have to take the heat for major catastrophes in the hospital
- And that was a very emotional high. And it was very good. And I started out as the assistant manager. And it was easy. It was fun. I mean being number two was fun. You made a mistake, it was always the boss' fault. I mean he sheltered me, he took good care of me, you know, I was the young rookie, and it was easy.
- His name was Steve Salokey, he was the director there and I was his assistant. And I was his right hand. And the stuff he didn't want to do he gave to me to do. And the things that he knew that I needed to know, he gave to me to do. And it was a hand in a glove. It was that simple. I mean, I get there and the administrator happened to go to the same school that I graduate from. I mean, it was just like, well this is too easy, too fun. And it worked out well. I mean my first year there, I was the assistant, and that first full year there we won an award for quality and it was, part of my responsibility was quality. My job was to make sure the operations went well. And make sure our quality went up. And we won the award. I didn't get the credit for it, the director did, but I knew that, hey, it was my job to make sure quality is okay. He sheltered me, he took care of me, but he also got the rewards.
- **Life Lesson #1: Life is a people business**
- First instilled from his father-in-law
- [My father-in-law] was a chief engineer and had hundreds of people reporting to him. I said, "Dad, what's the wisdom you can bestow on me?" He said, "The only wisdom I want to share with you is you've got to surround yourself with good people. You have to have good people. And then you treat them well." And that stuck in my mind. That was nineteen, twenty years ago. And I learned that very quickly, that it's the people that matter. It's your teammates, it's your partners, those that do the work. So I realized that very quickly.
- Later re-emphasized in his work
- We had close to, I don't know, eighty to a hundred employees. And I realized I couldn't do a hundred jobs. If something was not being done, I had to make sure that the people were doing it, my people, my partners, the word we use now is 'partners.' I learned that at a very young age.
- Found that showing people you care truly pays off in the end
- Clarence Smith was probably the first one and I would consider him a great coach and a great leader and a great friend. And he taught me, he showed me that, he went to my wedding, he's been to my house. At first I thought that would never happen to me, he was like way up here and I was like the number two person, but he made time to come to our house, have dinner with us, have me out at his house. That's, I guess, the caring process, he got to know my wife and when my children were born you know his wife would bring us a little Christmas ornament. I mean it was kind of like he was treating me as family and you know the old saying that he cared. And then I wanted to serve him, I didn't want to disappoint him, I wanted you know to excel.

- **Life Lesson #2: Honesty is the best policy**
- Found that being complacent would get him nowhere from a firsthand experience
- By choosing the honest route, rather, he would gain the success he sought to achieve
- First encounter of this kind was first day on the job
- Helen was at that first hospital for over twenty-five years. My introduction day, they said, you know, "This is Bob Hutchins, you know, he graduated from college, he is twenty-one years old," you know, and they gave the whole story about Bob. And, of course, a lot of people came up and shook my hand. And Helen came up to me. An obese woman, came up to me and she shook my hand and said, "Hi, I'm Helen." I said, "Hi, Helen." She goes, she asked me the question, "What are you going to teach me? I've been here longer than you've been born." You know, "I've been here twenty-five years, you're twenty-one years old. I've been cleaning for twenty-five years." And she says, "What are you going to teach me?" You know, I stumbled for a few minutes and I said, "You know something, Helen? Maybe I can't teach you anything. Maybe you will have to teach me." And she said, "Oh, I love that answer." And she just left me there. And I didn't know whether or not I said the right answer or the wrong answer.... She liked my answer. And I could have pretended like, "I'm going to teach you a lot, Helen, because I know it all, and I'm an aggressive young executive," and I didn't come across that way. I came across as young but willing to learn from them. And I think that is how I became successful there.
- Future encounters include times when he found himself repeatedly faced with the challenge of satisfying the basic developmental needs of his workers and the requirements of his own job simultaneously
- Again, used lesson of honesty and did his best to create win/win situations he felt good about
- Honesty is the best, I mean, she knew about it and she knew she wasn't keeping up with the work. The sad part is when they beg you, "Please, can't you give me an easier job?" Your heart hurts. You see these people and you go, "That could have been my mom." You know? That's my mom's age we're talking about. But I think the greater good is you got to stay focused on what's good for her, that she did not need, she should not work. She could not physically do that job. And her kids needed to buy into that. And they did- It was very good that they knew that, and, "Mom, you got to stop working." I tried to explain to the kids, this is the job, "Come here, I want you to see this. Now, you try standing for 8 hours."... "Your mom can't do it anymore. She just can't do it. And she wants to hold out for four more years. The hospital is not going to provide that, she's not going to be allowed to do that." And we looked at early retirements, worked with the hospital, they helped her with her early retirement, they also, one of her kids brought her into their house, so it worked out well. And so it was a win/win situation. She needed to retire and one of her kids brought her into their house.

WHO WE ARE:

- **A business who dearly understands the value of the whole person**
- A business who believes they will most effectively communicate this value by 1) showing that they care, and 2) trusting that if they do, the work will follow
- Just as Clarence Smith taught him about the value of the whole person, Hutchins too sees that he first clearly communicates his personal interest in the lives of his workers
- It became fun and the people became, they were important to me. And realizing that I am not successful unless they are successful. And it doesn't matter how good or how bad I am, or how good financially I am. They don't care. They want to know that you care about them. And once they know that, they start caring about you. And they start caring about the customer and they start caring about the facility.

- [I] started talking to them and stopped worrying about work all the time, but start worrying about them. Their sons and their daughters. I mean, they're not structures to clean. They are people who happen to be cleaning. And started really to spend more time, not worrying about did they sweep well or did they wipe well or did they vacuum well or did they clean well. I started to really get involved with who they were and their children. They all have children, they have husbands, they have wives, they have grandchildren. I got to know them.
- The first thing I would say is they don't care how much you know until they know you care. You need to build that relationship first.
- The managers that report to me, they understood that we still needed results and the end was we were judged on results, not how close we are. I think being close will help us get to the results.
- **A business that takes tremendous pride in its people development**
- Another story I tell is my first day at Evanston. And I came in for the interview and so they didn't know who I was, and I got there twenty minutes early, sat in the main lobby, and I saw one of my future employees goofing around. Goofing around. Fm telling you. And I saw this guy and I said, "You know, you're the first guy I'd fire." I'm telling myself this. And he, I mean, literally, he is just doing nothing. I sat there for twenty minutes and he was talking with you know other people, leaning against the wall, he was looking out to make sure the bosses weren't coming, and he was chit-chatting, and it was funny. It was funny, but I'm going, "When I get back into operations, man, you're the guy. You're the guy. And this was when I am going back into, got his name down, Charles, I did, Fm telling you, he was goofing around. And my goal was to terminate that guy. How tough I'll be, you know, I'm coming in, I'm making changes, you know. And I got into the position and got accepted and then he found out I was the boss. And instead of firing that person, I learned to love that guy. And started to care about him and got to know his wife and his children and I understood that he was a good employee. He was a great employee, wanting to be a great employee, but we weren't giving him direction, or there wasn't anybody nurturing that. And he was in the wrong position. He was in the wrong position. And we put him in the right position. And I'm not taking the credit for it, it was a team approach, and he's doing outstanding. He won the Presidential Award. He received a thousand dollars from the president of the hospital because of his outstanding service.
- **A business that clearly demands Bob's same emphasis on honesty and ethics**
- A business with a set of values so strong that it pervades all that goes on organizationally
- I guess as being honest and up-front and letting them know that there's change coming and change will be coming again, change will be coming again. We had a difficult year. They are very smart. They see, you know, the responsibilities grow and change. We had a tough year a couple of years ago when we were going through all this change, our first or second step was very difficult. Just basically you do two things: You stand in front of them and let them know that this is what's coming, and number two is you stand in front of them and allow them to vent.
- There's a vice president that I used to kind of report to, indirectly, and we were on the golf course. We were at a business function golf, and he had a call from an administrator. And he could have said, he could have lied, he could have pretended, he could have said, "Fm tied up." But he spoke the truth. And that was so impressive, I mean, I heard one of the guys said, "You want me to tell him you're busy?" He said, "No. Tell him I'm on the golf course with my managers, I'll give her a call back when I get done. And if there's any problem, you let me know." I mean it was like he had so many avenues to get away from it and he could have said anything, but he chose the higher road, he chose to say, "This is what I'm doing. Fm serving my managers. I'm golfing," you know, and I was one of his managers. At the time I was an account manager. "Look, I'm golfing with my managers, Fm spending quality time with my managers." I mean I was just so impressed with that. I always think of that.

- **A business that does not ask a single individual to compromise his or her own values for the organization**
- I think I am Bob Hutchins the same when I go to work, at home, in the community, with my children, there's not a uniform I put on that's, okay, the value guy or at home I'm a different person. I am just I am. I don't pretend to be somebody I'm not. I don't slip on a light and say okay, this is who I am, and this where I turn it off. The great thing, in the eighteen years I've been with Service Master, nobody from Service Master has ever asked me to do anything unethical. Nobody. Nobody. And maybe nobody has asked me because I would not do it, nobody has ever asked me to. And I assume great leaders in our company do the same thing.
- And it's a long story, a long personal story, but he said, "Bob, you're going to tell him a lie." I said, "No, I'm not going to tell him a lie." This was one of my customers. It wasn't the president or the vice president, it was just a customer, a department head, and I said, "No, I'm not going to lie." He said, "I'm going to call your Service Master boss up and tell him to get you out of here." I said, "If that's what's needed, I will voluntarily leave. But I'm not going to lie to my employee. I'm not going to do it." I said, "You make your decision." And he did. He called up my Service Master boss and said, "We need Bob to do this." And I said, "If there's a different way to do it, I will do it, but I'm not going to lie." And I told my boss of Service Master, I said, "You can pull me out, I'm just not going to work at a place where they ask me to lie." The president of the hospital found out about it and that guy was let go. The guy that asked me to lie. And so it's been you know it's been, that's the way it's been in Service Master.
- **A business with little boundaries, and a very open forum**
- A business where managers don't manage "from their desks", but manage *with* their workers, by getting out there with them and doing their jobs together
- From getting out on the operational side, ServiceMaster gets a whole host of business ideas from their employees who feel important and appreciated
- We have monthly meetings and I'd also have small groups come in, I'd order some pop and coffee and I'd throw out issues to them and they would say, "Bob, try this," "Bob, don't try that." You know, and "How can we do a better job?" They want to be told, they want to tell people, "Hey, I've been here ten years, let me tell you this. Let me tell you this." You go, "Wow! That's great." All you got to do is ask them. All you got to do is provide that forum for people who are afraid to make a big presentation, but you sit in their office, or they sit in your office with a cookie and a can of pop, they'll tell you everything. You know, cause they don't feel intimidated. You know, you go to the big meetings where everybody's there and you're in some big room, they're not going to talk to you.
- **A business that makes a mundane task seem like an important one by localizing it**
- We paint that picture that you may be perceived as the low person in this hospital, but you're the most important person in this hospital. Because if we don't do our job well, we will be in big trouble. And we paint that picture of importance. We also paint the picture of if that's your mom in that bed, or you dad in that bed, or your child in that bed, how do you want you know that person to clean your room? Why would you treat these people differently? So I paint those pictures.

WHERE WE ARE GOING:

- **A business that continues to communicate to its employees the inevitable need for change**
- they realize that the economy is changing, they hear the hospitals that lay off 200 people or 500 people, they know it's out there. They know it's out there. My whole statement to them is, "We're going to change, you need to change with us. And if you can't change, then we need to help you find another place that you'll feel comfortable in. Because it's coming. I can't stop the change. And you

- can be mad, you can be angry, you can be frustrated. And we all are." And I said, "Look at my team. You used to see 13 managers, now you see 8. I have the same frustrations." And I said, "I can scream to my boss and you can scream at me, but the change is coming and we need to realize that."
- I convinced them, I think I convinced them that change is inevitable. Change will come. And you need to be aware of that. And I think that if anything, they realize that I was the two Cs, I cared, and I informed them about the change. Change is coming. And it is not going to stop. It's going to come faster.
 - **A business that offers its commitment to care as support for the inevitable change**
 - And then I realized it's not going to work unless I get out there with them and hold hands and feel their pain and that's when it happened. We got everybody, let's get out there, work with them and let them feel it. And let them experience it. And let's help out. And that's when we started winning this thing.
 - **A business that will continue to do it all it can to perpetuate its current values, and within this continue to develop its people**

4. Rear Admiral Irve C. LeMoyne, Special Operations Forces

WHO I AM:

- Rear Admiral Irve C. LeMoyne, AKA Chuck
- Born June 28, 1939, Brownsville, Texas
- Dreamed nothing more than going to West Point like his father and likewise to the Army
- Thought there was nothing else in the world he wanted to do
- Father tried to encourage him otherwise, suggesting that he sample a college other than West Point for a year and see
- Engineering seemed like the thing to do, with Sputnik in the air, etc. so applied to Georgia Tech where he anticipated staying for only a year
- ROTC was the way to go in back then, so Chuck applied through the incredibly selective Navy scholarship program and was accepted
- Four years later, graduated Georgia Tech with a four-year obligation to the Navy
- One summer witnessed underwater demolition team training class that made him want nothing more than to be a Frog Man
- Shortly after was told that "real Navy men" do not that; rather they set out to serve on a destroyer
- So he did it
- A year later, JFK was forming 2 SEAL teams, for which he needed more officers
- Summer of 1962, Chuck went out there, and has been there ever since
- Learned a lot about delayed gratification from his first year aboard the destroyer
- Learned lesson on loyalty
- "Loyalty, loyalty to the people in the organization as in loyalty to the person for whom you work.... You have to do it, you can't just say it. Now, having said that, in our business, I think it's easier than it is in other areas because we have a commonality of the ... a bonding that goes on, and so when you talk about loyalty you both know right away from first-hand experience whether you are simply talking about it or whether you are living it. And it's important to live it."
- Found that a necessary quality of leadership was for it to permeate all the way through the organization
- "When I was an undergraduate at Georgia Tech, one of the management courses that I took as a Sophomore, the professor, and I don't think this was in the book, but he no doubt read it somewhere, but he talked about permeating the best of leadership, and he said, "No matter how large the organization, the personality, the values, the drive from the leader will permeate all the way through the very lowest echelon." And as I've started growing up in this, as the organization has gotten larger and larger, I've seen that been proved time and time again, and I've watched it here in this organization for more than 47,000 people. I'm ... that the personality, the values, decision, Commander in Chief,... that permeates through this whole organization. And, in our case, we have been very fortunate to have had three outstanding commanders who have done a wonderful job and sent the right signals, up and down, so I think that it has spread, it has been dispersed, and ... throughout my professional life."

WHO WE ARE:

- **A unit very reflective of LeMoyne's own dedication and drive to succeed; a unit that will try just about anything to result in a victory, mirroring their leader**
- When I was a platoon commander in Vietnam, we found ourselves one time deep in the boonies and ... we were in some difficulty, I wasn't sure we were going to get out, but I had my squad and I just

went down the line and I said, "Here's what we're going to do. If that doesn't work, this is what we're going to do, if that doesn't work, this is what we're going to do." Now, I didn't know if any of it would work, but we were going to do ... Fortunately, the Air Force had a Jolly Green Giant up in ... and they came down and got us right out of there. They loved it, they got shot at, didn't get hurt, we loved it, we got out, and it was exciting. With that kind of close interaction, that's characteristic of who and what we are...

- **Offers confidence as support to his men that the job will get done; energizes them with this as well**

The job was to get everybody down ... and blow it up and then get safely home. Usually it doesn't happen, it's just too hard to do it in the time allotted. I was the Patrol Leader of that operation, we had a .. senior instructor who would go along with us, he had been to ranger school, we called him Ranger Wardell... very dramatic fellow, so we're moving along and I'm being very careful because Ranger Wardell is watching everything I do and I can see that he thinks I'm not doing very well so I'm working harder and harder at doing better and better and we're going slower and slower. Finally, I think Ranger Wardell decided to his satisfaction, no way these guys can get there, so he left. Well, we started with ... and we're moving along and it's getting very hard, at night when you're moving along, it's dark, every once in a while you send up the count and you know how many people are with the column and when the number gets back up it better be the right number. Well, the column was breaking down,... getting tired, they were literally falling asleep on their feet, and so I sent down the line and I lied, I'd say,... as a young boy I did a lot of hunting and I had been in the woods a lot,... we're real close, we're going to get there. Hell, we weren't close, but I guess ... they probably knew that I was, I didn't know how close we were but that was all they needed, that was all I needed. I'll be damned, we got there, we got to the rally point,... just off the bridge and I... we were there an hour early. They came back and said it's unguarded, the instructor was so sure that we weren't going to get there so they had ... the bridge, so we laid the plan, but by the time we could get there the instructors had ... on the bridge. And I remember ... they wouldn't let us have watches ... element of uncertainty .. .watches don't know what time it is or far even you're going but... for solving the problem they gave me a watch, they said that I was supposed to be there at five in the morning, so I remember ... watch had a second hand on my watch, up to five o'clock and the signal to attack is a blast on the whistle. I've never been so excited in my life, I put that whistle in my mouth and I blew that damn thing and I'd see guys streaming down that bridge like they had been, like they were lit on fire. The instructors were absolutely stunned, they couldn't believe we were there. Ranger Wardell walked up to me and he looked at me in his very measuring fashion and he said, "Mr. LeMoyne, I did not expect to see you this morning." I said, "Eye, eye, Ranger, but we're here." It was really great.

WHERE WE ARE GOING:

- Less unconventional warfare and more unique missions of the psychological nature

5. Norm Mitchell, General Electric

WHO I AM:

- **Norm Mitchell**
- **Very down-home sort of guy - rarely hear a sentence of his without the word "ain't" in it**
- **Grew up in working class family, where he for all practical purposes raised his younger brother**
- **Early dream was to be a lawyer, but ended up serving in the Korean War and foregoing that dream**

- **Life philosophy - Everything is merely a matter of circumstance - it's all about being in the right place at the right time**
- "I mean, as you walk through life you can be the best artist, you can be the best singer, you can be the best writer - but you got to have a break. And I think that you know certainly if you don't get the break, you'll never be - so I guess the story in my life is one that maybe being in the right place at the right time"
- **Career at GE is proof**
- **"A friend of mine asked me** if I'd bring Mm out here; I had bought a car. I came out in August, 1953, I wasn't looking for a job, didn't know GE was here. While waiting on him I put in an application, the application was of no meaning. Last employer? Uncle Sam. Amount expected? Anything. It was a kill of time application, not like the resumes of today. At that particular time you were interviewed on or about the same time. I was called in by a person who was in the employment office."
- Forty some years later, he is a star at GE, who was hardly missed a single day

- **Extremely outspoken**
- Proved by his days in the service - if he didn't like something, he let everyone know about it
- Stunned and uncomfortable with the "Do it my way or no way culture" at GE
- Complained so much about how bad things were there, that his peers urged him to step in and do something about it
- "I was a good worker for the company. I believe that if you pay me that I ought to work for you. But I found that I had no voice. That it was all "Yes-" or No Sir." But I had no voice. No voice. My ideas were not heard. It was "Do it my way or no way." And even in the Army, the one fault I had with the Army is I spoke back. If I felt it was wrong, I spoke about it and, as a matter of fact, it kept me in trouble."
- "In 1971 people were saying, "Norm, you are always saying it ain't right, you ought to do this, why don't you run and change it?" I ran for Chief Steward in 1971 in Building Two and won bigger than anybody's ever won. I ran a very simple campaign. "If Norm goes after the bacon, get your skillet hot." I went one-on-one with the people."

- **15-round fighter — never gives up**
- Was a time when the Union people started to feel like he was moving too far over to management's side, so they decided to drop him for the next election
- Norm didn't go down quietly - instead he went out and found 17 other guys who would support him in the election
- Eventually won

- **Earned respect at work by setting very high standards for himself, and then doing whatever it took to meet them; always delivered even if it meant taking a personal risk**

- As Steward, extremely overbearing and fast on his feet; however, went to the sky to help anyone of his Union people
- "1971 through '76. I was known as Stormin' Norman. Yeah. The mannerisms. I mean I had to correct, I had to do a lot in a short time. If we didn't ~ look, a woman was having trouble with her air gun, it was hurting her hand, you know? It took weeks to get any help for that woman. I just uncoupled it and pitched it in the garbage can. I had to answer as to why I was destroying company property -I wasn't destroying it. I was just throwing it in the garbage can. Wasn't no good. Pitched it. That got the message out. I paid a price, but it corrected the problem. [I got] disciplined. Records. Write-up. Don't do it no more. I had a folder that thick. Until they put me in charge of relations one winter day when nobody was in, so we cleaned the records out and put them away. I've got a clean record now."
- Earned trust this way as well -- people kind of knew that "Norm could be counted on to deliver"
- "I'd get to the stewards and say, "Now, what's your problem today?" "Okay, now what's your problem?" "What's your problem." "Let's go this direction." See? And we set out to do the insurance. We set out to do the Workman's Comp. We wanted to know who was sick. I wanted to know the names of the wives. I wanted to know every problem in the building. So it ended up as who had the most power in the building. I did. Because we took the power away from the foreman. The foreman would say, "Well, go get Mitchell." "You know, he knows about that." "Insurance?" "Well, go get Mitchell." And because Mitchell delivered, he got all of the credit."
- **Strong ambition to help others -- genuinely liked people; believed he was almost "sent" to help**
- Believed he had a God-given talent he had to use
- Could easily relate to people
- Amiable, liked to chat
- "I was a decent Shop Steward; I like to talk. Wasn't bashful. In 1968 I was very popular in my building, popular in the fact, not popular in the union, but just popular. I mean I liked to go one-on-one with people, any subject you want to talk about, I'd talk about it."
- "I don't care who rides the white horse. That thing of status quo or titles? No. What does me good is for someone at the end of the day to say thank you. You look back and say, "Did I do this today?" "Did I help someone?" So, I'm a servant. God gave me a talent and I've tried to use that God-given talent to help people. [That talent is] the ability to think and fast. Fast on my feet. Never bring you a problem without a solution."
- "That call was from a personal friend of mine who wanted the Chief Steward that says, you know, that for whatever reason trusts my judgment on who can take a tumor out of his wife's brain."
- "I like to take whatever time it is. I mean I was with one group and I said, "I'm going to win this election. But, by the way," I said, "Once the ballots are counted, I'll be back to eat dinner with you Monday." And they said, "Well, we'll never see you again." I said, "Well, you'll see me again." So, Monday, when I came back after the election I said, "Hey, let's eat." They said, "Damn." I don't remember names. I mean I'll leave here and if I see you ten years from now I won't remember your name. I cannot remember names, but I'll have people stop me and say, "Norm, you know who I am?" I say, "No, but I'll tell you the problem you had," and I'll tell them the problem. Yeah, 7,000 people, had the election, won 2,500 votes, had a new board, the other side had put out leaflets, you know, "Who's going to train them?" That's easy to answer: I trained you all, I'll train them. You know me? You know me. You know what I can do. You know? My primary concern is jobs. I mean you'll have to ask them why they dumped me, I'm just a candidate. Not a lot of promises. Just listened to their problems, you know?"
- "There are those that say that say, "Please help us. People listen to you. You present yourself well at the table. We need you there." Well, I've got to step back sometime in my life and look at my life. I've devoted all of my life to helping people. I've not had a good vacation since I've been president. If I go out somewhere and come into a hotel room, the light's blinking. And I won't unlist my phone

number. I promised that in 19 - first time I ever run for office. I'll never unlist my phone number, look in the book, it's there. I've always - people say, "How would you ever get by leaving your phone number in the book?" People feel comfortable with it, they won't bother you. It's those that don't want to be bothered that get all the calls. You'd be surprised. I don't get that many calls. Cause people feel comfortable knowing that they can get to me. They feel uncomfortable when they know you got an unlisted number and they're going to get it. And when one gets it, they'll give it to everybody. See? That person who has the unlisted number gets more calls than I get."

- "I've done what I set out to do in life as a young boy. I wanted to be a trial lawyer. I spent many, many hours in the courthouse watching lawyers prepare a case. Watching them deliver a case. I became that lawyer. I presented many, many cases. And I think those will tell you I'm pretty doggone good. Because I won't play with you. You see? Used to be you had to lie to win. I've never won a case lying. I've won a batch telling the truth."

WHO WE ARE:

- **A Union that is a complete reflection of Norm's every trait--a Union that is outspoken, not willing to accept failure, a Union where everyone seeks to help another, a Union that takes risk to accomplish big goals**
- **A Union that is willing to take the harder route of cooperation rather than fighting-- want to keep their jobs, willing to cooperate, but will not go down quietly**
- Achieved success in his role by playing management in their own game, showed them that he meant business
- Knew in the end they could work together (labor and management), but had to go to battle first
- Went head to head with Welch in an attempt to work things out
- "I tried to find out as much about the company as they knew about me because of what they did to us. ... If they (management) came in, you know, the first thing I would do if I was meeting with them, I'd say, "All right, you went to so-and-so school? And you got three children? And you like sports? And you had an arbitration case once and you testified on the witness stand? But I'm going to judge you for your own." You see?"
- "I called Jack and told him, "If you want to fight, we'll fight. The warrior fights better whenever he's wounded. But I think we can work together. But you got some son-of-a-bitches on your side." And he said, "And you got some bastards on your side." And I said, "Well, I'll take care of my bastards and you take care of your son-of-a-bitches." You know? So, I don't remember the exact words, and I don't want to be quoted with that. But his son-of-a-bitches ain't here and I took care of mine."
- Message to those that continue to fight and complain: "If GE's so bad, quit and go somewhere else. Find another job." If I hated GE like some say, I wouldn't work for them."

WHERE WE ARE GOING:

- **Headed for an era of change, therefore are willing to adapt to the times and change as needed**
- **However, in meeting management halfway with the changes, like Norm has taught us, we will still stick to our guns and speak out in disagreement**
- "It's a changing time. If you don't change, you're going to be left behind. If we didn't want to change, you know, why do you have a color television? Why don't you still have the black and white? Do you have a dishwasher? Well, why did you change to the dishwasher? Everybody changes, but they'll tell you they don't like change. People look to come to work, sit in the same chair, look out the same window, you know? But that's not the way it is anymore. Because the competition was starting to come in, and in the short time that I'd fill in for President Cassidy, I'd found too many jobs were leaving, being closed down, shipping out, merging, globalization, automation - all this was coming in at one time and I was seeing that people that were changing were going to be caught up and would be okay. I mean people that said, well, the little, small car. We don't need to make it, I mean, what the heck. We'll make these big, old cars. Well, they like to put the auto industry down.

We put down the computer chip and who was it, the Japanese? Somebody ate our lunch. We dropped the ball. So, I don't know. Why did Ty Cobb think that cans were going to come into Coke and told somebody to buy a lot of stock in Coke? I mean, I don't know. It just -I saw the industry was going to change. We were seeing too much happening, see? But, until it happens to you, you don't worry about it. See, it used to be that old people died. My grandmother and my grandfather died. Didn't bother me. You know, I'm 20-years-old, 21-years-old, it ain't going to happen to me. But, as you begin to get older, you see things happening. You know? We had seen the closing of Building Six. The air-conditioning company. Absolutely. We saw the ball gloves, we saw the Chinas, we saw the ball bats, we saw the coffee pots, so it was happening all around you. Somebody's doing something wrong."

6. Mary Petrovieh, AlliedSignal

WHO I AM:

- **Blond hair, blue-eyed Mary Petrovieh**
- **Grew up small town, Detroit**
- **Knew nothing of the "big city" world**
- **Father died when she was ten, leaving her as the eldest of 8 siblings to take charge**
- **Strong work ethic and values because of her family's situation**
- **Severe drive and determination to be successful, accomplished great feats because of this**
- "I was essentially the care giver and the person that raised my family of eight. ...But, as I look back on it in terms of leadership, that was the start of what I would call the formative leadership skills development process. And you combine that with the effort that I had to give in school and I got great grades in high school and the fact that I was also an athlete in two sports, I was able to do a lot just by drive. Just by trying to be successful."
- **Michigan undergrad, degree in Engineering**
- **Worked for GM in Flint as an engineer on the plant floor in a tough situation, where her lack of complacency allowed her to more easily adjust to a level where she could actually get through and reach her employees**
- "Frankly, a Caucasian person in that kind of an environment was very, very tough. UAW environment in a tough city. And I was thrown into that environment for the first six months of my employment at General Motors and I was a person who was working, trying to get the operators to understand the new process changes that were coming out with the new model year and trying to get their ideas for improvement. Well, you know, you're a twenty-one year-old blond girl that comes into a plant like that, you know, they're not, first of all, into getting asked for what they're opinions are, they're not used to being treated that way, and they're usually not used to having women do that with them. So that was a challenge for me, but in the end after a couple of months I was able to get them to work with me, I was able to get some great suggestions for improvement, and we drove some great, great strides in Buick City in the trim area in terms of the seat belt assembly and door assembly area. So, if I look back on it, if I look back on that period, I said gee, that was a pretty tough thing for me."
- **At GM, accomplished great things, but inherited the mindset that hard work will get you somewhere, but probably not until you're about 50**
- **Same attitude made an insecure Petrovieh consider herself an "admission error"⁵ at Harvard Business School**
- "So, as I got through the three years at General Motors, increasing my knowledge in that period and gaining a lot more confidence in my ability to work with people at all levels in manufacturing and in the plants, I applied to Harvard and being someone having grown up in Detroit and not knowing anything about anywhere else in the world, I kind of applied and in a way I'm thinking, well, why would they ever want a Mary Petrovieh? What have I ever done in my life to get me into Harvard? But, what the heck, I'll apply. And I got in and I went there and I was scared to death."
- **Her paradigms were broken at HBS, where she eventually gained more and more self-confidence -- was taught by her peers with gigantic aspirations that she too had the skills could accomplish just about anything**
- **Small wins along the way helped to reinforce that she could indeed reach for higher and higher goals and in the end, succeed -- began to realize that her victories were more than a matter of happenstance**
- **As a result, end-goal became to run her own business one day**
- **Then, went to work at Chrysler where she felt that she could make an impact**
- **Left there and went to Allied to "round herself out as a general manager"**
- **Plant opportunity and arose and Bossidy gave her permission to take the job**

WHO WE ARE:

- **Self-confidence she gained along the way, beginning with her first job at GM, allowed her dream big and accomplish what seemed to be the impossible**
- **White collar workers thought their shit didn't stink**
- **Blue collar workers didn't get no respect**
- **Transformed that into a place where everyone was treated with equal respect and was able to see eye-to-eye**
- **No more locks on labor/management doors**
- **Growing up in the small town that she did, where everyone was a nobody and treated the same, she couldn't and wouldn't perpetuate the values of old**
- **Brought in 14 new hires from top MBA programs**
- **Today will not tolerate any person with "old school" values, that are not in concert with a)her own, or b)the larger organization's (& Bossidy's)**
- "Of the twelve leadership team members I had, I replaced ten of them. ...And I've replaced them with people that have the values that have, and the values that I think that Allied pushes forward, that everybody has a contribution to make. Everybody deserves the same respect whether it's the janitor we ran into in the hall over here, or if it's my boss, the Vice President and General Manager of North American Operations. Every one of those people deserve respect."
- **Fervently communicates a "one team" mindset all the way down her business, making sure that each and every person can understand the values and messages she is trying to send — she localizes the message and breaks it down line by line to almost an "Allied-Signal for dummy's" handbook**
- "There was this poor white collar people who sort of acted like a microcosm of the leadership team, sort of sat in their tank waiting for someone in the outer ranks to say they have a mission and then go out there. I'm part of a team. We're all part of the same team. So I... all the key functional areas: maintenance, quality, and ... part of this team, you're all part of this team and work together."
- **Very comfortable with the "plant folk" and teaching them the way they need to be taught - knew no different in her early days**
- **Uses repetition and simplicity to communicate her message**
- "Well, what we're doing right now is we're taking this big number which says: you need to have a 10% profit margin every month, you need to have this level of PPM quality and this level of on-time delivery and we're breaking it down to every line, every team. So every team knows that they've got to hit this cost target every month. And then we're keeping it simple. It's just simple metrics. Here's my number of complaints I can have every month and number of parts per million defects. Here is what you did last month. Let's review it in detail. General Motors said this belt had the buckle sewn on backwards. This line. You guys, you ten people, you did this. What are we doing about this kind of action is what's actually going against where we need to be. See, you localize the message to the relevant people you're talking to. You do that on delivery, too. We missed a shipment to a Lake Orion assembly plant. Just because we didn't have the product to ship to them on time. Why was that? Well, then they'll start being defensive: well, we didn't have the raw material from Mexico, or whatever it might be. But at least they understand that no matter what happened, even if it's outside of our control, in terms of the line operation, we've got to keep them in the loop and what we're doing because it's our responsibility. The first thing I want to say on that, well, it's the supplier's fault. Well, the customer doesn't care about that. But the hourly people have never been exposed to that sort of mindset here. They've never been treated as an equal and they're the people that are going to make it happen. So they've got to understand the gamut of it, and the one thing they need to have is honesty now. So that's what we're trying to do is really give them that week-to-week, month-to-month feedback relative to how we're performing to ensure our future here and that revolves around satisfying our customers and our senior management."

- **Communication of ideas and values are central to the success of her business -- puts things on a level that each individual can understand, takes the Bossidy priorities and boils them down to a specific number target to a specific person for a specific time frame -- that's how she keeps their goals aligned**
- "Every month, every week, I think about it and I communicate that to the leadership team and every month I communicate it to the hourly people: how we're doing relative to our plan, make the numbers; it's ultra critical. Got to make the numbers. Now, a process is becoming more critical, it's the customer linkage part of things."

WHERE WE ARE GOING:

- **Prepared to take Allied into a new era, where numbers are no longer the singular priority**
- **Making the numbers is still up there, but now she is looking to help them understand exactly how to get there**
- **Like she learned to dream bigger and bigger, she is hoping to teach her employees that they can too**
- **Purports to do so by continuing to communicate down the priorities and get everyone to see eye-to-eye on all issues**
- **Taking the business to its next phase by making it so simple for her people that it hurts - gives them an exact sketch of where they need to be**
- "I hate to sound like a yes man here, but the 3 year priorities that Larry has are our priorities. The first priority, and these are the new priorities for '96, and they really don't change, the three themes don't really change. The first one is to make customer satisfaction our first priority. Our future here, whether it's a year, two years, or ten years is going to be dependent on our ability to make a quantum leap in our customer satisfaction. Cause our quality and delivery levels when I came here were abysmal. They're improving, but we got to get better. So that's our first priority. . . . In a Town Hall Meeting for all employees will be on March 8th and this will be the first thing I talk to them about. So we got to satisfy our customers. And the way we're going to know whether or not our customers are satisfied are I'm going to show you three things. It's going to be our quality and the number of complaints we got and our PPOM and it's going to be our on-time delivery. And this is what our customers are saying about us. So that's going to be our first priority. The second priority is something along the lines of, well, I'll explain it to you on the way I'm going to explain it. We can't make the numbers unless we have a process to get there. We've got a lot of initiative, we've got a lot of people spending energy, but we've got to work smarter, not harder. We've got to align those people. We've got to integrate these whatever select initiatives we start to go with. ...Now the big change this year is that Larry took what was always number one, "make the numbers" - he always had to make the numbers, he always had a total quality, work together kind of thing, and he always had some level of growth or customers kind of thing. Well, now he's taking the numbers thing and saying: well, it's not really our first thing, we'll make it the last thing. He's really, I think knowing well that people out there are saying, gosh, you know, we all got to make the numbers at any cost, I think Larry's philosophy is, yeah, we got to make the numbers, but the focus should be: how do I get this number? The focus shouldn't just be on slash to get the number, it should be, okay, what are the processes that I've got to fix so I can make the numbers? That's the customer satisfaction thing and it's aligning the work processes and the people and the teamwork environment. It's pretty simple."

7. Lew Platt, Hewlett-Packard

WHO I AM:

- Lew Platt, CEO of Hewlett-Packard
- Experienced a personal tragedy - wife died, leaving him alone with a 10-year girl
- **Man of strong values**
- Raised in family where strong values and ethics were of essence
- High priority on values ended up governing his ultimate career move
- Found that more so than monetary compensation or geographical location, he wanted a company whose employees shared the same values as him
- At HP, this very set of values jumped right out at him during interviews, terminating his job search and beginning his career path at HP
- So, in the end, I made the decision based on the fact that I couldn't get out of my mind the people who I'd met during the interviewing process.
- You know, that was, maybe you could say it was coming home, the set of values that felt really good for me. It was the only place I had been that I had a good sense for what the values of the organization were. I probably could have told you a little better the exact nature of the job that I would be doing in another company, or maybe even a little more about their products and some things, but I hadn't coupled with the people in the same way that I had here at HP.
- **Believes that more than anything as a leader, his strengths lie in his ability to sort the good from the bad**
- Ideas: I think you learn a lot about yourself over time. And I am not the most likely person to come up with a good idea. I've learned that about myself. But somehow I have some skill at sorting out the good from the bad. Having determined that, you know, what I now know about myself suggests that I need to surround myself with a lot of people who are good at generating ideas. I like them to be good at evaluating them, too, but I need to be surrounded with a lot of ideas. Surrounded with a lot of ideas. I seem to have some skill for picking the good ones from the bad.
- **In other words, finds that his exceptional judgment is able to more than compensate for his lack of creativity**
- I'm not the world's most creative person. Give me a blank sheet of paper and, you know, tell me to write down 15 approaches to something, and you know I might be lucky to get 5. Whereas other people would produce 25 in that period of time. So I understand that weakness, but somewhere along the way I was given some compensatory skill for being able to make judgments. So, that's the way I handle that part of it.

WHO WE ARE:

- **A company driven by the collective brains of thousands**
- **A company that does not pride itself on a single idea or product**
- **A company that is strongly committed to their environment of intense individual creativity**
- **Platt believes that it is completely useless to try to run all of his company's many businesses individually**
- **Finds that by simply offering the framework for this environment to flourish will best encourage the results he desires**

- **Uses emotional energy to leverage this kind of environment; by offering his businesses evidence of his own energy, he intends to provide them with the freedom and encouragement to explore their own creative energy**
- It's taken me a while to realize this, but over the last six months I've come to realize that, in many ways, it's a terribly complex job, but like everything else you got to kind of get above that and look down at it, it's still looks pretty simple. We have a highly decentralized organization, we're in lots of different businesses, for me to try to run each of the businesses makes no sense whatsoever. Be like Jack Welch, trying to be the expert in locomotives and jet engines, you know, refrigerators, plastic materials - he is an expert on that one. But, you know, I can't run all these things. I can't possibly follow up thousands of competitors that we have. So I really have concluded that the major_in this job is to lead in a way that basically establishes and reinforces the environment. And if the environment is right and we've hired the best people, they come to work liking the environment, work with lots of energy and creativity, and they stay here instead of going on somewhere else. And, in the end, how much more does it take to succeed? You can be assured of hiring the best people, put them in an environment where they work with high energy and creativity and they don't leave; they stay - that's not too bad. I would argue that over the long term that is going to guarantee success for a company like HP which is not a single-idea company, who's not a single-product company, is not driven by ...some individual, never has been, really. But is instead driven by the collective brains of literally thousands. And so that's how I see my job today: providing that sort of - and you provide that framework, basically, you do that through the use of your emotional energy, and I do it with a pretty emotional dimension.
- **A company whose set of values, just like Piatt's own, are at the core of the organization--today and always**
- **A company whose leader find it necessary to inject a sense of urgency to certain situations**
- You know, one of the other things that I've learned, certainly, is how hard it is to get, I think the hardest thing is to get an organization to perform at a peak level...that's part of repairing an organization that isn't doing well. Much harder. That's been the challenge of the last year or two for me at HP, because ...it's why so few people ...back to back NBA championships, or back to back world cup soccer, I mean, playing at your peak every day is hard. I've learned it's very hard. I've learned that you need to literally go around and when you get there you need to go around and create some anxiety in the organization. You create anxiety by playing out things that might change which would jeopardize your position, by you know staying very attuned to competition, by ...we use our imagination a lot around here. And I encourage that. Well, we try to do the same thing [that Goizueta at Coke does] around here. We spend a lot of time doing scenario playing. We spend a lot of time trying to find new ways to be better skilled. We spend a lot of time imagining the business framework changing dramatically ..That's not too hard to do in this business, really. It does change dramatically. ... So I spend a fair amount of my time, lately I spend a fair amount of my time doing that. We call it the short...celebration, now let's get back to worrying.

WHERE WE ARE GOING:

- **A company again, whose leader is willing to provide the promise that their values will not change, but will forever remain constant**
- We've drawn this bull's eye, would you get them the ...and we've tried to describe it as a sort of a concentric circle where, at the core, are the values, and these will remain unchanging. If you look at our values, and it's hard to imagine they won't be as good in 2015 as they are today, we have a set of objectives: five of these, there's seven of these, and the objectives talk in more specificity about how these values are played out. And these change a bit, okay? So these change a bit. Slowly. And then

out here you have practices. There are lots of these practices. And they change pretty fast. They're impacted by the external environment, by competitor, action by the government. And what I say to people, and I think what we've found that works pretty well, is that you know these practices are going to change frequently. We have to change these practices in order to stay competitive, in order to stay kind of on the leading edge of where we want to be. And the commitment that I make to HP people is that we will hold these values constant; you can count on those things. That's kind of your sea anchor as we ask you to make lots of changes in these practices. In fact, more frequently today than in the past.

8. Rogelio Rebolledo, PepsiCo

WHO I AM:

- RogeUo Rebolledo
- Grew up only boy in family of 4 sisters
- Male dominance prevailed his culture in all respects
- Father very much emphasized that he must always be ready to provide for his sisters in any way

- **Driven by success - thrived on the challenge**
- Father basically gave the impression that he had no choice but to succeed and succeed big
- Almost a direct challenge to Rogelio to prove to his father that he could and would be more successful
- Translated this to mean that he had do something on the cutting edge
- Hence, entered nuclear engineering

- **Opportunist — thought American culture lended itself well to this kind of attitude**
- Aspired to go to US for graduate studies
- Always admired the individualism of America and its culture and wanted to be a part of it
- I have always had strong admiration for the American culture, and the business of individualism in the sense of the can-do attitude, against a society pretty much formed from the pioneer fathers, like you have to make it happen.

- **Competitive — constantly seeking challenging opportunities for him to excel**
- After schooling, wanted a job that would provide him with further development, almost an extension of university where he could learn a lot from the people he would work with and be submersed in a competitive environment
- Took a job at P&G where he thought this environment existed
- I've always wanted to be in competitive environments. ... I want something a little tougher for me. So, I went to work for these guys, in which I saw that there was an environment of people similar to me, that have the same inspirations, that they have had similar experiences, in terms of advancing themselves in terms of going to the US , getting another degrec.it seems like once again, there was the opportunity to be international, in the sense of being exposed to a US culture. So that was one very important element. The other one... one of the things that I've always liked is whoever I work with, whoever I surround myself with, I like those people to be very strong. See, I can not work in situations in which I am not learning something, or I have no respect for the people that I work for. So , one of the things, which was very interesting, was precisely that it was like an extension of the University.
- One day, grew sick of writing memos to change a handle on a detergent box, so up and quit
- I was let's say the brand manager of the largest brand and all of a sudden, I have to do a major recommendation to change the handle of a detergent bag of four kilos.... A cover note, just to change the handle of a detergent bag. That's when I said, you know what Rogelio, I think that you've done what you needed to do here, you're ready for something else. And that's when the decision was made for a change.

- **Highly valued coaching he received along the way**
- Translated particular instances as lessons for life - i.e. as a result of coaching he received, he is now a big believer in taking a step back and involving his team, before jumping right in and telling them what to do

- I remember once, that he invited me to a basketball game in Dallas. And, I said, "Basketball game? What are we going to do there?" So, here we are, pretty much right by the, I call it the court... You know, where the players are, and all that. So, we're sitting pretty much right behind where the coach and the players sit. And, he says, this is Jack Pringle, says, "Rogelio, observe the coach. Observe, and then let's talk in the mid game, and all that about. So, you know, here I am observing, and all that, and what you normally observe is, you know, what sort of signals he sends to the players, and blah, blah, blah. And, so we start talking mid game, and he says, you know, what are your observations? So, I pretty much said, "Well, I think that what you wanted me is to understand, more or less, how is it that he moves his people, and all this." He says, "No, wrong. I wanted you to see in these fellows, look at how, when he gets his people together, he takes a while before he opens his mouth. He doesn't speak immediately. He thinks." You're a guy that tend to be too fast in what you tell your guys. I mean, since you know this business very well... You pretty much, tend to put a lot of things, a lot of ideas, out in front, with the expectation that potentially, people will feel free to kind of comment and all that. Well, what if they don't? What if, you know, you come across so forceful, that they may say, "Well, this is it. This is what we're going to do?" And, so the big lesson this time is that listen.

WHO WE ARE:

- **A business that has been the result of majorly entrepreneurial attitudes**
- **A business that has spent the last 3 or 4 years establishing a distinct region for itself in Latin America, and has now turned its focus to developing more leaders**
- **A business that must now add the people part of the equation, the value portion**
- And not that we have the penetration, and we have the critical mass, now is the time to say okay guys those of you that form part of that team have created. What we now have is chances for you to focus in terms of how do you develop further as leaders. And how is it that you groom people that work for you, so whatever we have created together is not just the result of entrepreneurial talent of us as individuals, but importantly we create something that has systemic value.
- **A business whose leader will use coaching to achieve results, just as he himself was coached**
- The first thing is that we need to make damn sure that we transition fast and successfully from being a culture of entrepreneurs into a culture of let's call it an aligned organization. But without this period, this part that comes with entrepreneurship. I mean, because you don't want to go from being very individualistic into conformist. No, no, no. You want to make damn sure that you retain the strength of the entrepreneurial spirit. But at the same time you learn to fly as, again, eagles in formation type of situations. So what we need to do let's say in the coming two to three years, is that make damn sure that we rather than operate on an individual basis country by country, if we are to leverage, for example, let's say, the global advantage that we have because of us being PepsiCo, because of us having Frito Lay in the US.
- Here's where my personal story plays great. Because I can always mention, I'll give you story of a fellow that 20 years ago, just like yourself.' I mean, coming out of business school from a great company, blah, blah, blah. And he wanted to prove himself. And he did it and I pretty much kind of tell him without telling him exactly who it was what had happened and (inaudible) I said, well, that gentleman is talking with you. And this gentleman has stayed in PepsiCo for 20 years precisely because no one in PepsiCo has never told him, 'no, you cannot do this, you cannot do that.' PepsiCo has always been extremely supportive. PepsiCo has always been, as I call it, let go with me. So what am I going to do with you, amigo? I'm going to put everything that you need around you and may the Lord bless you. I'm going to counsel you, to coach you, and to provide you support. But, you're going to do things most likely different than I did them. Because if I try to you to do everything as I did it, then you're going got walk away and I'm going to be stifling you. And that's precisely why

you stayed so you can rest assured that you're going to have pretty much the same grooming ground that I had.

- **A business consisting largely of change agents, people who like Rogelio are in search of constant change**
- Because that's what we are. I mean, we're agents of change. You see us and you will never see replication year after year. See, the thing that drives crazy some of our guys is that they think they know it **all**. Or they think they have done something and then you come and you say, 'guess what, guys, (claps), changing gears. Now we're going to go, what do you want to do?' And many times I don't even have to do that one, because the economic conditions are changing. From one year to another year you can no longer import this. You can no longer do this. So what do you do? Now you have a union, now you don't have a union. Now you have a new import tariff. Now whatever you thought was available is no longer available. So what do you do? How do you ensure continuity given so much constant change. So that's why our guys have to be agents of change.

WHERE WE ARE GOING:

- **Let's take what we've done with our company and take it all other the world**
- **Need to become aligned with rest of PepsiCo**
- **Our focus needs to turn from entrepreneurial to alignment**
- **Clearly invites people in to take on this challenge with him**
- One perception people have about Latin America is that we tend to be much to our own and that we think that we know it all. So what I want to make them sure is that as we, let's say, advance in this new stage, is that we align ourselves to the rest of like what PepsiCo is all about. Because see, one of the fundamentals of PFI's strategy has to do with leveraging the scale. And we have been extremely successful everywhere that we've been in our region because we have leveraged the scale of our own system. Imagine if we can truly harness the energy that exists in Frito Lay and in other parts of the world. Geez, I mean, it's like whatever we have done it's just the beginning. So what I want to do is get these guys captivated on the sense of you have done this on your own. ...Imagine how fast we can move. That's the big change in terms of the business agenda. It's alignment.
- **In addition, accepts responsibility for leaving a legacy of leaders**
- And I want to let's say to maximize my contribution between now and year 2000. so what I need to make them sure is that I define very much what my contribution is going to be to my people. It's not going to be let's say the ability of making the numbers and all that. People know I can do that. No, it's going to be the ability of creating this group of people, creating this system that may perpetuate after we are gone.
- **Recognizes that to reach their goal, they still have far to go in developing people and wants a definite part in changing this**
- So what we have to do is we have to get ourselves so much entrenched into that no one can really touch us. I think that in our region you could truly have like a 90 percent market share throughout... from Mexico all the way to the Pathogenic. And we have it in many places. And it's a goal that is within our reach. Now, I say it not because it sounds like that we like to ... again, it's like, obliterate competition and all that. But the fact that you can truly, let's say, control share of a stomach. I mean, is that you can truly become, let's say, the favorite snack of everybody in one continent. To me it's a captivating idea. And we have the possibility of doing it. But the only way we're going to do it is we have the technology. You have the marketing know-how. You have the financial capability to invest in machines and things like that. But we don't have today yet is the people capability.

- **How we will get there — Will accomplish this through 3 main values — 1) Diversity, 2) Development, 3) Commitment**
- The big quest that we have into the coming 2, 3 years is in the integration of a very strong management group, that by focusing on diversity, by being truly engaged in developing others. And importantly committed to continuing to recruit to bring new blood into the organization. Without the concern of P&L... the people are going to be so good that they will immediately impact P&L and the funds will be there to make this a self-funding exercise.
- **Our case for change will be that while we might not have "typical" competition as the rest of the world knows it, we have the government against us as our competition- we need a system that is recession proof, crisis proof; this will keep us on our toes**

9. Richard Stonesifer, GE Appliances

WHO I AM:

- **J. Richard Stonesifer, AKA Stoney**
- **Born and raised in Baltimore, Maryland**
- **Father died when he was only 12, leaving him no choice but to go out and make the family some money**
- **As a result, learned responsibility very early — rest of the kids were out playing, he was out hoeing corn for 25 cents/hr.**
- "I mean there were many folks who had just as much or more capability, but they would sort of lay in the back, and I always felt sort of comfortable with it [responsibility]."
- "I can't remember when I wasn't a leader, to be very, not to be arrogant about it, but I mean there were two of us hoeing corn, twenty-five cents an hour, I was the leader. And the responsibility, I think, comes in when other kids, it was hot as a son-of-a-bitch in July and August and the other kids are in a swimming pool and I was there hoeing corn at twenty-five cents an hour because we needed the money. And I was the boss. I also remember one day getting fed up with it, telling a friend of mine who was with me, "The hell with them, let's throw the hoes away, it's the Fourth of July, we're going to quit." So we left. And I got a very, very big chewing out after that and I learned a little something from that, you know, about the responsibility."
- **Repeatedly taught the lesson that "you may be able to delegate responsibility, but you can't delegate accountability"**
- "When I was running a Cincinnati service shop, the number two engine in the DC-10s were burning off and falling in people's yards. And when the CF-6 engine first came out and it was my responsibility to fix it. I mean, in my shop; our responsibility. And I mean I just learned, I had learned an awful lot about people. I learned an awful lot about myself in the process of doing that, because there was tremendous, tremendous pressure. Well, I mean, I had people who basically disintegrated there in front of my eyes like my quality manager. I mean the guy just sort of went off the reservation and, okay, you're out of the picture and I have to step in while I'm waiting for somebody else. I mean, I can't find a quality manager overnight, but still I've got to produce this quality product. So, I personally step in and be the quality person. Which is something that I've done and I think any leader has done. I've done it a half-a-dozen times. When you're pulling out a key person and go in and step in yourself and act, you can learn, you can teach in that regard.
- While running GE Portugal, Dick had just finished telling someone that the political scenario there would remain stable. Only to find that: "Five o'clock the next morning I get to Lisbon and I get a call, "Jesus, don't come to work. We just had a revolution." "Holy shit, what am I going to tell the boys at Fairfield." Pretty stable. But there I spent a good six weeks negotiating with all the salaried people and I had a guy that was running the service business, he negotiated with all the hourly people, and we were talking strictly about political stuff. So, a totally different experience, and a case where leadership was absolutely demanded. Because if I show any weakness, we got a hell of a problem in this place. And I learned an awful lot. I think what I'm saying here is you learn an awful lot about yourself with these experiences; what you can do and what you can't do. And the more you know about yourself, the better able you are to teach." Once again, finding that he had to step in and assume responsibility calmly.
- **Same experience perhaps taught him the importance of learning his own developmental needs**
- One of very few execs at GE without a college education ~ "I'm a very unusual guy in this company. There are very few guys that sit in a chair like this with a high school education. So, you know, without a degree, one of the things that used to trouble me, early on, because I didn't have one, is I

was out there you know trying to, I had goddamn development things that were big as this table with all the stuff."

- "I have the most comprehensive list of development needs that you're ever going to find. I really do. Because that's how I learned. And it started twenty-five years ago, I guess, in a trip in Japan when I couldn't sleep and I really wasn't cutting it here in the new job as the leader. And I says, "What the hell is wrong here?" And so I began to think through all of the things that I wasn't doing properly. [One of them was] not being effective with the staff. And I asked, "Why am I not effective with the staff?" ... I opened up and talked to the staff, [who said] "Look, you're pleaching to us. You're lecturing." And that's a problem I still have to this day. Because when you spend so much time working overseas in these other cultures, language barriers and so forth, you have a tendency to repeat yourself about four times. "You sure you got that?" "You sure you got that?" I can't quite trust these people, and so forth. So, I'm doing that to my staff and they're saying, "What the hell's this?" You know? This guy is just driving us bonkers."
- **Since then, Dick has made a point to learn from his experience and offers direct, open feedback as his primary means of people development**
- "As Gerhardt Newman once said, "Nobody's completely useless. They can always serve as a bad example."
- **Finds that learning from good examples is equally important and never loses a minute that he could be learning something else - to be a leader, you must be a teacher, and to be a teacher, you must first be the student**
- "I have always been what I would describe as a student of management, a student of leadership. I mean I have read everything I could get my hands on for the last thirty or forty years in this game because it intrigues me, it's something you never stop learning. I mean if you go in my den tonight, I mean there's a stack of stuff that thick on leadership and management and techniques. So I think this business of a leader being a teacher, first the leader has to be a student... you're going to listen carefully to what people have to say, you're going to stay current as best you can, you're going to look at examples - good, bad, or indifferent. I mean I know and in this crowd, if you have any of them, I have this thing: I'll go home, I will make a mistake here in a meeting and it will bother the living hell out of me. And in a lot of cases to the point where I can't sleep. And I will come in the next day and I'll correct that."
- **Uses sense of humor to help his team to help him;** "Give me the time out, "Okay, Reverend, we've had enough," or whatever the issue."
- **First shared his 360 feedback with his team in 1990 at GE Supply - did it then to set an example, still does so now**
- "I felt that I have got to motivate this crew of leaders, I've got to make them into better leaders, and if I do this it send a very strong statement and it sort of paves the way for them to be able to do it in their own regard. In other words, to recognize that they had developmental needs. I mean when you take a look at the EMSs and you see somebody who doesn't spell out any in-depth developmental needs, that person lacks self-confidence, doesn't trust the system or something, and so that's the reason I did it."
- **Challenges everyone on the same level to go home and make their very own list of development needs** ~ "if you don't know what your limitations are, how can you be a good leader?"
- **Another valuable lesson on management, Dick learned had to do with evaluating people**
- "If you take, I guess my first job as a foremen, 33- or 34 years ago, there was a plant manager, a guy that ran an aviation service shop at the time, who sort of took me under his wing and taught me an awful lot of stuff. He taught me the importance of evaluating people. He taught me, he let me run - a very quick story - he promoted me from a production expediter to a foreman and I mean I was just the most charged up guy you ever saw. I had a cleaner who was the best, hardest-working guy I ever had. This guy's an R-13, very low-level guy, and I'm a foreman for a week and he says, "You know, Dick, I ought to make more money." And I said, "By golly, you're right." So I went in to see this

boss one Friday evening, I'll never forget it, and said, "I want to give Tony a pay raise." He said, "Well, how much you want to pay him." I said, "Well, I want to, he's an R-13, I want to make him an R-17," or something like that. That was like a forty-cent an hour raise. And he said, "Great. Fine." And I'm thinking to myself, and here everybody told me how tough this guy was. He's a no-shit. Just when I got to the door he said, "Dick, aren't you paying your machinist R-17 wages?" I said, "Yeah." He said, "When you give Tony that raise," he said, "You'd better be prepared to explain to those machinists Monday morning why you're paying them the same as you're paying the cleaner. Have a nice weekend." I never forgot that. That's thirty-five years and I never forgot that."

- **Self-development has become a tried and true value for Dick as he is still looking for ways to self-develop, even now that he's leaving GEA**
- Tiller, who worked beneath him once said, "I was proud of him because a lot of guys, after 37 years, aren't really that interested in doing a hell of a lot different. They want the world to kind of conform to them. And he still says, "Now, how can I benefit, what do I need to do different after GE?" Okay? Just trying to improve. Okay, I got this problem, I did a little better, okay, it's still not perfect, I did a little better here and I'm happy about that. I went a little bit backward, can you help me with that? And it was really gratifying to see, because I gave him a lot of that feedback; some of the most negative feedback. And he knows it. I mean, he jokes about it. But, it was really gratifying. Just like you coach people that work for you, it's kind of fun to coach your boss a little bit and to see improvement there. And, especially on a guy like him, because we are pretty tight."

WHO WE ARE

- **GEA vision - "One team better and faster than anybody else in the world."**
- **Believes that this vision will/would have never become a reality, had people not bought into the self-development concept**
- **If people don't have what it takes to be on the team, they need to learn it and learn it quick « perfectly in sync with the one-team vision**
- **Had people buy into the concept by taking responsibility for the whole team's actions, like he used to do his family, and put himself in charge of the process**
- **Then, led the way, by making himself vulnerable first**
- "And, by the way, I'm going to do it first." So, like bungee jumping, you know? I'll do it first. If I had sat back and said, "Now this is what we want to do and, Susan, I'd like to see you do it," - that won't work. And therein lies the rub. Therein lies the rub. Because a lot of business leaders will not stand up for, whatever their reasons may be. Some of it is not self-confidence, either. Some of it is, "I just don't want people to get too close to me. I don't want them to know." There's a mystique to driving this, "I saw him today." As opposed to, "Shit, you know, we'd played soft ball together, I know the guy, the guy plays the guitar, he sings, he shoots dice." I mean, I do all those things that a good leader is not supposed to do. "

WHERE WE ARE GOING

- **Challenge for the future is to make sure that this developmental process is passed all the way down the organization**
- "I think if you took the people that are better at this; i.e. Tiller, who is very, very good at this, you would like to think that Tiller would say, "This is a great process and I'd like to pick this up and employ it myself. Because certainly Jack Welch never sent a note to me and said, "Dick, I'd like you to do this 360." It would be very interesting, by the way, to see him do this same process. But, I don't, - it's something you should do. I think it would be a practice that a leader ought to do. I ought to do that right here. In fact, it's not a bad idea to recommend to, in fact, I will do that with Susan. Because I think the team that is here clearly has been through this enough times now to know how to do it. Although, every time there's a new bunch."

- GEA business must be taken to a new level as competition only gets more fierce; in order to take it to the next level, the successor must be willing to continue self-developing and seeing to it that his subordinates do the same

10. Luis Suarez, PepsiCo

WHO I AM:

- Luis Suarez, AKA Lucho
- Former head of European operations at Pepsi, recently named CEO of B AES A, one of Pepsi's largest bottlers
- Attended Jesuit school, where the foundation of his current value system originated from "revolutionary priests"

- **Ambitious**
- Role models were all transformational leaders whose end goal was to transform the religion - told that in some way, he would "have to change the way things are"
- Trained from Day 1 to think, behave, and speak like a "leader" - thought it the norm, because these people were his *teachers*
- "...I went to a Jesuit school with very high values, high demand, elite types of groups. Priests at that moment were trying to transform the religion. Very conservative religion at the time where they called the new revolutionists that were coming into Latin America.... It really added to what I am in many ways, high values, very demanding, a lot of ambitions. Thinking that you're part of a very special group."
- "So, kind of being a Jesuit, was saying that you've got to be a leader, you've got to run things. You've got to make things happen with high values. And whatever you do you've got to do it as number one."
- Strong sense of work ethic -knew from no different, was always working to self-improve, self-develop, stretch himself

- **Thirst for empowerment**
- **Jesuit training taught him that he had the power to achieve, just a matter of unleashing it**
- **Dedicated rest of his life to searching for ways to unleash this power**
- "In the very poor areas in the city. So they took us there. They made us construct houses with bricks....So you kind of start at the very very beginning... I mean, 13,14 years, old, understanding human begins, understanding the differences. Understanding the power that you can have, you know, and influence events. Okay. And I'll never forget a phrase that they always used. Which is basically a definition of power, you know. Power is not formal authority. It's the capacity to influence events. So you don't really need to have formal authority. You don't need to. It's up to you."

- **Highly valued relationships**
- **Saw mentoring/coaching as a fundamental means of development, learned from his own personal experience**
- "When I got to university, I was lucky also to find all the friends or in those cases, some priest at the university, who were very good in understanding, what it's all about. You know, and giving me support.... So, it's like you start very young to recognize the value of relationships. The value of somebody who can talk, a mentor. Somebody who is older than you. Somebody who can give you a bigger picture than the picture you see."
- And I never forget one event. With him. That kind of wrapped up, you know, this mentoring, how helpful it can be. He was a scuba diver. So he took me to an island, Fernando de la Rona (?) which is in the northern part of Brazil. I was maybe five levels below him. He was the safari at the time.

Beverages. And he took me for three days alone. Me and him with a company plane. Just alone. To play. To live together three days. We didn't really talk about business much. We talk about life, you know. We talk about how I can be better, you know. Very specific things about how to be better as a person. Okay. How to balance my life, you know, I was a workaholic at that time. Less than today, or....And you know, he gave a very good, like coaching as a friend, you know. Opening his self. And you know, we used to spend, maybe I can never forget. One night, you know, having (inaudible) some Sambuca. Looking at the stars. Okay. Talking about life. About his experiences. What. That's one way of coaching. And, that events, you know, I never forget. Its one way of mentoring you know. Just by being with people. Having those kind of experiences. Those experiences give you a link to that person. You know, that's very important. Kind of like you know that he's gonna be always there to help you, to coach and support you. In any event. I a very interesting. I guess he was doing what I'm doing. Kind of seeing. I asked him that once. How do you know when you have a leader when you don't have a leader? He said very easy. I said, please tell me. He said well when I don't have to tell people what to do, then they're leaders. They tell me what they want to do.

- **Change agent — reveled in being an initiator of change**
- When started work at Sears, was almost a culture shock, because of all the resistance to change
- Found that he had to get out, and move towards a culture that he would be more comfortable in
- "When I came back from the States when I was working at Sears as a trainee, I found myself very engaged, because Sears Peru is kind of very small. I mean, two big stores and two little ones. I'll never forget, I asked somebody, we have a very ambitious restless, you know, very young age, and wants to go very quickly. And, always coming with different ideas. You know, I was in charge of different buying departments and any of these next door. . . . You know, kind of changing the rules of the game, really finding the game as I go, right. All right. And, people in Sears, you know, were like I was creating too much...trouble for them. They made me feel not very good, okay. To one that I went to see the president. And I asked him what is all this about. I mean, I'm getting... you guys seem like, you know, you don't want to change. And he said, yet, Lucho, you know. You've got to understand. You know, Sears is like a big carriage with eight horses. And you are one of them. So you cannot run quicker than the other one. So you've got to maintain your pace with the whole group. When I got out of that meeting I left Sears, because I don't want to be a horse with a carriage. I want to be one horse, you know, kind of free."
- So, moved on to start his own consulting company
- There, still not happy because not enough of a stretch
- Wasn't able to unleash his power and execute a plan - simply making the plan for someone else to execute was not enough
- You know, I was making my...my money as a consultant, as a teacher was...I was a very happy guy. But I was missing the stretch. You see, one of the things that perhaps this whole background or religious or, you know, leadership kind of background is about self-improving, it's about stretching. I was kind of tired, you know, working alone as a consultant. And I wanted to deal with people. I wanted to deal with power. I mean, you actually...when you're a consultant you don't have the power. You do things for others. Which is very interesting because part of my job is doing a lot of things for others.
- Then, along came the perfect match for him - the kind of culture made for his Jesuit-raised ideals
- And these guys told me something that really made me jump into Pepsi. He said, you know, Pepsi as a company that will stretch you like an elastic band. And if you didn't break, we promote you. And then we stretch you again, and you didn't break, we promote you. I just loved that idea of being stretched, you know.

WHO WE ARE:

- **Jesuit training allowed him to take a step back and see the business as the Jesuits would have -- as a chance to redefine the purpose, to revolutionize**
- **Seized this opportunity and concluded that in order to rise from #2, they would have to stop using price as a differentiator**
- **Instead, Pepsi would have to be repositioned as an innovator**
- **To accomplish this today, the business encourages change and big ideas at any risk**
- **The business implements now, and discusses solutions later**
- **Mistakes are tolerated, so long as at the cost of big idea implementation**
- **End result: outcomes are phenomenal**
- the first is consumer satisfaction. And I say, for Pepsi. I think it's important to be the leaders in any change. That happens in the marketplace. We just can't allow our competitor to bring any change. Because they're the number one. So you as a number two trying to be number one, match change and redefine the game every day. And whenever you think you're there, you're gone. You're history. [LIE] And I have seen it happen a hundred times. When people are started being comfortable. So somehow, you know it's, the first one is, you got to be a leader in any change. You might bring change into the market. It's to the consumer. To their satisfaction. How do you do that, especially for Pepsi? Is about having, or having the most enjoyable, the most innovative, the most exciting brands. You've got to be more exciting. Then know what you're drinking is water with sugar. Concentrate Pepsi. Okay. So what you've got to do is keep an experience to consumers. Why they drink Pepsi.
- We had very clear objectives. I want... number one, for Pepsi to be repositioned in the consumer mind. We were selling Pepsi at the lower price than Coke. As a regular basis. And I said there is no way you can make money in this world by charging less than your competitor. So by repositioning the brand (inaudible) the trait (?) and the consumer to pay me the same as the other guy. And I want a bigger market share, you know, the whole thing. Those are the objectives now. You bring me (inaudible) to that I am willing to listen. All right, I mean, I could not believe the amount of fantastic ideas they brought. One of them is they're going to paint blue the Concord. You know, the Air France Concord. They're going to paint it blue. And the key to present it, what kind of shaking (inaudible)... what am I going to say because it costs like half a million bucks. When I saw it, I said, 'When are you going to do it? You haven't negotiated yet?' And the guy said, 'what? But I need it negotiated tomorrow, I don't want to lost it.' And he went and closed the deal. And we (inaudible) painting right now the concord blue. (Inaudible) let me hear about it, big one. After all this, I said, 'well, it's not enough. I want bigger ideas.' (Inaudible) say (inaudible) want Pepsi in the space? Might not be bad. Three weeks later a guy comes to my office and said, 'Lucho, we're going to inflate the largest can in space.' And I said 'what?' The Mir (?), you know, the Russians going to rent their (inaudible) today (inaudible) they have agreed (inaudible) to launch, because they launch in the Mir station in the lab station every month a rocket. And they change the astronauts. So they're going to carry a can of 100 feet. They're going to inflate it and so it will be the first (inaudible)...And think how much it is going to cost us? A million and a half bucks. I say, do it. But we don't have the money. We'll find it. Do it. Now, from that idea, the whole P.R. department of PCI, PepsiCo International, and start working on that idea. Now it's going to be CNN. April 2 we are going to launch. Can you imagine that, I mean, we're going to...The first commercial in history in space, you know, it's so exciting. Now when people hear about this, these guys don't have limits. Well, that's about freedom. Just think about these kids who came with all these big ideas. Suddenly now their mind set is... anything is possible if it's a good idea. You now, we can afford... so this is the kind of way you start changing things.
- **Provides backing and support his people need to generate big ideas, just as his bosses early on did for him**

- I came with a crazy idea. I mean, it was a really crazy idea. It was setting up a canning plant in the middle of the jungle. The Peruvian government at the moment had placed a new law exempting taxes for new businesses in the jungle... So I saw the break. I mean, we can put a canning line there and then we don't pay taxes ... It looked like a NASA project. You know, with planes coming from Houston. Ninety-day plan, I mean, you know, we've got to go in 90 days! And when she saw this, she said, you're crazy. You know. I think it's a good idea but you're crazy. ...But this is something that I never forget. She said, Lucho, I'm going to let you do it. I'm going to chase you the rest of your life, chase you, you know, for this one. But I think you should invest it at that moment with half a million dollars and do it and learn from it. Of course two, three years later we had total disaster. The government changed the laws. Then, [my boss] teased me for the next few years, but he said, listen, you know, your chances to succeed are 50/50. You succeed, fantastic, but if you don't, don't worry. This is the best investment we can make with you (?). You know, you go ahead with your big idea and do it. And like I'll never forget that event. Because in many ways I do that with people. When they come with big ideas I cannot tell them, listen, this is going to be a (inaudible) but you do it, but we learn from it.... I do think everybody's entitled to make mistakes. I think everybody's entitled to try big ideas.
- He was breaking every rule in the advertising. And I said, 'do it'. And he had been the biggest success that we have in the last few months. And he called me and said, 'See, I told you so.' Well, good for you.... We need more of those okay.
- you'll see miracles. Once you put the bar there, you gotta put it high, and I think that's our main job. I think, as leaders, to put the bar very high. And I think it helped him. I mean there was some idea of resources. And just giving all the support. And what I tell them is 'I'm your representative in headquarters. I represent you in headquarters. So you tell me what you want to do, and I get a sell here, I get you the support you need. My job is to support you..'
- **A business whose leader perpetuates the coaching that he so highly valued in his own past**
- **Just as the priests coached him, he too will do the same**
- I truly believe in building relationships. There is no way you can coach or mentor somebody unless you develop a good relationship and a strong relationship, okay. What I do, I have a list of maybe a dozen to 15 people that I believe are the future.... Either by letters, I send them books. But most important by meeting with them. Okay. And I meet with them on breakfasts, lunches. So every time I go to a country I want to talk to that man. To see how he's doing, how he's feeling, what are his fears, what are his ambitions. What is he trying to do, is he being listened. And I do it in a very honest way. People know...who are these people. Especially their bosses. And they don't mind. Because you know, they maintain information flow.
- **A business that heavily communicates the idea of self-development**
- Maybe because you know, my background, and childhood and youth. My own way of being about self development. You gotta self develop yourself. You're in control of your destiny. Okay. If somehow, saying you know, this corporation needs leaders like you, so sometimes you've got to go deep.
- I'm a believer in developing people. Because I developed myself, right. And you have to reinvent yourself every two years. Every year. Every month. Sometimes every day.

WHERE WE ARE GOING:

- **Invites his people to join him in the challenge of continuing to grow the business**
- **Particularly reaches out to people who will challenge the status quo**
- **Needs people who like the business, have no limits and will take risks to achieve the kind of growth he is thinking**

- Europe is a place where we need people who challenge that status quo. Who can find different ways of doing. Because the way we're doing it today ain't working. So somehow we have to change the way we do things today. The way we approach the consumer, the way we approach the trade (?). The way we approach our shareholder. I mean, the way we do business (inaudible)
- so the case when you look at where I'm going to go in Europe is to have a very strong situation in some key countries. And really start coming into our countries. Like Germany, France, or Italy. Which are my three biggest, I would say (inaudible) where my competitor is very entrenched. But we have enough room in Europe to grow. Like eastern Europe and this... so it's a company about growth(?).
- **In moving in this direction, he plans to make leader development a major part of the process**
- I will say that developing people and mentoring people, and exporting that's my biggest job. I'm going to challenge people all the time

11. Tom Tiller, GE Appliances

WHO I AM:

- **Tom Tiller**
- **Grew up in Essex Junction, Vermont, where the town is "as small as it sounds"**
- **Surrounded by a real sense of community**
- **Exposed to a genuine work ethic**
- "And, as a kid up through high school, that's the only place I lived. Very small community, very deeply rooted values from a very young age and sort of the Yankee work ethic. The whole state is only 500,000 people. There are more cows than there are people. Pretty good value in a lot of ways. So, a lot of value around a small town, a small sense of community, doing what's right, treating people like you're going to be with them for 20 or 30 years, not 20 or 30 minutes. And I think that had a lot to do with who I am and the way I try to live my life, most importantly, and then also my business life."
- **Deeply influenced by his grandfather whose philosophy was of the "anything can be done if you just set out to try it"⁵⁵ genre**
- "For example, when I was seven or eight years old, he would give me his jeep and let me go drive it by myself. And not out on the main road, but out - he happened to have a saw mill and he would let me drive it around the saw mill and I had to bump it into a few things, but he let you do that. He let me drive a 50,000 pound bulldozer, an enormous bulldozer, when I was eleven years old. I could barely reach the pedals. I built an airplane runway strip when I was seventeen years old. And just the idea of 'go do it,' 'try it,' you're not going to, I mean, it's great to learn about it, it's great to talk to other people, but there is no substitute for getting in the game and 'just go do it.'"
- **Out driving his grandfather's jeep at 7 and 8 years old**
- **Driving 50,000 pound bulldozers at 11**
- **Built an airplane strip when he was 17**
- **Found that the human spirit truly was unlimited**
- "That was a big, big core value: that you can do anything. The worst thing you can do in life is tell somebody that they can't do something, or to assume that they can't do something. People can continuously amaze me with the unlimited capability of the human spirit, whether it's a physical thing like run the Hawaii Triathlon or a project at work, or whatever. But, people can do whatever they want to do. And, you know, a lot of people talk about limits and you can't do this, but the human spirit is unlimited. It's one of the few, truly unlimited things. And I think he convinced me of that very, very early-on in life."
- **Early life was full of "tests", that eventually paved the way for his GE "stretch" mindset**
- "It was pretty natural for me, cause that's the way that I grew up. I mean, even from a very early age, and we talk about it in GE as 'stretch' or 'empowerment.' He didn't have fancy words like that for it, but, you know, give you a chain saw, show you a half-a-million trees and say, "Between now and the end of the week those got to be cut down." Yeah, just the idea of giving you impossible problems with just very rough kinds of ideas on how to do it, and then just demanding that you got to figure out a way to do it."
- **Wrestling team known as the Bad News Bears**
- **Learned the value of team work through this relatively individual sport**
- **Wanted to be 16 and 0, not 2 and 14, not even 8 and 8; together they were able to set out as a team and accomplish this mission; came to the double realization that you can always turn a negative into a positive**
- "One of the things I've learned early in my career is that usually when things are the worst represents the single, biggest opportunity. A problem is a golden thing because it's a huge opportunity. Our

wrestling team in high school was terrible. I mean just absolutely terrible. We were the Bad News Bears, okay? Even the coach was going to quit. I mean, we were terrible. We were 2 and 14, we were getting killed, and didn't have many of the good athletes in school; they played on the basketball team and the hockey team, whatever - we were terrible. And we got a team of people together and we decided that we were going to get better and really made a commitment to each other that even though we were the Bad News Bears we could be the best team. And did everything together as a team to try to really capture that. I was very proud of that group of people. We went from 2 and 14, to 16 and 0; a championship season the next year. And really did that by getting the whole team - Stoney will talk about one team, better and faster? Getting that whole team of people committed to go, whether that meant going to wrestling camp in the summer, and some of the kids that couldn't afford to go? We figured out a way to financially help them to go, so the whole team would go. The whole team would run stairs together, the whole team would practice like dogs together, but just getting that whole group of people to participate and commit, rather than just one or two of the people. And that was a big, big deal. You got to have, in my mind, you know, an inspiration, somebody that can really help you see what's possible."

- **Ability to be physically demonstrable is key**
- **Went to MIT undergrad**
- **Accepted a job at GE**
- **Went on to HBS**
- **His theory was instead of trying to be a "big fish in a small pond", he wanted to reach even higher and be a "big fish in a big pond" -- therefore, applied to the best schools maintaining the end goal of excelling**
- **Big risk taker**
- Taking risks, taking chances. Making the small mistake so that you can hit the home run later on is a big thing. Don't try to make everything absolutely perfect before you try to do something, is a big value. Getting a whole team of people involved rather than just one or two is a big, big deal; trying to create that win. Not just for the 126 pound wrestler, but for the whole wrestling team, so that each person can have their individual part of the contribution, part of a much larger part of the contribution is a big deal.

WHO WE ARE:

- **The GEA Team, -- still building the team, just as he was back in high school**
- "And that's a big deal: being able to build those teams, create that common sense of purpose, is a big part of what I do every day. And I learned a lot of that in the wrestling room back at Essex Junction High School. A lot of that. One of the things that's ingrained very deeply in me is that if it's possible for a human being to do it, then some way, somehow, figure out a way to do it. Some way. I don't know exactly how. But, if it's humanly possible, we'll get the right people involved, we'll somehow figure out some way to do it. And you never, ever give up. You never give up."
- **Took a negative and turned it right into a positive - just like his team, GEA was on its way out of existence; its serious losses were making the possibility of outsourcing a definite reality**
- **Tiller rallied the whole group together and united them as a team, making them see the urgency of the situation**
- "So I came down here to run Building Two, that building was in a fair bit of trouble, I laid off 400 people, we lost \$10 million the first year. The building was half full; there was only about 520,000 ranges. So we very quickly tried to do the same kind of thing we did with the wrestling team, which is build a team and a sense of purpose that was larger than me and my individual needs. So we got on a bus ride, I'll never forget this: we got on a bus and there wasn't a marketing person within a hundred miles of it and we had to figure out how the hell we were going to turn this business around.

And we got on a bus and we rode down to the Kitchen and Bath Show down at Atlanta, and these were all manufacturing people. And we went through every product that was offered down there and we said, "Well, we could take this idea, we could take this idea, we could take this idea." We went from losing \$10 million ..and it really came from that bus ride, that sense of, 'somebody's got to do something here, and we can either wait for them to take care of it, or we can do it ourselves.' You know, the wrestlers can do it, or you can wait for the coach. And the wrestlers got to do it, ultimately, at the end of the day, because we're the ones that care.... there was a very clear sense of, 'we got to do something, we got to do it fast, we don't have 142 years to do it, and we're going to do it.' And, today, I'm still very, very proud of that group of people. I love going over there. I probably know, now, of the eleven hundred people in the building, I probably know eight or nine hundred of them. And when I walk out on the shop floor, it's just kind of like, you know, kind of going home."

- **And most importantly, brought his people home with a victory**
- About two hundred of our people and a thousand customers and our own internal sales people. And there were people that worked months and months and months. For this week there were people that this was like the Super Bowl in its industry. Yeah, we did a couple of really nice videos that we called this thing the Wash of a Lifetime. We wrote music, we had all kinds of stories. I mean the stories that came of this thing were - and we recreated it for the whole business leadership council as best you can, but it's pretty hard, I mean, this was the emotional equivalent to the Berlin Wall falling down in our business.

WHERE WE ARE GOING:

- **Next 'bus ride ' is to meet the quality challenges being demanded by society**
- **Focus must turn to getting the hearts and minds of all 23,000 employees into meeting this challenge**
- **Needs to continue to generate more and more energizing bus rides to keep them interested**
- **Tiller, like his grandfather will continue to plan similar "tests" for his team, that will constantly raise their own expectations of themselves**
- **Will show them that just like he was able to build an airplane strip, drive a bulldozer, they too can do anything they set out to do**
- "We're not going to be Six Sigma without having those people on the bus. Okay? So we got to figure out how to get our employees broadly and how to get our supply base fully integrated into this thing. And those are two of the real big challenges, I think, going forward... But I go back, in a lot of ways I go back to my grandfather when we were in the sawmill, okay? There were very high expectations of people. He wasn't afraid to get in and grab a shovel and say, "This is the way we dig the ditch. This is the way we grade the boards." And I think an awful lot of this quality initiative goes back to people. You have the right people? Are the people, are you treating them right? Are they, do they feel like they're part of the organization? Do they feel like they're in the game, long-term? Are they going to benefit in seeing the wrestling team win? Are they going to be part of the overall victory in this thing? And I think that's the much larger challenge. I think the one level of project execution, however huge that is, and that's a huge ball, but that's going to get us one percent of the way."

12. Ramesh Vangal, PepsiCo

WHO I AM:

- Ramesh Vangal
- Born and raised in India, middle class background
- Saw Engineering as best education prospect
- Attended Indian Institute of Technology

- **Entrepreneur**
- Being broke was tough, so he started up a T-shirt business while in school to make a little money
- Learned basic business survival tactics firsthand, after his business plan backfired
- 1) beyond a good business idea, you need quality and delivery
- 2) the more sustainable relationships you build the better off you'll be
- We worked up a plan of selling T-shirts. So, what we did, we had this fancy new silk screen printing process, which we went and researched, got a nice design, and got 700 shirts printed, based on orders from different people in the different hostels on campus. And, it looked very good, except that three days later, the damn stuff started running, so before we could.. the colors started running. So, before we started counting our money, we had the problem of damage control. And, for the first three days, I panicked, I left campus. I was somewhere outside the campus, figuring out how to handle this potentially big challenge. We found a solution to it, and at the end of the day, I didn't make as much money as I thought I would... But, I got some learning, that if you want to do business, it's not only good enough to have a good idea, but you've also got to make sure the quality is right, make sure the delivery is right.
- The one thing I've always learned is people, if you can figure out that you can build relationships, sustainable, for the long term. Then, that along with ideas gives you a chance of success.
- But, as it started coining through, you got excited about it. you didn't realize; you didn't think of the risks, or the problems, or anything else. You were busy counting your money and banking it... determining what you could do, before the problem stuck.

- **Big opportunist, dreamer with determination to succeed**
- Determination, which later became backed by a number of successes
- Aspired to get an American education
- Realized India was limited in opportunity
- Started on a wild goose chase to earn an academic-based scholarship with a horrendous academic record
- Discovered taking the "con man" route would be his only chance of success
- And, I got a paper published, with one of my professors. So, I built myself up, and I wrote to the universities in the US, saying that I have no interest in mechanical engineering, but I have now developed great passion for operations research. In a sense, I did a bit of a con job.
- Therefore, changed his path to Operations Research, got published, and earned his much coveted scholarship to the University of Cincinnati
- Once goal was achieved, dropped Operations Research like a fly and used his entrance to an American university as a confidence booster for bigger and better things
- Applied to London Business School
- Upon graduation went to work for P&G, Geneva
- First negative evaluation, jolted him into first gear where he became determined to take the business somewhere

Got no respect in his first sales stint, because of his "racial" difference from most salesmen in the industry

Incident repeated himself, until out of anger he turned the huge negative into an even bigger positive by winning his first big order

Lesson learned — when someone attacks, fight back; hang in there and you'll succeed

Then the most spectacular experience I've had, one of the most, let's say core experiences, which has shaped me was in England. When I was sent as a salesman. I was sent as a salesman to the northern part of England, which has a very high immigrant density, near the Bradford area. And I was in a tough situation, because they expected me to do very well, because I was educated, and I had a good background, and I was from the Geneva operation. And, this was an eight month, six to eight month sales stint. The trade thought I was taking away a local's job, and in that region, unemployment was 25 percent. Tough situation, And this was Yorkshire, which is very, very conservative. So, the first month, I did 30 percent of my sales target. Primarily because I used to wait in line... Then I went back again into a couple more of these store calls, and in one of them, when I had the same [negative] experience, I turned around and the guy says, "Why are you asking me to leave, you know? I'm not asking you to go with me for a drink in the pub?" And, I've got a deal which I think you won't get from my district office. And, I was quite angry, and I said it fairly loudly, just motor reaction. Now instantly, everybody around in that office, turned around and listened. So the buyer was a little embarrassed. He was a conservative guy, as most people are there, and he kind of said, "Tell me what you've got." So, I have him a story, because I was well prepared. It's a two minute blitz. And, he was a little embarrassed, so he just signed my purchase order, without putting any number, there was no numbers. Or order quantities, by stock keeping unit item, you know, like Head and Shoulders, and so on. So, I had this piece of paper, and a carte blanche to put what I want in it and, believe me, I loaded him up full of product. And, then when I loaded him up full of product, I learned one thing, that instead of worrying about let's say my racial background, and the color difference.. maybe there's an opportunity to turn this around and use it to my advantage. And, from then it was a roll, because you'd develop a little less sensitivity. But, you managed to figure out how to get through to people. And, it was a great cycle, because I went and deliberately pushed back. ... So, to me the learning was core. When somebody attacks your own self identity, your first instinct is to flee and escape. But, as you think about it, you're saying you're escaping from yourself. So, what I said was, and this isn't by any great courage or horizon.. It was a more borderline issue. As I said, I almost ran. But, I have... after having hung in there, and you suddenly penetrate the barrier, it gives you the confidence to say, that the demarcation between success and failure is very thin. So, if you can hang in, you'll cross that line. And, when you cross the line, it tends to be a positive cycle, which builds confidence.

- Ironically, finished job off winning northern star for best salesman
- **Places high value on building strong relationships -- (a lesson which resurfaced from his T-shirt business)**
- Credits his success primarily to the successful relationships he was able to build with people
- Wasn't given promotion he felt he deserved from P&G, so accepted offer from Pepsi
- Personal tragedy struck about the same time as he was experiencing failure in his role at Pepsi (could not gain entrance into India) -- extreme low
- Sinclair came and was able to offer the confidence and support Vangal needed
- Relationship with Sinclair extremely valued by Vangal, only reemphasizing the importance he had always placed on building strong relationships
- that's the piece which comes through a relationship. So, I actively am a believer that we need to encourage relationships, and bonding between people. Not, so that it becomes, hey somebody's blue eyed boy...But, it's more a question of saying, "Hey, can I provide somebody a little bit of emotional support, or other support?" Especially when things are down. Because, if you can do that, you have

- liberated a real high fire power individual. ... And Chris turned me around, from being a total failure, to being somebody who could do a few things.
- Found himself to be a quick learner, just bad at gaining confidence
 - When the local distributor challenges the value that you provide, and he basically says, an Indian guy, he can't do anything for me, but my boss at that time in P&G said, Mr. SO and SO, if you say that again, I'm going to fire you as a distributor, because you don't have the values and ethics that we think are important. And that's one thing great about the P&G system at that stage. They supported the people, and I think that provided me with a great deal of conviction. So, in my life, most of the mentorships, and coaching I've had, have been in people who have provided with me a certain degree of support. I'm actually quite a quick learner, once I'm given the opportunity, but I've had trouble in building my own confidence up.
 - Therefore, these supportive relationships gave him just the boost he needed -- 1) Sinclair, 2) P&G experience in Geneva
 - I'm a great believer that you have got to build strong relationships with the people that you work with.... And, I go out of my way and do that. I try to understand the totality of the human being. What are his personal pressures? Are there any problems.? And, first of all, give unqualified help. You don't ask for anything in return. Build the confidence. Build the friendship. Build the relationship. It's clearly within a business objective.
 - **Big believer in liberating the genius in everyone, just as Sinclair did for him**
 - Takes a real vested interest in developing people, and releasing this genius to the point that if notices a poor fit within his own business, will help to find a more suitable position for the person; in other words, interest goes beyond his own business and lies sincerely within developing the people
 - So, I don't think there's a genius per se, I think there is a genius in everybody, the question is liberating that piece. That liberation means removing some layer of restraint, or programming that you've had in the childhood, or whatever it is. And, I have actually, I spend a lot of time pumping people up...giving them confidence. And you know, making them believe that they are really going to have value.

WHO WE ARE:

- **A business that encourages big, risky ideas to build the business through...**
- **1) Encouraging entrepreneurial attitudes;**
- **2) Seeking out intentionally entrepreneurial, risky opportunities;**
- **3) Building lasting relationships;**
- **4) Liberating the genius in everyone, by empowering them with the freedom to dream big and actually implement**
- **A business that takes these big, risky ideas and bundles them into something much bigger that will really redefine the business**
- It's part of that whole liberation piece. Because while your people may not recognize it, you're constantly learning, the moment you liberate them, they're bringing in five ideas. And what I enjoy is a lot is connecting different ideas together. I mean, you might find ideas in different parts of the organization. Which on their own at each one stage may not work but put together it really is a potential winner. So I see myself having a role and I'm very excited about piecing together different ideas brought together by different people.
- **Liberating people is how this process comes about**
- But, as you start, if you capture his imagination, and you liberate him, and you give him a feeling that look, it doesn't matter. Even if you fail, let's try it. And, I tell you, we changed our whole approach.

- Because people thinking differently on a function which is different from theirs are often likely to come up with a brain wave or a spark which can actually build a conviction.
- Let's liberate ourselves. And that's gone in down into the system, so I think it's now percolating two levels below and because of that you're getting all of this traction. Now, the risk in all of these things is you may go too far afield and you may lose control. But I'd rather experiment in terms of giving more freedom and then reigning in terms of the focus and priorities than the other way around.
- **Accomplished it through 4 values-- 1) integrity, 2) entrepreneurialism, 3) teamwork, 4) courage**
- I think integrity is important. And I don't mean just financial or fiscal integrity. I mean, people integrity, no politics, that kind of stuff. The second core value to me is sustainable entrepreneurship. That means entrepreneurship is fine. An entrepreneur is also an opportunist. He looks at the shot(?) of deal. So that's why you say, entrepreneurship is a spark but how do I get that spark to light? So I always look at entrepreneurship at a pick up point. But then you need to figure out ways and means almost immediately thereafter of institutionalizing the entrepreneurship. And the third piece is teamwork and fun. I mean, the fun factor, I think, is crucial. Because if you can laugh together then life and work becomes a lot different than if you come to work and take it so seriously. And I think the teamwork piece is largely creating opportunities for people to, you know, to head back, make fun of me, make fun of everybody else. You know, humorous situations. But there is a glue. The glue is to have courage. Courage to think differently and to go and do it.

WHERE WE ARE GOING:

- **Primary business goal for the future (as well as Vangal's individual goal) is to leave a legacy of leaders to grow the business**
- I think the story from my point is very simple the key message is footprints in the sand. How do you leave a legacy? You know, what I normally do I start off by... I mean, I'll tell you what I did in Poket at our conference recently. I said to everybody 'why don't you spend a minute just asking yourselves why are you in this room today.' And then one minute seems to be a long time. Basically because people are in that room because they want to leave a mark of some sort. They want to leave a legacy behind. All of us do. That's why we have children and so on. We want to leave something more lasting. You leave a legacy when you do something different. Again, you're creating footprints in the sand because nobody's walked in that sand before, at least for some time. And you're walking on a different path. Leading from that you need the opportunity. Because there may not be opportunities, as much as we would like in this world perhaps. But if you then look at opportunities for leaving your legacy behind, Asia Pacific, which is in snags (?) must be one of the biggest single opportunities that are available, so then the question is what can you do to take that opportunity. To take advantage of that opportunity, you can't do it on your own. That's why you're all here together, different function groups, different countries. Because together you can make music.

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