



MASTERMIND CONSULTING NETWORK

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Pathway to GREATNESS

ON GREATNESS

A GREAT COMPANY IS ONE THAT ACHIEVES EXTRAORDINARY RESULTS AND CONSISTENTLY SUSTAINS THIS LEVEL OF PERFORMANCE OVER EXTENDED PERIODS OF TIME!

In the real world the reason that so few companies ever achieve GREATNESS is that simply being good is their highest aspiration. To go from good to great requires transcending the curse of satisfaction. “Good enough” is a killer if you aspire to be GREAT! Just because you are good at something, making money, generating growth, etc, does not mean that you can be GREAT at it. Focusing solely on what you can POTENTIALLY do better than anyone else is the only path to GREATNESS. Any organization can substantially improve its stature and performance to become GREAT if it conscientiously applies the principals of GREATNESS in its daily operations. These are:

1. INSPIRATIONAL Leadership – its all about building the organization
2. The RIGHT people doing the RIGHT things
3. ACT on FACTS and NEVER lose FAITH
4. SIMPLICITY – FOCUS & SYNERGY
5. DISCIPLINE in people, thought and action
6. MOMENTUM – resulting from relentless progress in a consistent direction
7. ACCELERATORS – pioneering the application of carefully selected technologies to accelerate MOMENTUM.
8. CORE VALUES & PURPOSE – when persistently applied enable GREAT companies to ENDURE!

UNDERSTANDING THE UNIVERSE IN WHICH YOU OPERATE

Greatness doesn't depend on size! Your GREATNESS could be:

- Attracting the most interesting people.
- Setting a standard that others measure themselves against
- Generating the highest profit per employee

WHY GO FOR GREATNESS?

- It is no harder to build something GREAT than to build something GOOD! It involves less suffering, and LESS work!
- It simplifies your life, and increases your effectiveness because clarity about what is vital and what is not is an underlying requirement for GREATNESS.
- Going for GREATNESS is not about “adding” to what you are already doing, but about realizing that much of what you are doing is wasted ENERGY!
- If you organize what you are doing around the principals of GREATNESS, ignore or stop doing the rest, your life will be simpler and your results greatly improved!

If going for GREATNESS is no harder, the results are better, and the process is fun, why wouldn't you go for GREATNESS?

THE SEARCH FOR MEANINGFUL WORK

Meaningful work is something about which you have a GREAT PASSION. Just doing it is a great experience when you feel yourself being part of something FIRST CLASS! If you're doing something you care about, and you believe in its purpose deeply enough, it is impossible to imagine not trying to make it GREAT! If you are asking why to for GREATNESS, then you are probably engaged in the wrong line of work! You don't need to have some grand reason why you love what you're doing or care deeply about it, all that matters is that you do love it and that you do care!

Inspirational leaders grow from caring deeply about the work they do because it fits their personal PASSION, need for results and financial requirements. When all these pieces come together, not only does your work move toward GREATNESS, but so does your life.

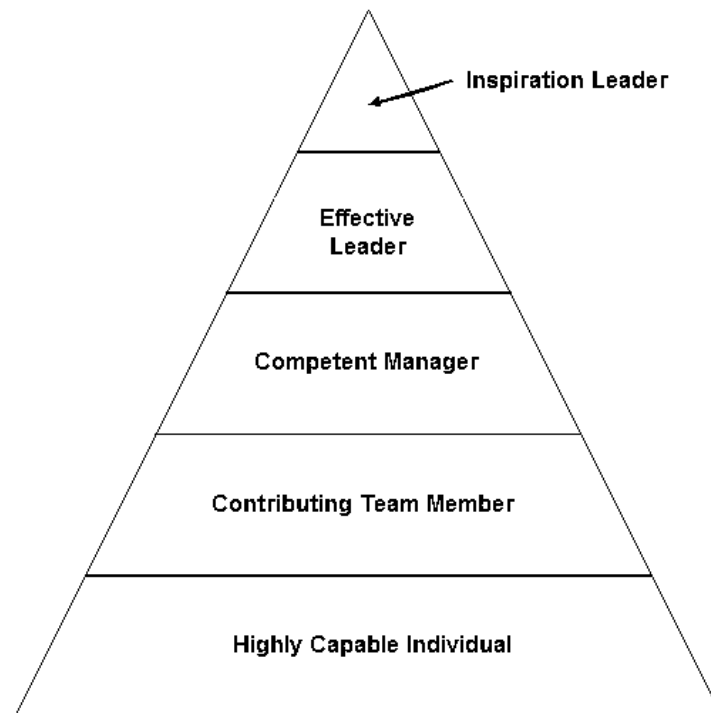
In the end it is impossible to have a GREAT life unless it's a meaningful life and it is difficult to have a meaningful life without meaningful work.

THE DEEPEST OF ALL SATISFACTION IS KNOWING THAT YOUR SHORT TIME HERE ON EARTH HAS BEEN WELL SPENT, THAT IT MATTERED AND THAT IT WILL HAVE LASTING VALUE BEYOND YOUR TENURE!

INSPIRATION LEADERSHIP

Inspirational leaders channel their ego needs away from themselves and into the larger goal of building a great company. These leaders are ambitious, first and foremost for the institution, not themselves. They are fanatically driven with an incurable need to produce results. They do whatever it takes to make the company GREAT, no matter how big or how hard. They are persistent in displaying a workman like diligence in the pursuit of GREATNESS. GREAT leaders don't talk about themselves. They credit factors outside themselves when things go well and apportion blame to themselves when things go poorly – never blaming “BAD LUCK” or others. **It's not all about ME!** The BUCK truly stops HERE with them! Inspirational leaders NEED to keep it going. They

pick and set up successors for continued SUCCESS! An Inspirational Leader builds enduring GREATNESS based on a focus not on self but on creating a GREAT company!



Leadership Hierarchy

There are two categories of people, those who do not have the seeds to be an Inspiration Leader and those who do. The second and probably larger group has the potential to evolve to be an Inspirational Leader. The capability resides within them, and under the right circumstances it can begin to develop. Inspirational leadership is a model worthy to aspire toward. Whether you make it all the way or not your life and all that you touch will be better for the effort.

THE RIGHT PEOPLE DOING THE RIGHT THINGS!

If you first get the “right” people on board and the “wrong” people off, then you can make better decisions regarding where the company will go in its quest for GREATNESS! A GREAT company begins with an inspiration leader who’s first task is to get the RIGHT people to build a superior executive team – then the team determines what the company will do in order to become GREAT! Once you have the right people in place figuring out the best path to greatness becomes much easier. You need executives who will argue and debate in pursuit of the best answers, yet who will close ranks and fully support the ultimate decision.

Compensation and incentives are important in this endeavor not to motivate the wrong people, but to attract the right people in the first place and to keep them long term. Those who build great companies recognize that the ultimate throttle on growth is not markets, technology, competition, or products. It is the ability to get and keep the right people who can effectively perform in all those areas. In GREAT companies' people either stay a long time or leave quickly. **GREAT companies do not churn more, they churn better!** It might take time to know for certain if someone is simply in the wrong position or if he needs to leave the company entirely. Never the less, when you know you have to act promptly.

In the event that you must sell off a part of the business, don't sell off your best people with it. In a workplace where the best people always have a position, they are more likely to support any changes that may become necessary.

The three disciplines for being rigorous in people decisions are:

1. When in doubt don't hire – keep looking!
2. When you know you need to make a people change ACT promptly!
3. Put your best people on your biggest opportunities, not your biggest problems!

WHETHER SOMEONE IS THE “RIGHT” PERSON HAS MORE TO DO WITH CHARACTER TRAITS AND INNATE CAPABILITIES THAN WITH SPECIFIC KNOWLEDGE, BACKGROUND, SKILLS OR EDUCATION.

ACT ON FACTS

GREAT companies continually refine their path to GREATNESS based on actual facts as they become known. The leader must recognize that people may filter negative facts from him. The lead must create a climate where the truth is heard and negative facts are acted on. Your people **MUST** have tremendous opportunity to be heard and ultimately for the TRUTH to be confronted.

In seeking the truth:

- Lead with questions, not answers. Understand that you do not yet understand the problem sufficiently to have the answers. Ask questions that will lead to the ROOT cause and the best possible insights.
- Engage in dialog and debate, not coercion. Don't use discussion as a sham process to let people “have their say” so they will “buy in” to a predetermined decision. The process must a heated debate, with participants engaged in a search for the BEST answers.
- Conduct autopsies of failures, without falling into the BLAME game! Seeking a scapegoat is one of the most counter productive of all management activities.

The rule is that the leader takes responsibility for bad decisions (the buck stops here), but the whole team takes responsibility for extracting the maximum learning from any given situation. When you conduct autopsies without blame, you go a long way toward creating a climate where the truth is heard. If you have the right people you should never need to assign blame, but only search for understanding and learning. Companies don't stumble for lack of information, the key is in turning information into understanding and an actionable response.

One way to accomplish this is through an "early warning system." You can give customers full power to decide whether and how much to pay on their invoice based on its VALUE to them. They simply circle an offending item, deduct it and pay the balance. Your prompt follow up provides "early warning" of potentially serious problems which could effect many other customers. Normally you would not know that the customer was upset until you had lost him entirely. With an "early warning system" you are forced to react promptly long before you actually loose the customer! The system gives you a tool for turning information into a form that can not easily be ignored, creating a climate where the truth is heard loud and clear.

When you promptly and effectively confront the facts your company becomes stronger and more resilient, not weaker and more dispirited. There is a sense of exhilaration that comes from facing the hard truth head on and saying "we will never give up, it might take a long time but we will prevail in the end!"

It is not the presence or absence of difficulty but how you deal with inevitable difficulty that makes you GREAT. In order to come back from difficulty stronger, you must retain faith that you will prevail in the end while at the same time confronting the facts of your reality whatever they might be!

Leadership begins with getting people to confront the facts and to act on the implications. If you have the right people they are self motivated and your key is not to de-motivate them by failing to face and act on the facts of reality.

SIMPLICITY, FOCUS & SYNERGY

SIMPLICITY & FOCUS

In general you can divide people into two basic groups – unfocused and focused.

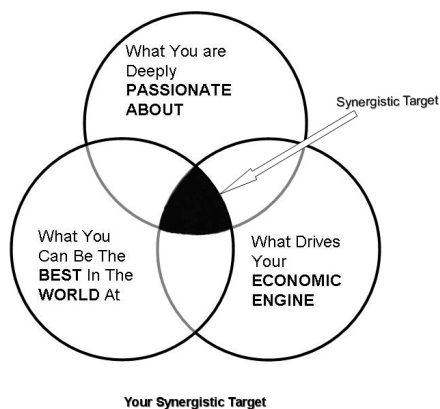
- Unfocused people pursue many ends at the same time. They see the world in all its complexity and are scattered and diffused never integrating their thinking into one overall concept or unifying VISION.
- The focused on the other hand simplifies a complex world into a single concept that unifies and guides everything. It doesn't matter how complex the world is, the focused person reduces it into a simple concept that he can deal with. For a focused person, anything that does not relate to the concept is irrelevant. He understands that the essence of insight is simplicity. What could be simpler than $e=mc^2$? The focused have an insight that allows them to see through complexity, discern underlying patterns, understand what is essential and discard the rest.

In a world overrun by management fads, brilliant visionaries, ranting futurists, fear mongers, motivational gurus, and change agents, its still true that success is achieved by taking a simple concept and doing it with excellence and imagination! Great companies understand that focusing solely on what you can POTENTIALLY do better than any other organization is the only path to GREATNESS!

THE SYNERGISTIC TARGET

Like the most powerful microscope, exceptional focus is worthless with out a specimen. In order to create a GREAT company, we must target our energy and resources on targets that offer the greatest potential. GREAT companies base their strategies on a deep understanding along three key dimensions the intersection of which creates a synergistic target area. Synergy occurs when the results achieved are greater than the sum of the parts from which they are constructed. In the case our your synergistic target, the three key components are:

1. What you can be the best in the world at not just a core competency, but something at which you have the POTENTIAL to be the BEST!
2. What drives your economic engine by effectively generating sustained cash flow and profitability? You must discover a single metric (measurement) that defines the greatest economic impact on your business and frame your decisions in terms of how they may affect it. A GREAT company does not need to be in a GREAT industry. GREAT companies build a fabulous economic engine regardless of their industry. They do this by obtaining profound insights into their economics, picking just one metric (measurement) to systematically increase over time that will have the greatest and most sustainable impact on their economic performance.
3. What are you deeply passionate about? Focus all your activities on what you are deeply passionate about in order to harness that energy to drive success.



Viewed as three intersecting circles of interest, these three components define a synergistic target area at their intersection where all three are satisfied. In that area and only in that area will your GREATNESS be found! Focusing like a laser beam on only those activities which fall within your synergistic target area creates extraordinary results! GREAT companies translate their understanding of this concept into a simple, clear framework that guides all their efforts. They ask the right questions and set their goals and strategies based on a profound understanding of what falls within their synergistic target arena! Their plans meet the KISS principal, (keep it simple stupid) making them easy to understand and increase the probability of success. Much as the assembly line eliminated the need for skilled labor to build an automobile, focused synergistic plans make it possible for ordinary people to create a GREAT company!

MANAGEMENT REVIEW

Management Review is the device used for gaining a clear understanding of the important issues facing the organization.



Each management review member has the ability to argue and debate in search of understanding, not from a need to make a point or to defend a parochial interest. Members of the management review group may come from a range of perspectives, but each has a deep knowledge about some aspect of the organization or the business in which it operates.

The management review team may include key members of management and or the Board of Directors, but is not limited to them. The management review team is a standing body, not an ad hoc committee assembled for a specific project. The team meets periodically as required, ranging from as much as once a week to as infrequently as once per quarter. The review team does not seek consensus, recognizing that consensus

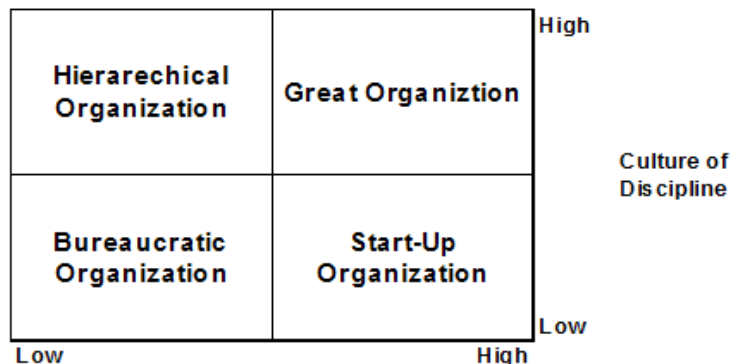
decisions are often at odds with intelligent decisions. The responsibility for the final decision remains with the LEAD executive.

Establishing a simple, focused, synergistic concept is an iterative process which is embodied in the management review activity. GREAT companies are simple entities that know “one big thing” which evolved over a period of time through this iterative process, which once understood and applied with dedication produced truly superior economic returns!

CULTURE OF DISCIPLINE

As a company grows and prospers, it becomes more complex and begins to trip over its success – too many new people, too many new customers – too many new orders – too many new products, etc. Eventually professional managers reign in the chaos and create order, but they KILL the entrepreneurial spirit and the cancer of mediocrity begins to grow. The purpose of bureaucracy is to compensate for incompetence and a lack of discipline – problems that largely go away when you have the right people in the right positions. The answer is to avoid bureaucracy and hierarchy and instead create a **culture of discipline**.

Matrix of Creative Discipline



Ethic of Entrepreneurship

Recruit entrepreneurial leaders and give them the freedom to determine the best path to achieve their objectives. These individuals must be committed to the system and held accountable for their objectives. They have freedom within a well defined framework. Build a culture full of people who take disciplined action within the simplicity – focus – synergy framework while always remaining inside well defined boundaries of that framework!

- Build a culture around the idea of freedom and responsibility within a clear and well defined framework. Central to this concept is the need to align worker interest with management and shareholder interest which is achieved

by establishing an organization based on merit, equality and largely devoid of class distinctions.

Fill this culture with self disciplined people who are willing to go to extreme lengths to fulfill their responsibilities while adhering with great consistency to your “simple – focused – synergistic” framework exercising a fanatical focus on the synergistic target! GREAT companies build a system consistent with clear constraints while giving people freedom and responsibility within the framework of the system. They hire self disciplined people who do not need to be MANAGED so that only the system, not the people are being managed. You’ve got to have people who believe in the system and who will do what is necessary to make it work.

CREATING A CULTURE OF DISCIPLINE ALWAYS BEGINS WITH HAVING SELF DISCIPLINED PEOPLE, NOT BY TRYING TO DISCIPLINE THE WRONG PEOPLE INTO THE RIGHT BEHAVIORS!

Next is disciplined thought. You need discipline to face the facts of reality while retaining faith in your capacity to create a path to GREATNESS! You also need discipline to persist in the interactive process which is necessary to simplify – focus and synergize your situation and develop the framework required for successful implementation. Getting rid of the chaos in business takes tenacity, not brilliance. A key question when reviewing proposed action is “would you spend your OWN resources on this project?”

Finally we have disciplined action. Attempting to jump into action without disciplined thought is a recipe for disaster and without self disciplined people, disciplined action is impossible to sustain. Discipline by itself does not produce GREAT results, often marching straight into disaster. The point is to get self disciplined people who engage in rigorous thinking and then take disciplined ACTION within a consistent framework to successfully implement their well thought out plans!

GREATNESS lies in the discipline to do what it takes to become the BEST within a carefully selected arena and then focus intently on continuous improvement. Everyone would like to be best, but most lack the discipline to figure out what they can be best at and then have the will to do what it takes to turn potential into reality.

In GREAT companies, the leader builds the culture of discipline; they do not try to personally discipline their organization through force. Under a tyrannical disciplinarian results decline he steps away because there is no culture of discipline. While discipline is essential to achieving GREAT results, sustained great results can only be achieved when action is taken within a framework based on simplicity, focus and a synergistic target.

GREAT companies follow the mantra “anything that doesn’t fit within our synergistic target area is not done” “If it doesn’t fit, we don’t do it PERIOD! Few companies have the discipline to discover their synergistic target area much less the discipline to build within it. They fail to understand that the more an organization has the discipline to focus on a synergistic target, the more opportunities for real growth will

arise. A company is more likely to die of indigestion from too many distracting “opportunities” than from starvation due to a lack of opportunity.

THE CHALLENGE IS NOT IN OPPORTUNITY CREATION, BUT IN OPPORTUNITY SELECTION.

A “once in a lifetime opportunity” is irrelevant if it doesn’t fit within your synergistic target area. An extraordinary discipline to simply unplug all extraneous activities is essential for achieving GREATNESS! Budgeting can help by being a tool to select which activities should be fully funded and which should not be funded at all. The question is which activities BEST support our synergistic target and should be strengthened and which should be eliminated entirely? Remarkable courage is required to channel resources into only one or a few arenas, but once your synergistic target is fully understood, you will rarely feel compelled to hedge your bets.

WHEN YOU ARE RIGHT, THE MOST EFFECTIVE STRATEGY IS TO INVEST IN A HIGHLY “UNDIVERSIFIED PORTFOLIO!”

Being RIGHT means selecting those things and only those things that fit squarely within your synergistic target area. It isn’t that hard if you have the leadership, right people, face the facts, create a climate of truth, and use management review to keep within the synergistic target. The real question is once you know the right things to do, will you have the discipline to do them and stop doing the wrong things?

HAVING A “STOP DOING” LIST IS MORE IMPORTANT THAN ANY “TO-DO-LIST.”

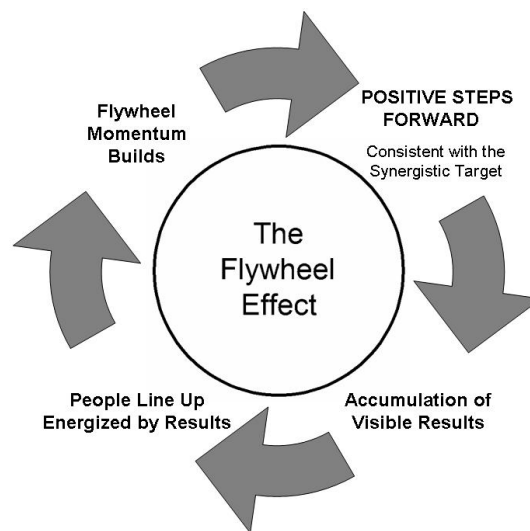
BUILDING MOMENTUM

Picture a HUGE HEAVY flywheel where your task is to rotate it about its axis as rapidly and as long as possible. Pushing with great effort, you are barely able to move it at all. However with continued effort, it begins to gradually move faster. If you continue to consistently push in a given direction, it begins to build MOMENTUM. Then at some BREAKTHROUGH point, the MOMENTUM begins to act in your favor, you are pushing no harder, but speed continues to build because work done earlier is compounding the result of your effort! No single push has accomplished this result which is due to the accumulation of all the effort applied in a consistent direction.

So it is with GREAT companies, there is no killer innovation, no lucky break, no huge revolution that in a single defined action created the transformation from GOOD to GREAT. Creating a GREAT company comes from a cumulative process, action by action, decision by decision, that eventually add up to sustained spectacular results. The process is a whole bunch of interlocking pieces that build on one another until the result far exceeds the sum of its component parts! It is a deliberate process of figuring out what needs to be done to create the BEST future results and then simply taking those steps one by one always pushing the enterprise in a CONSISTENT DIRECTION so that MOMENTUM can continue to build until a point of BREAKTHROUGH is reached. It is a step-by-step process where there is always a commonality between what has been achieved and what is being embarked upon. It is like building a house, first the

foundation, then framing, then a roof until finally the finish work is completed and a livable structure has been produced.

In many cases building a GREAT company can take ten years from concept to BREAKTHROUGH where enough MOMENTUM has built up to be able to bet the company's future on its success. SUCCESS is evolutionary, as opposed to revolutionary, building on one achievement after another as opposed to a single defining event; a whole different concept from revolutionary change. First you build a strong underlying foundation to support a lasting transformation. The basic pattern is one of accumulating momentum until the buildup becomes transformational and breakthrough to success occurs. GREAT companies followed this model no matter how dire their short term circumstances may have been along the way, always practicing the discipline of under promising and over delivering. GREAT companies understand that tremendous power exists in the concept of continuous improvement and the consistent delivery of results. Point to point accomplishments may be very incremental at first, but all the steps fit into the context of the overall concept. People SEE and FEEL the buildup of MOMENTUM and as a result they line up with enthusiasm. This MOMEDNTUM effect applies to all stakeholders alike, including employees, customers and owners and under the right conditions the problems of commitment, alignment, and motivating change just melt away.



To get many people to embrace a radical new strategy that may eventually change ever aspect of how a company runs its business, you must first create tangible evidence that such a change makes sense. When people see step by step accomplishments, they gain confidence from the success that could never be achieved by words alone.

“SEEING IS BELIEVING”

GREAT companies do not publicly proclaim huge goals, rather they build MOMENTUM step-by-step until everyone can see what can be accomplished if we just keep building on

this foundation. “If we just keep doing what we are doing there is no reason that we can’t be the BEST in the world.” **(ACTIONS SPEAK LOUDER THAN WORDS.)** When you let your accomplishments do the talking, you don’t need to fervently communicate your goals. People will simply extrapolate from what they see for themselves. As people decide for themselves to turn potential into results the goal sets itself. The RIGHT people more than anything else want to be part of a winning team. They want to contribute to producing visible, tangible results, to feel the excitement of being involved in something that just flat out WORKS! Great leaders expend little energy trying to create alignment, motivate the troops, or manage change. These typically follow from results and momentum not the other way around.

Faith in the endgame helps you to live through the months and years of building up MOMENTUM to reach BREAKTHROUGH. To reach breakthrough means having the discipline to make a series of good decisions consistent with your synergistic target and then taking disciplined action within your framework. BREAKTHROUGH may not happen today or tomorrow, or next week. It may not even happen next year, but it will eventually occur. When it does, the challenge will become how to accelerate momentum in response to ever rising expectations. Your challenge then will be how to go from GREAT to ENDURING GREAT.

TECHNOLOGY

In a GREAT company, technology is used to accelerate momentum once “BREAKTHROUGH” results have been achieved and any technology initiatives are rigorously limited to supporting activities that are within the synergistic target area.

A CLEARLY DEFINED TARGET AREA DRIVES THE USE OF TECHNOLOGY, NOT THE OTHER WAY AROUND.

It is never technology per se, but the pioneering application of carefully selected technologies that accelerate a company’s drive toward GREATNESS. For instance, a technology could be used to reduce in-process time and thereby enhance customer satisfaction while lowering the associated processing costs in some businesses, but might not be useful in other businesses. It is worth noting that the pioneering application of technology should come late in the transition to GREATNESS when all the tools for its successful implementation have been clearly defined and fully implemented. When used correctly, technology can be a significant accelerator of momentum, but it is not a creator of momentum. You cannot make good use of technology until you clearly understand which technologies are linked directly to your synergistic target area and are therefore highly relevant. Does the technology fit directly within your synergistic target area? If yes then you MUST become a pioneer in its application to your business. If no, then ask if you need the technology at all? If yes, than all you need is parity. If no then the technology is irrelevant and should be ignored.

The pioneering application of technology is just one more area in which GREAT companies remain disciplined within the framework of their synergistic target. Their relationship to technology is no different from their relationship to any other decision arena. If it doesn’t fit, they ignore the hype, but if it does fit they become fanatical and

creative in its application to their situation, always keeping in mind that technology alone does not create sustained GREAT results. In most cases technology is not a top factor in a company's rise to GREATNESS. When it is a factor, it is usually a secondary factor. Mediocrity results first and foremost from management failure, not technological failures. While technology is important – you can't be a laggard and hope to be great – by itself it is never the primary cause of either GREATNESS or DECLINE.

Throughout business history, early technology pioneers rarely prevail in the end. Typically the second, third or even fourth follower gets it RIGHT and becomes the ultimate beneficiary! Thus, thoughtless reliance on technology is a liability, not an asset. Yet when linked to a simple, clear and coherent concept rooted in a deep understanding, technology can be an essential driver in accelerating momentum toward GREATNESS,

Used wrongly as an easy solution to a poorly understood situation, technology may simply accelerate your own self-generated decline. A good rule is to never define your strategy in response to what others are doing. Always think in terms of what you are trying to create and how you are trying to improve relative to an absolute standard of excellence.

No technology no matter how amazing can make you an Inspirational Leader or turn the wrong people into the right people. Technology does not instill the discipline to confront the brutal facts nor can it instill unwavering faith in your ultimate success. Technology does not supplant the need for deep understanding of your synergistic target arena or the translation of that understanding into a simple overall concept. It does not instill an inner belief that unrealized potential can be transformed into GREATNESS.

GREAT organizations avoid technological fads, yet they become pioneers in the application of carefully selected technologies. They respond to technological change with thoughtfulness and creativity, driven by a compulsion to turn unrealized potential into real world results.

“FIRST CRAWL, AND THEN WALK, BEFORE YOU TRY TO RUN”

This concept can be a very effective approach to innovation, even in times of rapid radical technological change, always bearing in mind the potential risks associated with unbridled enthusiasm for change! Stay true to the fundamentals, maintain your balance and accumulate the momentum to achieve GREATNESS. Companies that are reactionary can look forward to mediocrity and decline.

THE KEY QUESTION ABOUT ANY TECHNOLOGY IS DOES IT FIT WITHIN YOUR SYNERGISTIC TARGET ARENA?

SUSTAINING GREATNESS

No company can grow revenues consistently faster than its ability to get enough of the RIGHT people to implement that growth and still become a GREAT company. A key component for sustaining GREATNESS is a guiding philosophy or “**CORE IDEOLOGY**” which consists of core values and core purpose which is a reason for being beyond just making money. These values may not always be followed perfectly, but they are always present as an inspiring standard and an important reason for the company's

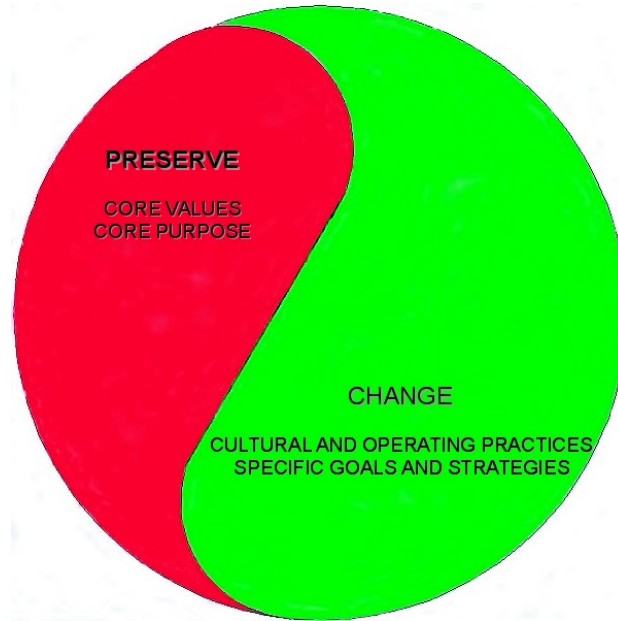
existence. An enduring GREAT company does not exist merely to deliver outstanding returns to its investors. Its Core Ideology must also be consistent with the key components of its Synergistic Target area.



In a truly great company, profits will follow because customers WANT to reward those who serve them and they WANT to sustain their suppliers so that they can do business in the future. Profits are like TIPS! They are a reward for a job well done. Outstanding service is rewarded and satisfied customers return to their suppliers in the future. They NEED to avoid seeking new and suppliers where the **RISK** of unsatisfactory performance is greater.

Core values are essential for enduring GREATNESS, but those values can vary greatly from one enterprise to the next. The point is not WHAT the core values are, but simply that you have core values, that they are built into the organization, clearly understood by everyone, and steadfastly maintained over time. Customer LOYALTY is based on consistent delivery of expected results. One disappointing performance can cause a LOYAL customer to seek an alternative supplier who will better meet his requirements.

Enduring GREAT companies preserve their core values and purpose while their business strategies and operating practices endlessly adapt to an ever changing world. The magical combination is to rigidly preserve core values, while changing and adapting to the demands of the environment! They adapt through multiple generations of leaders and multiple product life cycles. Companies built around a single great leader or a single great idea have tied their life cycle to a more finite inspiration and seldom endure over long periods of time.



Thus, you must hold fixed a core ideology changing only the operating strategies and practices to meet changing business conditions. Use your core ideology as the anchor point, to inspire people over a long period of time, while promoting change, improvement, innovation and renewal in everything else. Set and achieve key corporate GOALS annually always anchoring them in a consistent core ideology. Seek to have purpose and profit, continuity and change, freedom and responsibility; the best of all worlds in whatever arena you choose to participate.

IF YOU ABANDON YOUR CORE IDEOLOGY, YOUR ORGANIZATION WILL INEVITABLY SLIDE BACK TOWARD MEDIOCRITY. IT IS ACTUALLY EASIER TO ATTAIN GREATNESS THAN IT IS TO MAINTAIN IT!