

innovate... OR DIE!

with Tom Peters

Leader's Guide

Enterprise Media

91 Harvey Street
Cambridge, MA 02140
800-423-6021
www.enterprisemedia.com

LEADER'S GUIDE INSTRUCTIONS

It's up to you, the training facilitator, to drive home the messages of innovation and creativity. This Leader's Guide and the accompanying Participant's Workbook will greatly assist you in using the *Innovate Or Die* video workshop to achieve this aim. In facilitating the workshop, you need use only this Leader's Guide, it mirrors the information found in the Participant Workbook, on the same numbered pages.

At a minimum, participants should be asked to complete the Pre-Test on page 2 of the Workbook, view the video program *Innovate Or Die*, complete the Personal Brand Equity Evaluation on page 19, and submit answers to the Post-Test on page 20. Every section within the Workbook relating to the *Circle Of Innovation* contains additional exercises to be completed when time permits. An insightful list of discussion topics on page 21 can help guide you through a post-viewing roundtable with participants as well.

Here are a few suggestions to help you develop a course appropriate to your needs:

- Participants should complete the pre-test on page 2 prior to viewing the video. These questions form an initial "thought framework" around which the video's messages can be built.
- Viewers may utilize the Workbook to follow along with the video, or as a take-away review piece. If time is short, just show the tape at one session. Schedule a second meeting and re-group later to perform selected exercises and brainstorm with the discussion topics provided.
- Discussion questions or idea generators accompany several topic pages. Feel free to stop the video at any point to discuss issues and implementation challenges pertinent to your own organization before continuing on. Or, save selected discussion questions until the end of the program to structure a round-table amongst participants. See also the Round-Table Discussion Exercise on page 21 for more thoughts of interest related to the video's provocative material.
- Mid-way through the program, stop the videotape and have participants complete the Personal Brand Equity Evaluation on page 19. This exercise will crystallize viewers thoughts and help personalize one core Peters message: If you can't say what you've done to make your company a better place, get out!
- A short Post-Test on page 20 will determine how viewers intend on making innovation "their own" for the good of their organization and for the betterment of their own lives.

Total estimated class time: 90 minutes

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INTRODUCTION

The controversial message of the Tom Peters video program *Innovate Or Die* may unnerve and/or inspire you:

- It's pretty simple. The truth is we know nothing about what the future may hold for American business. The only mortal sin in such an environment of uncertainty is to do nothing. Action counts. Even misdirected action. Just so long as you are moving fast!



Consider, too, the management strategy of agile giant MCI's Bert Roberts, "We run like mad. And then we change directions." Telling words for mysterious times indeed.

The key to future success no matter how industries shake out is creating a corporate environment that:

- encourages curiosity
- nurtures research and development
- goes beyond empowerment to equipping workers to run their own micro-businesses to better serve their customer base
- implements innovative ideas, even at great risk for failure
- promotes a Professional Service Firm approach to every task in every department
- creates systems that are "beautiful," and not simply technologically adroit
- pushes beyond TQM and into realms of excellent design and passionate customer service
- takes decisive action NOW!



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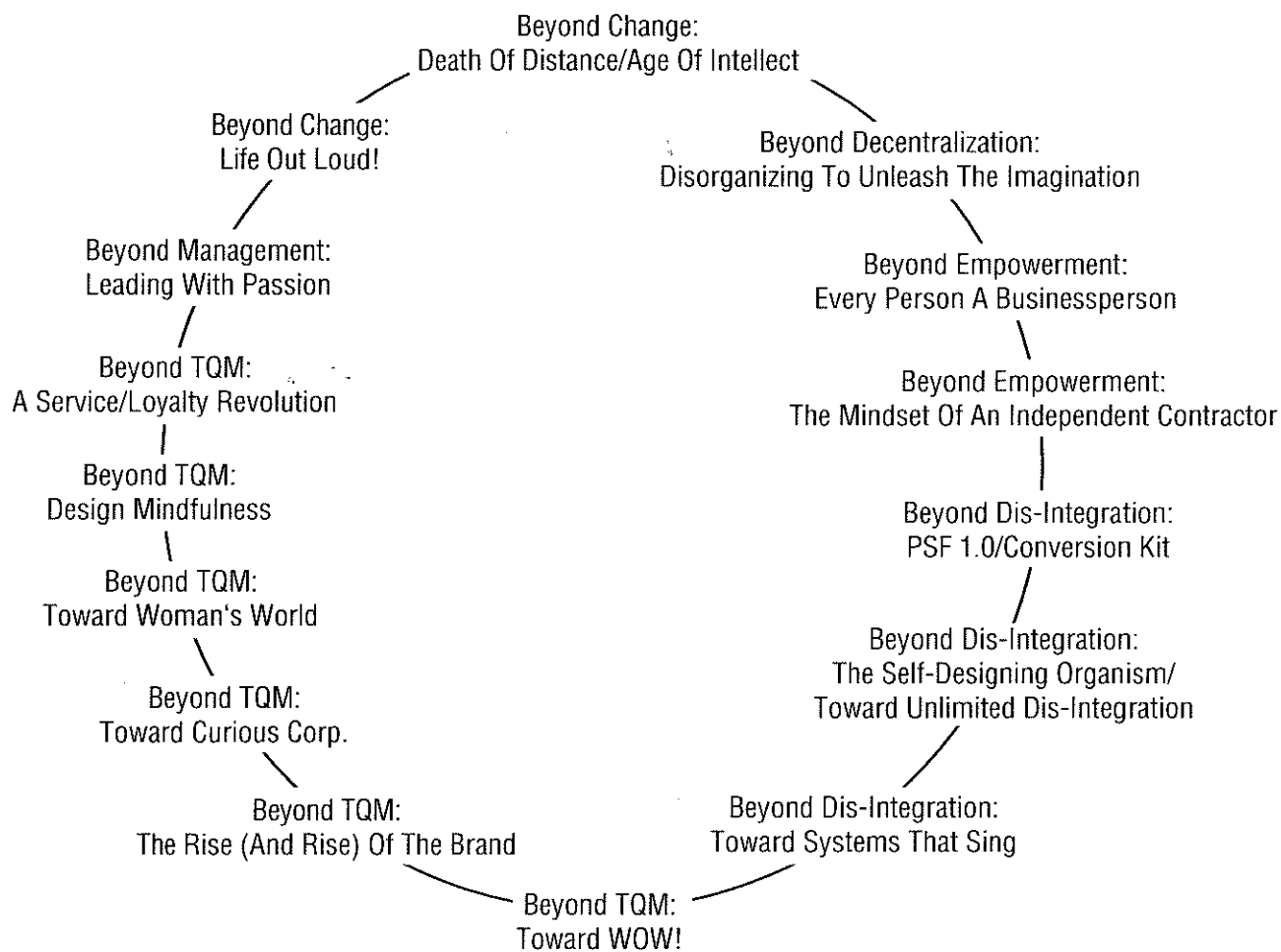
INITIAL KNOWLEDGE: **PRE-TEST**

LEADER DIRECTIONS: Grant participants 5-10 minutes to quickly complete the following set of questions. Inform participants of the time limit. Let them know that no "correct" answers exist to this test. Rather, the Pre-Test acts as a brain stimulus to get viewers on topic prior to watching *Innovate Or Die*.

- Define creativity
- Define innovation
- Describe the guiding vision of your company
- What guides you as an individual?
- How are the guiding forces alike?
- How are they different?
- A credo of constant, daily improvement provides enormous benefits for a 1990s company... True or False
- Name three ways to think like a businessperson:
- How would you feel if the president of your company removed all titles and department names from your organization?
- Why?
- Do you embrace the future or fear it?
- Why?

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THE CIRCLE OF INNOVATION:



*"No business can cut
its way to success."
—Bill Dahlberg*

*"The only sustainable
competitive advantage comes
from out-innovating
the competition."
—James Morse*

*"Incrementalism is
innovation's worst enemy."
—Nicholas Negroponte*

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CIRCLE OF INNOVATION: **From Kaizen To Revolution**

THE NEWS:

Constant improvement (Japanese term: Kaizen) will not revolutionize your business or your life.

If you are spending 75% of your limited time making little changes for the better, by definition you are not spending 75% of your time blowing up the staid structure of your organization.

THE CHALLENGE:

Decide if you want innovation or stagnation in your environment. Then take immediate action to make it happen. Time will not wait.

Act different. Be different. Now!

THE EXERCISE:

Recall the self-improvement mantra, "Every day I'm getting better and better." How does this differ than the Peters idea and possible future advice, "Today I am completely different than before. Assumptions do not apply. My eyes see the world in a new, novel fashion" ?

Is this revolutionary? Is it applicable? Will you even consider it?

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CIRCLE OF INNOVATION: **Beyond Decentralization: Disorganizing To Unleash The Imagination**

THE NEWS:

Today, business has to have the guts to disorganize. Not just in theory, or on paper. But rather, in that amazing realm we call reality!

What brought a company success in the past will not bring it success in the future. Life moves too fast today for resting on laurels or figuring your success models will maintain power very far into the next decade.

THE CHALLENGE:

Be a provocateur. Your status quo if not obsolete now, will soon be.

So go a little nuts! Got an idea? Don't sit on it. Propose it! Prototype it!

Sell it! Screw up! Or at least die trying!

THE EXERCISE:

Ponder a problem in your organization for a moment. What's the wildest way you can think of to alleviate this situation? Can you do this today?

Hop to it!

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CIRCLE OF INNOVATION: **Beyond Empowerment: Turning Every Job Into A Business**

THE NEWS:

More and more major corporations are allowing workers to form their own micro-businesses to run as they see fit to insure maximum customer satisfaction.

Example: The Ritz-Carlton Hotels authorize any employee to make expenditures up to \$2000 without supervisory sign-off if necessary to meet a customer need.

This goes way beyond the talk of "empowerment" to giving employees actionable authority and responsibility for their own customers.

THE CHALLENGE:

Trust and support your employees enough to say, "Hey, I want you to take responsibility for serving our clients best. Here are the tools to do so. No h.s. No bureaucratic hassles. You are in charge of your job and your customers."

Fight the trend toward workplace cynicism and Dilbert-ism.

Let employees take action. Implicit trust breeds loyalty, satisfied customers, and increased profitability.

THE EXERCISE:

What customer-oriented action could you trust your staff with performing, unencumbered, starting today? Let them!

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CIRCLE OF INNOVATION: **Beyond Empowerment: Adopting The Independent Contractor Mindset**

THE NEWS:

Face it: You are a brand. Your company is a brand. Just like Nike, Coca Cola, Ford Taurus, and Quaker Oats. Companies must see their workers as individually gifted components in the organization. Workers must see themselves as brands to be enhanced, promoted, valued.

As Cynthia Kellams so vividly puts it, "If you can't say why you (your brand identity) made your company a better place, you're out!"

THE CHALLENGE:

Know your Personal Brand Equity. Evaluate it constantly.

Make changes regularly.

Shake up your resume, for greatness sake!

THE EXERCISE:

Complete the Personal Brand Equity Evaluation on page 19. If the blanks can't be quickly filled, you've got some remedial work to accomplish, pronto!

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CIRCLE OF INNOVATION: **Beyond Dis-integration: The Professional Service Firm**

THE NEWS:

The age of "departments" is over! Transform departments into professional service firms and treat them as such.

THE CHALLENGE:

Declare all work as project work—project-ize EVERYTHING.

Projects by definition have goals, timelines, budgets, and accountability to clients. Each and every activity in your organization becomes a project!

Remember that clients drive your business. Professional service firms serve CLIENTS. Their needs go to the top of every priority list.

Put time and money in for mandatory R & D.

See every new hire as an associate in your PSE. Will this person bring professionalism and accountability to your firm? If not, they're out!

THE EXERCISE:

Imagine how your existing departments can bring WOW to their clients as a Professional Service Firm. What immediate steps could be easily taken to improve professionalism in Finance, HR, Marketing, etc.?

Let your mind go wild to bring WOW NOW into your organization.

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CIRCLE OF INNOVATION: **Beyond Dis-integration: The Self-designing Organism/Unlimited Disintermediation**

THE NEWS:

Future companies must be direct/flat/quick/close.

The days of the middle manager are thankfully numbered.

Winning firms will be fast, with no bureaucratic meddling, where customer preferences rule, and service shines every single minute.

THE CHALLENGE:

Demolish your corporate towers!

Move into flat structures without b.s. or middle managers to muck-up the operation.

Hail, cater to, and salute the empowered customer. They rule the future marketplace. Ignore them at your absolute peril.

THE EXERCISE:

Sketch out your company's basic organizational chart.

Now, draw a giant "X" through it and redesign it from scratch, eliminating bureaucracy every step of the way.

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CIRCLE OF INNOVATION: **Beyond Dis-integration: Toward Systems That Sing**

THE NEWS:

Beautiful systems make money. Putting aesthetics, simplicity, fun, and grace into your systems insures success.

Have doubts? Tell em to Fed Ex, Nordstroms, MTV, SouthWest Airlines, MCI, et.al.

The connection? Their systems are BEAUTIFUL.

THE CHALLENGE:

Transform your tired systems into works of art.

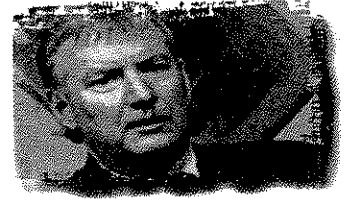
Rename your systems engineering department — Dept. of Beauty!

Encourage reverence for aesthetics along with profitability. They have a cohesive, interdependent relationship and are not mutually exclusive!

THE EXERCISE:

Consider where the essential beauty exists in your business. Do your present systems help or hinder the full blossoming of that underlying beauty? Make sure they do. Now!

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CIRCLE OF INNOVATION: **Beyond TQM: Toward WOW**

THE NEWS:

TQM revolutionized American business, no doubt. Good stuff is routine!

But stop patting yourselves on the back already. Now great products are expected with no quality hitches. AND customers demand companies go beyond the call of quality duty to superior service.

Future competitive advantage will be built around fulfilling the dreams, desires, even the unexpressed wishes of the customer.

THE CHALLENGE:

Stretch your ideas portfolio beyond the expected.

Indulge whims!

Persevere with innovative products and services the customer does not yet realize he/she wants!

Employ a psychic, crystal ball reader, or soothsayer of smart business. Dump the pretenses and push into the realm of dreams!

THE EXERCISE:

Consider the words of Jerry Garcia, "You do not merely want to be considered just the best of the best. You want to be considered the only ones who do what you do."

Where do your unique equities lie? Do not allow yourself and those qualities to be simply commoditized!

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CIRCLE OF INNOVATION: **Beyond TQM:** **Realize The Rise And Rise Of The Brand**

THE NEWS:

Brand loyalty, contrary to mass media pundits, is alive and well and vital to the success of your company. More so than ever! And as we said before, YOU as an individual must craft and promote a proven brand identity all your own.

THE CHALLENGE:

Be vigilantly aware of brand identity: your firm's and your own.

Shape brand identity creatively.

Guard brand identity zealously.

Promote your brand vigorously.

THE EXERCISE:

List some commonly-held perceptions about your firm's brand.

List the self-perceived qualities that constitute the brand called: YOU!

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CIRCLE OF INNOVATION: **Beyond TQM: Toward The Curious Corporation**

THE NEWS:

Curiosity's where it's at!

Curiosity gives birth to all grand ideas.

Curious corporations lead, never follow.

THE CHALLENGE:

Develop a curious YOU!

Discover your passions today!

Uncover audacity!

Read something totally weird for a change.

Hire unusual, talented people, NOT certificates!

THE EXERCISE:

Make a "dream list" of qualifications for your next hire, but do not include any certificate-based achievements.

Where could you find such a person? Seek him/her out!

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CIRCLE OF INNOVATION: **Beyond TQM: Toward Woman's World**

THE NEWS:

Women make better managers.

Women have more-inclusive intelligence than men.

Women buy everything!

Winning companies sell to women. On purpose, by design!

THE CHALLENGE:

Determine how your company may alienate female customers.

Customize a female-friendly approach.

Seize this #1 marketing opportunity. Today!

THE EXERCISE:

Ask yourself, "Does my company appeal to female customers?"

Why or why not? How can you immediately improve your approach?

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CIRCLE OF INNOVATION: **Beyond TQM: Toward Design Mindfulness**

THE NEWS:

Design matters! Price and quality differences have pretty much been spun out of the competitive edge equities. Everybody has low prices and everybody has instituted TQM to great success. The crucial criteria separating winning products from losing ones will be matters of design!

Not just hard goods either. Consider unwieldy and unfriendly bank statements, brokerage policies, shopping bags, etc.

THE CHALLENGE:

Look at your products and packaging with fresh eyes.

Is the design elegant, user-friendly, easy to maneuver, pretty, charming, simple?

Life is tough enough. Make your products gorgeously uncomplicated!

THE EXERCISE:

Remember the futurist John Naisbitt's prophetic credo for successful modern business, "High-tech and High-touch." Repeat this three times.

Now put thoughtful touches on your designs. This week!

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CIRCLE OF INNOVATION: **Beyond TQM: Toward A Service/Loyalty Revolution**

THE NEWS:

An obsession for service will create monstrously successful organizations. High quality goods can be had many places. But consistently fantastic service remains a rare treasure even today.

Those who capitalize on the poor service standards of others shall forever endear themselves to millions of customers.

THE CHALLENGE:

Court an obsession with service.

Freak out over lapses in service quality and correct them immediately!

Implore workers to understand that service makes or breaks every single job in your company.

Make every employee into a customer service employee.

Lip service to service will not do! Exemplify courteous decorum always.

Alter your world view for a change and see things as the customer does.

React and pro-act accordingly!

THE EXERCISE:

This week, take a random survey of customers. Call a couple.

Stand in your facility and observe customer interactions with an open, customer-oriented perspective.

What's missing from the service picture? Fill those service gaps, post haste!

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CIRCLE OF INNOVATION: **Beyond Management: Leading With Passion**

THE NEWS:

It's hip to be nuts about your business!

Consider the credo of successful New Zealander COO Kevin Roberts of Lion Nathan, a \$1.7B packaged-goods firm:

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

THE CHALLENGE:

Consider the unthinkable.

Provoke someone with your zany ideas.

Realize the only sins in business today are standing still and shutting up.

Dump your fears!

THE EXERCISE:

Discuss some of the natural fears raised by such provocative strategies.

See page 21 for ideas. Then practice transforming fears into positive actions.

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CIRCLE OF INNOVATION: **Beyond Change: Revolution Redux**

THE NEWS:

Prominent industry leaders have committed to obliterating existing organizational structures and gluing them back together in revolutionary ways.

THE CHALLENGE:

Get over the success of TQM. Good job, but it's a new day and folks now expect WOW from businesses.

Be unafraid of others' judgment. Just do something!

Get beyond management-speak and lead with passion!

THE EXERCISE:

Discuss the sage advice from modern miracle manager Lou Platt of Hewlett Packard, "Whatever made you successful in the past won't in the future."

No wiggle room. No excuses. Just a call to action. Make it happen!



EXERCISE: **Personal Brand Equity Evaluation (Short-Form)**

LEADER DIRECTIONS: Either at mid-point in the video, or at its conclusion, have participants complete this short Personal Brand Equity Evaluation. Imposing a time limit of 5-7 minutes will encourage viewers to think intuitively.

- I am known for (2 items)
- By this time next year I will be known for (1 item)
- My current project is provocative/challenging me in the following way (1 item)
- New learning in the past 90 days include (2 items)
- Important new addition to my Rolodex in the past 90 days (1 name)
- Important relationship nurtured in the past 90 days (1 name)
- Principal resume enhancement activity for the next 90 days (1 item)
- Ways my resume substantially/specifically differs from last year's (2 items)

This is the short version. Successful people should be able to list several items for each equity evaluation topic. Quantity and quality count in building personal brand equity.

KNOWLEDGE INSIGHT: **POST-TEST**

LEADER DIRECTIONS: Allow participants to apply the points made in the video to their own lives. Re-emphasize that most questions here do not have “correct” answers. It’s up to the participant to make sense of the information gleaned from *Innovate Or Die*.

- What did Negroponte call the enemy of innovation?
- Imagine exploding your company and innovatively reconfiguring it. What does it look like?
How does it differ from the standard operating procedures today?
- Name one way you could transform every worker in your company into a business person
- List three ways you’ve made your company a better place
- When transforming a business into a Professional Service Firm, all work becomes work.
- Would a flat organizational structure work in your company? Why or why not?
- Identify a snag in your company’s systems. How could you “beautify” this problematic system feature?
- List two customer whims/desires/dreams your company could fulfill
- What qualities earn your loyalty to a brand name product?
Do your company’s products exude those coveted qualities?
- How do you nurture your curiosity?
- How could your company immediately improve its approach to female customers?
- What’s the last design flaw you noticed in a product or service?
How would you improve its design?
- List the three most important criteria for great customer service at your company
- What “crazy idea” might hold the key to your future success?
- What creative action will you take immediately—within the next 48 hours—to improve your company and your life?

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ROUND-TABLE DISCUSSION EXERCISE:

TURNING THE FEAR OF CHANGE INTO OPPORTUNISTIC ACTION!

Tom Peters makes provocative, even frightening comments regarding the future of American business in the video program *Innovate Or Die*. Take a moment to discuss some of the following fears that may arise from his "no b.s." observations and consider how you can turn these fears into engines that drive your improving performance for the 21st century.

- Fear of change becomes an opportunity to re-invent the company
- Fear of the unknown becomes a movement toward betterment
- Fear of making mistakes becomes an action toward vision, learning included
- Fear of blurring job description becomes an opportunity to create your own job
- Fear of others' judgment becomes an opportunity to lead
- Fear of failure becomes an opportunity to win
- Fear of jumping without a safety net becomes an opportunity to fly
- Fear of looking stupid becomes an opportunity to be seen as a do-er, not a whiner
- Fear of being emotionally attached to your job becomes a passion for excellence
- Fear of being left behind becomes a stimulus to insuring it does not happen
- Fear of speed becomes an opportunity to make every second count
- Fear of technology becomes an opportunity to delegate rote chores to machines
- Fear of foreign competition becomes the opportunity to sell to prospering world economies

To quote President Franklin Delano Roosevelt, "We have nothing to fear but fear itself." To Peters-ize this, "We have nothing to fear but being paralyzed by fear and subsequently not taking innovative action!"