

# BRAIN FOOD...

*Published for the clients, associates, and friends who search for unique tools, tips, and techniques to improve **the human side of organizations...** and who yearn to leave a lasting legacy both personally and professionally.*

Frank Easterly's



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## **MANAGEMENT METHODS: Best Practices from the Doers and the Researchers**

Thought you might enjoy a little business wisdom on best thinking and practices from those who “do” and those who “research.”

**The DOERS:**

<p><b><u>Lee Iacocca</u></b></p> <ol style="list-style-type: none"> <li>1. Keep a hot list of top priorities.</li> <li>2. Say it in plain English and keep it short.</li> <li>3. Never forget the line makes the money.</li> <li>4. Keep some mavericks around.</li> <li>5. Remember the fundamentals.</li> </ol>	<p><b><u>Michael S. Dell</u></b></p> <ol style="list-style-type: none"> <li>1. Think about the customer, not the competition.</li> <li>2. Maintain a healthy sense of urgency.</li> <li>3. Swing for hits, not home runs.</li> <li>4. Be the hunter, not the hunted.</li> <li>5. Be opportunistic <u>and</u> fast.</li> </ol>
<p><b><u>Charles B. Wang</u></b></p> <ol style="list-style-type: none"> <li>1. Benchmark to determine the world standard.</li> <li>2. Map your processes.</li> <li>3. Get your people focused externally.</li> <li>4. Set the goals high and then double them.</li> <li>5. Wave laurels; don't rest on them.</li> </ol>	<p><b><u>Jack F. Welsh</u></b></p> <ol style="list-style-type: none"> <li>1. Be prepared for massive resistance.</li> <li>2. You've got to be hard to be soft.</li> <li>3. Be out in front.</li> <li>4. Have and repeat an overarching message.</li> <li>5. Measure customer satisfaction, employee satisfaction and cash flow.</li> </ol>

**The RESEARCHERS:**

<p><b><u>James C. Collins &amp; Jerry I. Porras</u></b></p> <ol style="list-style-type: none"> <li>1. Become clock builders, not time tellers.</li> <li>2. Choose A <b>&amp;</b> B, rather than A <b>or</b> B.</li> <li>3. Preserve the core and stimulate progress.</li> <li>4. Seek consistent alignment.</li> </ol>	<p><b><u>Richard Foster &amp; Sarah Kaplan</u></b></p> <ol style="list-style-type: none"> <li>1. Create new businesses.</li> <li>2. Sell or close slow growth businesses or divisions.</li> <li>3. Abandon outdated structures and rules.</li> <li>4. Adopt new decision-making processes, control systems and mental models.</li> </ol>
<p><b><u>Thomas J. Peters &amp; Robert H. Waterman</u></b></p> <ol style="list-style-type: none"> <li>1. Have a bias for action.</li> <li>2. Stay close to the customer.</li> <li>3. Foster autonomy and entrepreneurship.</li> <li>4. Have hands-on, value-driven management.</li> </ol>	<p><b><u>Arun Kumar Jain</u></b></p> <p><b><i>EMPHASIZE:</i></b></p> <ol style="list-style-type: none"> <li>1. Collective decision making.</li> <li>2. Guiding principles and stretching goals.</li> <li>3. Developing new competencies.</li> <li>4. Courage and “fire in the belly.”</li> </ol>

They ring of truth. If you, like me, ever feel overwhelmed and confused about what to do and how to do it in the midst of such rapid change and challenges, these tidbits of wisdom can serve as a great checklist!

## MUSINGS: Time Out(ward...and Inward, too)

Ten years ago, two guys got together and had coffee at the urging of their church pastor. Ordinary enough you say, until you meet the two men who are anything but ordinary. From that “ordinary” coffee klatsch grew an extraordinary, once-a-year businessmen’s “retreat” called ***Time Out***. I just returned from this jam-packed, one-day event in which 120—let me call it the way I see it—high-positioned, highly influential, and generally high net worth business leaders gathered in Monterey, CA. (Pretty sure I don’t qualify in all of these categories, but they wanted me to share the experience.) Why has this annual event grown from 40 to 120 (with a ***Time Out*** roster totaling more than 600 participants? Let me use their own Mission Statement here:

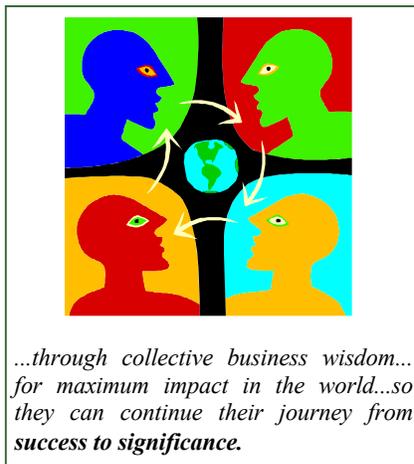
**The mission of *Time Out* is to create a safe environment that stimulates people to**

- **reflect on their own lives with their peers;**
- **work towards achieving an appropriate balance between all the competing priorities in their lives;**
- **invest their God-given resources, talents and gifts for maximum impact in the world...so they can continue their journey from *success* to *significance*.**

**Our strategy for achieving this mission will include:**

- **providing excellent teaching and input;**
- **providing time for peer interaction, reflection and networking;**
- **providing opportunities to develop concrete action plans with measurable goals;**
- **providing “tools” to enable and stimulate extraordinary communication between participants throughout the year.**

I could go on and on about the quality of the men I personally talked with, the wonderful ways in which each is consciously and conscientiously fulfilling the ***Time Out*** Mission through various ministries (a church word that simply means putting faith and values into action), and the inspiring presentations. The latter ranged from using the Gallup Strength Quest process to identify, understand and apply your personal gifts for building a better world (and being happier in the process) to worldwide projects of distributing one million laptops to the world’s less fortunate to seeding businesses in Africa and assisting in their development through the use of the ***Time Out*** group’s collective business wisdom to a project that teaches illiterate children to read through experiential methods (now working at an 85% success rate).



*...through collective business wisdom...  
for maximum impact in the world...so  
they can continue their journey from  
success to significance.*

We live in extraordinary times where ordinary folks can connect, communicate, commit, create, and contribute to a better world. All of us have the opportunity to plug-in and propel positive, life-changing initiatives. These two men are showing their business colleagues that their wealth (time, talent, professional power and financial resources) can be used to reach in and beyond their respective organizations

for this noble purpose. What they have reminded me of are these three lessons:

- 1) That the old adage “when the student is ready, the teacher will appear” is not some mysterious, mystical coincidence, but sheer common sense—because a “teacher is almost always there, and learning is simply a matter of the student being ready and willing.” We are no longer taught by only the anointed few, but by our committed, compassionate, and competent peers.
- 2) That 500 years of struggle was an expensive lesson for Catholics and Protestants who battled over the distinction between salvation through “faith alone” vs. “good works.” We all experience in the deepest recess of our hearts and minds that the only authentic life is one in which our faith and values are put into action.
- 3) That while charity may be the greatest gift one human can give to another, our caring love must move from “aid alone” (donations, hand outs, food baskets, etc.) to “enabling involvement” that fosters interdependency and ultimately interdependency. The unfortunate, unintended result of “aid alone” has been dependency. The gift of involvement—the use of one’s strengths for the betterment of others—is the greatest gift of all and leads to independence.

I am proud—and blessed—to call these men my friends. They understand that we all grow through Time Inward...discovering, acknowledging and developing our God-given strengths and then investing Time Outward...sharing those gifts to build a better today and tomorrow.

## MULTIPLICATIONS: Propelling Progress Through Learning



**Energize your thoughts!  
These are two great reads to get your juices flowing!**

**Little Red Book of Selling: 12.5 Principles of Sales Greatness**  
by Jeffrey Gitomer

and

**Freakonomics: A Rogue Economist Explores the Hidden Side of Everything**  
by  
Steven D. Levitt  
and  
Stephen J. Dubner.

I believe in these principles:

- 1) To earn more, you must learn more,
- 2) To really learn, you must apply what you learn, and
- 3) To propel success, you must learn from the successes and failures of others.

I didn't always like to read. In fact, in high school English classes, I used Cliff notes more than the actual books I was supposed to read. I got turned on to reading in college—maybe because in a Catholic college seminary with girls excluded from my daily (and dating) life, I had more time—and need. Whatever all the reasons, I started reading nonfiction of all types and never turned back.

For years I've been sharing the best of what I've read with family, friends, students, coworkers and clients. I think for the most part, they've enjoyed and been enriched by the books I've shared. That's motivated me to periodically use the *Multiplications* section of BRAIN FOOD as my must read column. Here are two recent books I loved the most:

**Little Red Book of Selling: 12.5 Principles of Sales Greatness** by Jeffrey Gitomer. Gitomer stated, "The Little Red Book of Selling is designed to carry with you as a book of understanding, a book

of knowledge, a book of wisdom, and a book of passion that you can turn into your bank book."

This book is *Selling 101* for life. Compellingly written in bullets, banners and bold prints—highlighting with humor for the head and heart—this book teaches, preaches and points out best practices of every aspect of selling, all from the point of view of the buyer. In fact, Gitomer's mantra is "Selling is puking. Customers want to buy—so create the environment in which they buy from you."

**Freakonomics: A Rogue Economist Explores the Hidden Side of Everything** by Steven D. Levitt and Stephen J. Dubner. From the cover jacket: "Which is more dangerous, a gun or a swimming pool? What do schoolteachers and sumo wrestlers have in common? Why do drug dealers still live with their moms? How much do parents really matter? What kind of impact did *Roe v. Wade* have on violent crime?"

"These may not sound like typical questions for an economist to ask. But Steven D. Levitt is not a typical economist. He is a much heralded scholar who studies the stuff and riddles of everyday life—from cheating and crime to sports and child rearing—and whose conclusions regu-

larly turn the conventional wisdom on its head. He usually begins with a mountain of data and a simple, unasked question. Some of these questions concern life-and-death issues; others have an admittedly freakish quality. Thus the new field of study contained in this book: *Freakonomics.*"

Why will you like this book? Because it's like reading an incredibly intriguing mystery "who done it" except it's about real life. Why should you read it? Because it makes you think. Because it turns some conventional wisdom on its head? Because we all need to have some of our beliefs and assumptions challenge by logic and research. And because it makes you want to investigate even more aspects of our world with a renewed spirit of critical thinking.

P.S. Often I browse the bookstores for what might get my juices flowing and discover great "reads." Other times, I am the grateful recipient of a friend's recommendation. A big thanks to Dave Hood who turned me on to *Freakonomics*, and to Paul Worsley who touted the *Little Red Book of Selling*.

## Noodling the Numbers

Do statistics get you noodling? Noodling...to think, ponder, mentally wander and wonder. Here are a few that caught my eye!

- Relentless negativity (experienced by Korean war prisoners) resulted in a **38%** POW death rate—the highest in U.S. military history.
- The **#1** reason people leave their jobs: They don't feel appreciated.
- The cost of employee development in the United States is estimated to be between **\$250-\$300** billion every year in lost productivity.
- **65%** of Americans received no recognition in the workplace last year.
- **9 out of 10** people say they are more productive when they are around positive people.
- Marriages are significantly more likely to succeed when the couple's interactions are near a **5 to 1** ratio of positive to negative.

The question posed to parents was: "Your child shows you the following grades: English—A; Social Studies—A; Biology—C; Algebra—F. Which grade deserves the most attention from you? The vast majority of parents in every country focused on the **F**."

Country	Focused on A's	Focused on F's
U.K.	22%	52%
Japan	18%	43%
China	8%	56%
France	7%	87%
U.S.	7%	77%
Canada	6%	83%

All of these stats are from **How Full Is Your Bucket?**

By Tom Rath and Donald O. Clifton, Ph.D.

Here's the authors' theory:

### The Theory of the Dipper and the Bucket

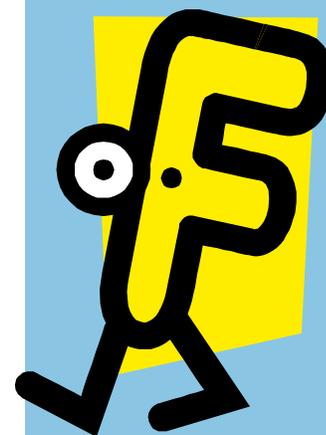
Each of us has an invisible bucket. It is constantly emptied or filled, depending on what others say or do to us. When our bucket is full, we feel great. When it's empty, we feel awful.

Each of us also has an invisible dipper. When we use that dipper to fill other people's buckets—by saying or doing things to increase their positive emotions—we also fill our own bucket. But when we use that dipper to dip from others' buckets—by saying or doing things that decrease their positive emotions—we diminish ourselves.

Like the cup that runneth over, a full bucket gives us a positive outlook and renewed energy. Every drop in that bucket makes us strong and more optimistic.

But an empty bucket poisons our outlook, saps our energy, and undermines our will. That's why every time someone dips from our bucket, it hurts us.

So we face a choice every moment of every day: we can fill one another's buckets, or we can dip from them. It's an important choice—one that profoundly influences our relationships, productivity, health, and happiness.



The vast majority of parents in every country focused on the

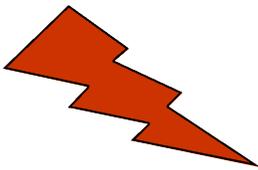
**F.**

## A Solo Mantra: A Longer Quote with a Powerful Punch

Guided by the belief that good is the opposite of bad, mankind has for centuries pursued its fixation with fault and failing. Doctors have studied disease in order to learn about health. Psychologists have investigated sadness in order to learn about joy. Therapists have looked into the causes of divorce in order to learn about happy marriage. In schools and workplaces around the world, each one of us has been encouraged to identify, analyze, and correct our weaknesses in order to become strong.

This advice is well intended but misguided. Faults and failings deserve study, but they reveal little about strengths. Strengths have their own patterns.

To excel in your chosen field and to find lasting satisfaction in doing so, you will need to understand your unique patterns. You will need to become an expert at finding and describing and applying and practicing and refining your strengths. ~ *Marcus Buckingham*



### Inspirational Resources:

- Jeffrey Gitomer
- Steven D. Levitt and Stephen J. Dubner
- Bronson Smith and Tony Rutigliano
- Donald O. Clifton, Ph.D.
- Edward “Chip” Andersen, Ph.D.
- Peter Krass (editor of the *Little Book of Business Wisdom*)
- Tom Rath
- Marcus Buckingham

## LEGACY LAUGHS. ...

### Yogi Bera Quotes

- 1) ***This is like déjà vu all over again.***
- 2) ***You better cut the pizza in four pieces because I'm not hungry enough to eat 6.***
- 3) ***When you come to a fork in the road, take it.***
- 4) ***The future ain't what it used to be.***
- 5) ***You've got to be very careful if you don't know where you're going because you might not get there.***



**ASK US ABOUT HOW WE CAN  
CUSTOMIZE “BRAIN FOOD”  
FOR YOUR ORGANIZATION  
AND  
REINFORCE THE GOALS YOU’RE  
STRETCHING TO ACHIEVE!**

### COMPLIMENTS OF

*Frank Easterly's*



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