business
FIRE UP your people,
at the
THRILL your customers,
speed
and CRUSH
of
your competitors
now
 JOHN M. BERNARD
Praise for Business at the Speed of Now

“Bernard recognizes the magic of being able to say yes to the customer. He describes how existing systems and processes stand in the way of yes, and lays out what it will take to unleash your people and organization so they can give your customers what they want, when they want it.”

—Leo Hopf
author of Rethink, Reinvent, Reposition

“John Bernard, with masterful precision and grace, defines what we know is happening in business today but may have trouble defining. Through strokes of his pen, he clearly articulates what needs to be considered and weighed and defines clear steps to the future, while honoring the past and embracing the Now with full force. Bravo John for capturing the essence of what needs to happen in business Now!”

—Nicole Lipkin
PsyD, MBA, author of Y in the Workplace: Managing the “Me First” Generation

“John Bernard has a magical ability to inspire, motivate, and lead organizations. He is the rare mentor we all seek, whether one-on-one or in front of a thousand people. He shows you how to see the gold nuggets in the muddy water of your business and gain astonishing productivity from the most average employee.”

—Mark Cleveland
Serial Entrepreneur

“John McKay, the great coach of the USC Trojans, once responded to a question about his team’s execution: ‘I’m all in favor of it.’ He should have spent some time with John Bernard and learned how to manage the Now. John (Bernard, that is) has fixing things in his blood. He may have been only five years old when Coach McKay uttered those words, but I have no doubt that John Bernard could have turned that whole season around. John is a teacher, but first he is a student. He has an uncanny knack for figuring stuff out, flipping it upside down, and making it work better, faster, and most importantly, producing results. I know. I hired him as a consultant many years ago at Nike.

This book is a must read for anyone who has a management job to do. Just do it.”

—Bob Harold
Chief Financial Officer (former), Nike
“To me there is nothing more critical than engaging our 120 talented dentists in creating an extraordinary, patient-focused practice. By implementing the NOW Management System we have achieved across-the-board results beyond anything we had imagined.”

—Dr. John Snyder
CEO, Permanente Dental Associates, Kaiser Permanente Health Plan

“The customer satisfaction challenges we faced were costing us a lot and we couldn’t figure out how to resolve them on our own. Mass Ingenuity brought us a clear, logical, and effective approach, so that we could quickly make improvements and sustain them. Our investment in Mass Ingenuity has proven to be an outstanding decision.”

—Ellen Steele
VP, Customer Service, The Standard

“Early in the process of implementing the management system, you could see the silos of the organization melting away. A clear focus on our purpose developed and we were able to move forward in ways not possible before.”

—Scott L. Harra
Director, Department of Consumer and Business Services, State of Oregon

“Mass Ingenuity is a company that is easy to brag about. Wow, what a positive change it made in our company and the people who worked there. After owning a business for more than 25 years, with Mass Ingenuity we were supercharged and invigorated with the excitement of a new business! Our relationship with Mass Ingenuity not only catapulted our company into the future with innovative new thinking and great results, it brought many employees great personal growth. A wonderful by-product of the system was a tool that visually proved to our prospective and current clients that we were the right supplier for them. The results were priceless!”

—Marti Lundy
CEO and Cofounder (retired), Moore Electronics

“To stem the tide of lost market share, we needed an external perspective to help us look closely at our whole process for scheduling appointments. Mass Ingenuity brought us the skills and perspective we needed to hit our goal. We moved our time-to-first-appointment from 6.7 weeks to 2.8 weeks, and we have sustained the improvement. This opened the door for program growth, one that had been closed for 10 years because of this chronic problem.”

—Ray Chesley
Director, Strategic Initiatives, Dental Operations, Kaiser Permanente
“I have known John Bernard for over 15 years, having worked with him on continuous improvement strategies at Columbia Forest Products. Business at the Speed of Now is John’s crescendo regarding survival in the coming economy. I thoroughly endorse this new work; John is a master of hurdling the theoretical and making things practical and deployable.”

—Brad Thompson
President and CEO, Columbia Forest Products

“John is a gifted presenter. He speaks with clarity and passion about change and transformation. He articulates the frustration many have been feeling about work and the work environment but are unable to put into words. John’s enthusiasm for change and passion for success is infectious. His message is inspiring and energizing.”

—Fariborz Pakseresht
Deputy Director, Oregon Youth Authority

“Mass Ingenuity’s management system has had a dramatic positive impact on my organization. The implementation of the rollout was very well organized, engaging our leadership team to embrace and leverage the planning tools well beyond my initial expectations. Though still early in the deployment of the system, we are more focused, better informed, and fact-based in our decisions. I am pleased with our progress to date and have great ambitions for widespread deployment throughout our global operations.”

—Harve Bellos
President and CEO, Paccess Global

“This is a book every CEO who’s paying attention to the forces that most threaten his or her business must read. Every CEO wants his or her organization to be managed in the Now. I have known John for many years, and the respect he has among high-technology executives is well deserved, because of his pragmatic, common-sense perspective and counsel on how to build great companies.”

—John Harker
Chairman and CEO (former), InFocus Systems

“This is the book that we have been looking forward to—simple and to the point. It takes complex management theories and practices and presents them as common sense, so you can make them common practice in your organization.”

—Ted Barber
Director, Operations, The Coca-Cola Company
“Business at the Speed of Now is grounded using sound feedback and measurement principles. John offers a road map on how to deploy these time-tested axioms in today’s fast-paced and rapidly changing world. He provides managers with ideas and techniques that resonate with today’s techno-savvy workforce. This is not a one-size-fits-all book, but a flexible approach aligned to your strategy. This is your strategy implementation manual.”

—Lawrence P. Carr
PhD, Professor, Babson College

“Running a large, complex company and aligning every employee to what you are trying to get done is hard but essential work. John’s book hits right at the heart of the challenge every CEO faces, getting everyone focused and executing effectively on what matters most.”

—Rick Wills
Chairman and CEO (former), Tektronix

“The speed of business today is incredible, and those unable to stay ahead of information overload and analysis paralysis are dead. John is shedding light on a new system of management that allows all employees to act ‘in the moment’ with clarity and common purpose. This is a powerful concept that will redefine our understanding of management and success.”

—Ralph Quinsey
President and CEO, TriQuint Semiconductor

“John has reached into his deep well of transformational experience to build a management system that helps any organization simultaneously address the fundamentals of running its business while working breakthrough concepts to take it to the next level. At the same time, it aligns the organization from top to bottom, so that you can realize the full potential of Lean and Six Sigma through an engaged workforce. He peppers his talks with rich stories that any of us can relate to, bringing his system alive in ways that only a bruised and scarred practitioner can.”

—David Almond
Director, Office of Transformation, Department of Administrative Services, State of Oregon
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JOHN M. BERNARD

John Wiley & Sons, Inc.
To my wife, partner, and primary cheerleader, Lannah.
Thank you for your endless encouragement and tireless patience.
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When this journey began I did not realize that it takes a village to write a book. I owe a great debt of gratitude to all the villagers who made it possible.

No one individual helped more than Michael Snell, my literary agent and writing collaborator. He demanded my best effort and often cracked a big whip to get it. I will never forget his frank appraisal of my initial query and manuscript (long ago shredded): “You have managed to obscure some very interesting ideas here.” That comment marked the first of many challenging milestones on the road to publication.

Another great ally on the journey, marketing and branding expert Betty Rauch, helped me clear the fog surrounding the positioning and messaging of my ideas. I am so grateful for her enthusiasm for this project and her candid, unflinching feedback.

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My heartfelt appreciation also goes out to my teammates at John Wiley, in particular my editor Shannon Vargo and her capable assistant Elana Schulman, not to mention Lauren Freestone and Janice Borzendowski. Their advice, edits, and advocacy for Business at the Speed of Now have proven invaluable.

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My five-year-old twins, Christian and Jacqueline, put up with an absentee father for a few long months, while my grown daughters Ryann, Erin, and Ashley offered their wisdom, their Millennial generation stories and their “Go, Dad, Go!” support and understanding throughout the process.

Surrounded by such strong allies, friends, supporters, and believers, I kept on working, even on those days when I felt like the village idiot.
Introduction

Outreach and building community with readers is the single most important thing you can do for your book these days,” said Random House editor Anne Groell in Laura Miller's April 11, 2011 article in *The New Yorker* about author George R. R. Martin. Over the years, Martin, author of *A Game of Thrones*, the first in his multivolume fantasy series *A Song of Ice and Fire*, has followed his editor's advice. Using Facebook, Twitter, and an active website, Martin won the hearts of millions of fans and sold a whopping 15 million books worldwide.

While Martin employed social media tools to build a vast audience for his work, he also found that they can wield a double-edged sword. When he failed to deliver a much-anticipated fifth volume in the series, he suffered painful cuts from that sword. Martin’s once-loyal fans, angered by repeated delays in the publication of the next book, launched a scathing cyberspace assault on him. The disaffected readers saw themselves as customers, not just fans, and they believed that gave them the right to complain about poor service. Martin’s online community manager, Ty Franck, referred to the angry readers as the “entitlement generation.” “[Martin] thinks they’re all younger people, teens and twenties. And that their generation just wants what they want, and they want it now. If you don’t get it to them, they’re pissed off.”

Having become an author myself, I got to thinking about Martin’s predicament. I believe that the readers of this book are my customers. Whether you run a Fortune 500 company or a brand-new start-up, whether you manage a force of a thousand or merely one other person, and regardless of the type of job or the level at which you work in your organization, you feel a need to learn more about what’s going on in this brave new world of business. You may belong to the entitlement or millennial generation, or you may count yourself part of generation X or a member of the baby boomer club. In any case, your business has needs, and they need attention now. I invite you to tell me exactly what you think of this book. Please join

I wrote this book because businesses must learn how to function more effectively during what is the biggest economic shift in more than a century. The world is moving rapidly from a global economy driven by mass production to one driven by mass customization. The mass production revolution (that was then) made it possible for businesses to deliver the same product to millions of customers. The mass customization revolution (this is now) demands we vary our products and services to meet the unique needs of customers who want what they want now. To do that, business leaders and managers must fire up their people and enable them to seize opportunities and solve problems almost instantly. In the battle for these impatient customers, you must act more quickly than ever before or run the risk of losing out to more nimble competitors. In short, you must do business at the speed of now.

In this new world, three game-changing drivers make it possible for any organization to grow prosperously: social media, cloud computing, and the “millennial mind-set.” Social media quickly creates vast powerful communities by connecting people inside and outside an organization; cloud computing, defined on Wikipedia simply as, “Internet-based computing, whereby shared resources, software, and information are provided to computers and other devices on demand, as with the electricity grid,” provides a cost-effective means for giving workers the resources they need to solve problems the instant they arise; and the millennial mind-set demands that it all happens in the now.

A mass customization economy demands mass ingenuity, mass engagement, and mass action. You must give your people on the front lines the ability, the skills, and the tools to say yes to customers who not only want the next new product or service now, but who also demand unprecedented quality, affordable prices, exceptional service, ethical behavior, environmental and social responsibility, and a handsome payoff on their investments. All at the same time.

During my career as a worker, manager, executive, and business owner, I have built and tested a management system designed for the era of mass customization. In this book I distill the principles and practices that forward-thinking leaders and managers can use to make
their own organizations move faster and, at the same time, be more productive and more profitable. I have applied what I have learned to almost every conceivable type of organization, from a one-man start-up business financed on a shoestring to a multibillion-dollar financial services company where I oversaw nearly 1,000 people and an $80 million budget. In addition to running businesses, I have worked with such companies as Nike, Kaiser Permanente, PacifiCorp, Baxter Healthcare, and Agilent Technologies. With my team at Mass Ingenuity, I have also applied these ideas with great results in private sector businesses, nonprofits, and governmental agencies, including many in the State of Oregon.

To bring to life the principles and practices of doing business at the speed of now, in the pages ahead I include more than 60 stories of success and failure. In many cases, the name and nature of a business have been disguised in order to honor the need for confidentiality, or, in some cases, to protect the guilty. In each of these examples, at first mention, I enclose “The Company Name” and “The Manager Name” in quotes rather than give actual names; but rest assured, all of these stories are true.

Each chapter in the book concludes with the NOW Speedometer, a device you can use to measure your organization’s current capability to do business at the speed of now. The speedometer will help you assess the dimensions of speed addressed in that chapter.

The map in Figure I.1 provides an eagle’s-eye view of the journey ahead.

Chapter 1, “Thriving in the Now: Prepare for Yes,” explores the revolutionary forces that make “YESability” the ultimate value proposition. This first chapter reveals exactly why organizations must shift from a then to a now management system.

In Chapter 2, “Making the Shift to Now: Put an End to Then,” you will learn about the “Seven Deadly Sins” of management and how they squander the talent and resources desperately needed to succeed in a now economy. This chapter offers proven ways to counter those sins by creating total employee engagement.

Chapter 3, “Seizing the NOW Opportunity: Drive Growth with Yes,” describes the NOW Management System and shows you how to use such a system to mobilize your people to meet internal and external customer needs in the now. The Three Gears of the NOW
Management System focus on eliminating fear in your workforce, reducing variation in everything you do, and overcoming the constraints in your business that inhibit progress toward your goals.

Chapter 4, “Leveraging the NOW Game Changers: Gain the Speed You Need,” examines the three major forces—social media, cloud computing, and the millennial mind-set—that offer managers powerful tools for accelerating the transition from then to now.

In Chapter 5, “Working in the NOW Business: Create the Context for Speed,” you will see how you can develop the right context for your employees, connecting them to and aligning them with the goals of the business. The chapter emphasizes the importance of viewing management as a system that functions for one and only one purpose: to fulfill the mantra of now: Every Opportunity, Every Employee, Every Time.

Chapter 6, “Working on the NOW Business: Achieve Critical Breakthroughs,” tackles the all-important subject of achieving
breakthroughs. It provides tools for getting everyone involved in planning and executing initiatives, and it connects such popular techniques as Lean, Six Sigma, and process improvement to the need for now action.

The millennial mind-set demands transparency. Leaders pay a lot of lip service to the concept, but Chapter 7, “Creating NOW Transparency: Close the Execution Gap,” shows you exactly how to install it in your organization with formal business reviews.

Chapter 8, “Solving Problems Now: Equip Everyone with the Core Skill,” introduces a powerful Seven-Step Problem-Solving methodology. It follows one company as it wrestles with a puzzling setback. Your people can use this methodology to solve all the big and little problems that pop up every day in their routine work.

Nothing blocks the transition from then to now more than fear. Chapter 9, “Enabling the NOW Workforce: Banish Fear, Build Trust,” details the ways in which you can conquer fear by striking the right balance between order and freedom. In this chapter you’ll learn how to move your people through the Seven Stages of YESability, a key element in the transition from then to now.

The transition will never take place without a new style of leadership. Chapter 10, “Becoming a NOW Leader: Stop Bossing, Start Teaching,” stresses the need to stop bossing people around and to start teaching them. By asking questions rather than providing answers, you demonstrate your own shift from telling people how to solve problems to guiding them to search for their own solutions.

Finally, Chapter 11, “Embracing Change Now: Accelerate the Shift,” draws from the latest neuroscience research to give you practical tools for inspiring people to embrace and accelerate organizational change, without which all efforts to do business at the speed of now would ultimately fail.

In the Conclusion you will find a compact summary of the steps outlined in the book, including a specific plan for continuing to move your organization from then to now.

Enough preamble. As the poet E. E. Cummings so aptly put it, “There’s a hell of a good universe next door; let’s go.”
Working in the NOW Business

Create the Context for Speed

With two outs in the bottom of the ninth inning, the “Spokane Bears” were clinging to a one-run lead over the “Bellingham Tigers” in the Washington State high school championship. With bases loaded and a full count on the opposing batter, the Bears’ pitcher, “Matt Struthers,” peers at the catcher’s signal. Instead of the expected knowing nod, he shoots the catcher a puzzled look. Still, he begins his windup.

The Bears’ coach, “Pat Atkinson,” sensing confusion about the called pitch, yells, “Time out!” and begins a leisurely stroll from the dugout. When he reaches the mound, he looks his pitcher square in the eye. “Did you see the signal?”

“Yes, Coach,” Struthers quickly replies.

Atkinson returns to the dugout and watches as Struthers again stares at the catcher’s mitt as if trying to solve a complex differential equation.

“Time out,” yells Atkinson again. The umpire shoots Atkinson a scolding look as the coach now jogs to the mound.

“Did you see the signal?” Coach Atkinson repeats, standing nose-to-nose with the nervous pitcher.

“Yes, Coach, I did.” Struthers is crestfallen as his coach returns to the dugout. Sweating now, he prepares again to throw the most important pitch of the season. But something isn’t right.
"Time out!" Atkinson calls once again as he bursts out of the dugout. The umpire scowls and pushes his mask atop his head.

Atkinson, taking the ball from his pitcher's hand and looking intently into the young man's eyes, demands, "Matt, do you understand the signal?"

"No, Coach, I don't!" Struthers finally admits.

"Just throw a high inside fastball. Alright?" Struthers nods his consent.

In the now, you cannot afford to miss crucial signals whether from teammates or the marketplace. The Era of Mass Customization does not permit confusion on the field of play. The game is on the line 24/7/365. The wrong move at the wrong time can cost you the inning, the inning can cost you the game, and the game can cost you the season. All employees need to know their roles in the game so when the signal comes they can immediately recognize it and act on it.

Context (clarity about direction, including mission, vision, values, key goals, and measures) sets the foundation for NOW work, and it is management's responsibility to create a culture that enables employees at all levels to act and communicate quickly. Context sets the stage on which employees make their decisions.

The best context provides answers to five key questions:

- Where are we going?
- What role do I play?
- How do I measure my success?
- How free am I to make decisions?
- How do I make the best possible decisions?

A cobbled-together, disconnected management system cannot create an effective context. Such a system might accidentally get you where you want to go, but one that you consciously and purposefully build to drive all of your organization's routine work will get you there faster.

**Thinking in the Now**

Whatever your business, whatever your goals, you must make sure that you and your people do the routine tasks, the day-to-day work,
exceptionally well. You must have a powerful engine in place to drive your business. Far too often the engine an organization builds consists of an assortment of parts loosely cobbled together. When the funny noises start, managers reflexively begin taping on new parts and slapping on more glue to create an ever more complex Rube Goldberg–like contraption. It’s a desperate attempt to make things run more smoothly, but, instead, it creaks and clatters and eventually breaks down. For the system to function like a well-oiled machine, you must make some scary and often gut-wrenching decisions. You must transfer authority for making decisions to the person who works at the point of action.

Since managers cannot be in all places at all times or deal with every problem or opportunity that pops up, it doesn’t make sense to require every important decision to cross your desk. That’s what THEN organizations do. NOW organizations, on the other hand, develop a new mind-set, one that starts at the top and permeates the entire organization.

The NOW Mindset

1. I use facts to find truth.
2. I serve my customers.
3. I improve my processes.
4. I count on people, people count on me.
5. I keep score to maintain focus.

FACTS REVEAL TRUTH

When a problem-solving team at Central Point Software looked into why the company was not shipping orders within the 48 hours it promised to its customers, what they uncovered shocked everyone. While most people assumed the problem lay with customer service and shipping, it turned out that the finance department’s manual credit card approval process was creating a bottleneck in order fulfillment. Facts, it turned out, revealed the truth. Why had the facts proven so elusive? Although each employee understood the responsibilities of the role he or she filled, no one understood the entire process fully enough to identify the cause of the problem. Identifying the truth almost always requires both a bird’s-eye view and a worm’s-eye view of the situation. Most organizations,
especially large ones, rely too heavily on faulty assumptions, inaccurate anecdotal evidence, and outdated conventions, rather than the complete and accurate details of the situation.

Leaders in NOW organizations require members of their team to gather facts and do research. They teach that “I use facts to find truth.” They let people know they not only welcome, but also expect, the truth, no matter how detrimental or disappointing it may be.

**Everyone Serves a Customer**

For years the employees who worked in the final test department at the semiconductor equipment manufacturer Electro Scientific Industries (ESI) had to reinstall a camera that was in the complex laser-based product the company was selling. Why? The employees in the department that installed the camera initially kept setting the camera to display a “portrait” format, which the test department invariably needed to change to “landscape.” This meant removing, rotating, and reinstalling the camera every time. Amazingly, the employees in the test department continued to go through this process for every camera, rather than discuss the problem with the supplying department.

As an executive on the management team of ESI, I introduced the concept that “whoever receives my work is my customer.” If each function thinks of the other as its customer, it will spend more time getting to know one another’s needs. Thinking of each other as a customer always improves the ability of all departments to move the organization toward its goals. That got the camera installers thinking about their customer: the test department. They initiated a conversation about what the customer thought of their service. Immediately, the problem with the camera installation surfaced. “Oh, we didn’t know that. It’ll be fixed tomorrow.” Solving that problem quickly and effectively as soon as someone drew attention to it marked the beginning of a respectful relationship between the departments.

Traditionally, when problems arise in THEN organizations functional departments look backward to the supplying department, rather than forward to the department that receives the work. That dynamic promotes rather than resolves tension. Looking forward solves problems before they arise. Thus, the whole chain of
customers benefits, especially those who matter most—the end users who buy the product.

Looking forward to the customer who receives your work sets in motion a systemic, constructive logic for driving the organizational improvement that is essential to doing business at the speed of now. It means constantly reminding yourself that you serve customers and you must meet their needs.

**Work Is a Process**

“Mary” always racks up exceptional numbers at the market research firm “EKnowledge,” where her sales volume, customer satisfaction scores, and margin greatly exceed those of her peers. People admire Mary’s gift of gab and cannot imagine anyone better suited for the job. If you ask her about it, she laughs, “Oh, I’m no Einstein. In fact, truth is, I’m kind of lazy. I don’t like to waste my time doing things that don’t work,” she says in mock self-deprecation.

She goes on to explain: “I have this process I have fine-tuned over the past couple of years, and I have learned what works in each kind of situation I run into. When something doesn’t work, I try something else until I find a way of handling customer objections in a way that removes their concerns and makes it easy to buy our service.”

Mary views her work as a process, a series of interconnected steps she takes to satisfy customers. She constantly thinks about how she could improve a step in the process and thus enhance the customer experience. She never stops looking for opportunities; and when she spots one, she seizes it immediately. Thomas Edison, when asked if he ever got discouraged regarding his seemingly endless attempts to invent the lightbulb, said, “No, I just figured I had discovered a thousand ways not to make a lightbulb.”

NOW organizations understand that work is not about a job description or the department you work in; it is about getting the work done efficiently and effectively. Customers don’t care about departments; they just want their needs met, so process thinking also helps us break down the silos that distract everyone from the real work of improving processes (see Figure 5.1).

Every minute of every day, Mary and her colleagues tell themselves, “I improve my processes.”
PEERS INSPIRE ACCOUNTABILITY

Standard Insurance needed to solve a problem. The company’s 14 account teams, spread across three regions, could not deliver necessary paperwork to new customers as promptly as they should. On-time delivery among the teams ranged from an impressive 90 percent to a dismal 10 percent. When two regions adopted the best practices of the team that was consistently delivering 90 percent or better, their numbers rapidly approached 80 percent on time, with steady progress toward a 90 percent target. The other region lagged far behind, with on-time delivery consistently running below 50 percent.

The vice president of the faltering region, rather than taking the best practices road, had chosen to reach the target her own way. If the facts proved that her approach wasn’t working, why did she stubbornly persist with her approach? Because she did not want to change a paperwork process her people knew and liked. The other two regional vice presidents who had accomplished remarkable turnarounds with the best practices approach told me, “We’re thinking of jumping on a plane and flying out to sit down with her and show her how this new approach works and why we think it makes sense. She’s holding us all back from reaching our targets.”

But a funny thing happened when they called to schedule the trip. The stubborn vice president told them not to bother. She would make the change immediately. Within 30 days the combined on-time score for all regions exceeded 80 percent, and two months later it hit the 90 percent target.

How did that happen? Ms. Stubborn respected her peers, and that respect motivated her to take responsibility to fix her region.
When people know that others are counting on them, they feel inspired to meet their peers’ expectations. Positive peer pressure can significantly boost individual motivation to set goals, take initiative, and get results. No matter what your job, you always bear in mind that, “I count on people, people count on me.”

**Scorekeeping Maintains Focus**

Imagine you’ve taken a job that involves playing basketball 40 hours a week. Five days a week you go to the court and play as well as you can from 8:00 AM to 5:00 PM. You play hard, but no one ever keeps score. At the end of the year your manager sits you down for an annual performance review. What can she tell you but “You showed up and did your best”? Would you feel a sense of accomplishment? Would you enjoy hearing your manager say that to all the players, whether good, bad, or indifferent?

Let’s change the dynamic: Management installs a scoreboard on the gym wall and divides the players into two well-matched teams. Now at the end of each hour or day or week or month, you and your team rate each other’s performance and talk about specific ways each player might do even better. You’ll focus, strive to improve, work on your technique, test new strategies, and go to work each day eager to play the game. With everyone fired up, the team will get better and better at its game.

Would anyone bother to play basketball or watch the Final Four on television if no one kept score? Like it or not, the world runs on scorekeeping. We all keep score in life. Scorekeeping gives us feedback, motivates us, and focuses our attention on getting results. “What gets measured gets done,” is a popular quote often attributed to legendary management thinker Peter Drucker.

Effective scorekeeping for most work processes and business outcomes involve measuring three variables: cost, quality, and time (see Figure 5.2). To ensure optimal focus, managers must create a balance of measures that drive optimal behavior. They want their people to produce the right product on time and on budget. Failure in any of those dimensions betrays the customer. Ship a poor-quality wing nut, and it will come back. Replacing it will cost everyone time and money. Meanwhile, the customer, unwilling to absorb the cost of waiting for a good wing nut, defects to a competitor. It’s a
lose-lose proposition. The same logic holds true in the department-to-
department handoffs of normal work life.

THEN companies tend to use few measures, and the ones they
do use often fail to keep the right scores. Take “performance against
budget,” for instance. This most-used and least-useful measure tells
you nothing, except whether or not you spent the money you
thought you would spend. But what does it tell you about whether
or not you are making satisfactory progress toward your business
goals? NOW company leaders want to know about that progress.
They use scorekeeping to create the right context for action. The
right context gives employees the maximum freedom to act in
service of the customer. The right measures create the right context
by clearly communicating what you expect your people to accom-
plish. Every good management system relies on them. They remind
everyone, “Keeping score helps maintain focus.”

Management Is a System
In 2001, Ken Schiller and Brian Nolen, owners of Rudy’s Country Store & Bar-B-Q and Mighty Fine Burgers, Fries and Shakes of Austin and Round Rock, Texas, wanted to propel their eight-year-old business from good to extraordinary. To do that, they made a decision to adopt the Malcolm Baldrige National Quality Award framework, which provides comprehensive guidelines for running a business well.

The award, whose logo is shown in Figure 5.3, has been bestowed annually since 1987 by the president of the United States. It is the nation’s highest presidential honor for performance

![Figure 5.2 Scorekeeping Variables: Cost, Quality, and Time](image-url)
excellence through innovation, improvement, and visionary leadership; its benchmarks can help any company improve, whether they apply for the award or not. In 2011 Schiller and Nolen did apply, and their commitment to excellence paid off when President Obama invited them to the White House to receive the 2010 Baldrige Award for small business.

The Baldrige framework, like Mass Ingenuity’s NOW Management System, offers a systemic approach to management that enabled Schiller and Nolen to guide their 554-person, $37.5 million business to greatness. The results speak for themselves:

- Unit sales grew. They went from $3 million per store in 2000 to over $7 million in 2010.
- Business profits increased. Rudy’s earned an increase of 47 percent average gross profits in 2010, and Mighty Fine earned 44 percent (compared to the 40 percent industry average).
- Customer satisfaction rose. Scores reached 4.7 on a scale of 1 to 5 (compared to 4 for their closest competitor).
- Turnover declined. They had 50 percent turnover for production workers, versus competitors’ 85 percent, and absenteeism rates of 1 percent, compared to 5 percent for its closest competitor, all while offering comprehensive benefits to workers who put in 30 or more hours a week.

Schiller and Nolen made all this happen because they thought of management as a system they could continually improve. Managers rarely have the time to step back and assess whether the processes and systems they put in place years before still serve their purpose.
A system is a collection of interdependent processes that produces a result, as illustrated in Figure 5.4. You use a management system to get results in your business, whether you think about it that way or not. The more you see the management system and understand it, the more you can control it. If you don’t control your system, you may be spending more time putting out fires than improving processes.

A well-designed management system continually adjusts resources in a way that moves the enterprise toward its goals as quickly as possible, with the least waste. No matter how well oiled the system, problems will always pop up, but an effective system will deal with each problem as quickly and efficiently as possible. When problems do arise, you must determine their relative importance, separating the urgent ones that require immediate attention from the smaller ones that don’t. Remember how critical it is to identify, pursue, and remove constraints?

In 1990, Baker Boyer Bank, a well-run regional operation based in Walla Walla, Washington, embarked on an initiative to strengthen the business by mapping every single process in the organization. Unfortunately, the bank made one very common mistake: It treated all processes equally. All processes are not equal; and not all processes are equally problematic. When you set about redesigning your management system, you should never tackle the whole forest at once; you should, instead, seek out and deal with the problem trees first. Otherwise, you will spend a lot of time and money focusing on unnecessary work.

So what exactly should you do? First, start thinking in terms of the overall system. A system has a purpose, and the purpose of the
system is to accomplish some sort of output or outcome. By concentrating on and clarifying your organization’s mission, values, vision, key goals, and outcome measures, you gain the necessary bird’s-eye perspective to set your system’s purpose. For your system to deliver on its purpose, it must accomplish the mission within the context of your values and fulfill your vision through the measurable achievement of your key goals.

Baker Boyer Bank hired our consulting team to work closely with Megan Clubb, then executive vice president and now president and CEO of the organization. During the engagement we developed a tool we call the NOW Fundamentals Map (see examples, Figures 5.5 and 5.6). This tool helped the bank redirect its effort to map all of the bank’s processes into a much more systemic approach to operating and improving the business. In particular, it helped the bank’s leaders separate the truly troublesome processes from the ones that ran fairly well. That brought much needed focus to what really needed changing. By generating an overview of the organization, the bank was able to much more easily pinpoint its major constraints and then focus improvement efforts where it would yield the greatest return.

While most small regional banks have merged into bigger national chains, Baker Boyer Bank remains a thriving and highly respected independent player in its market. It remains focused, purposeful, and highly effective.
<table>
<thead>
<tr>
<th>KEY GOALS</th>
<th>CORE PROCESSES</th>
<th>SUB PROCESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING PROCESSES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Developing \service\ plans</td>
<td>2. Selling service \contracts\</td>
<td>3. Handling in-coming calls</td>
</tr>
<tr>
<td>4. Escalating problems to \engineering\</td>
<td>5. Tracking bugs</td>
<td>6. Administering new releases to existing customers</td>
</tr>
<tr>
<td>7. Tracking customer release data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MANAGING PROCESSES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Processing orders</td>
<td>2. Planning \materials\</td>
<td>3. Receiving materials</td>
</tr>
<tr>
<td>10. Shipping</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MANAGING IT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MANAGING STAFF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Managing the staffing plan</td>
<td>2. Recruiting &amp; hiring</td>
<td>3. On-boarding new team members</td>
</tr>
<tr>
<td>4. Defining \individual\ &amp; \breakthroughs\</td>
<td>5. Setting behavioralexpectations</td>
<td>6. Monitoring performance</td>
</tr>
<tr>
<td>MANAGING FINANCE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Ensuring SEC compliance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MANAGING REGULATORY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Monitoring regulating \agency's compliance expectations</td>
<td>2. Third-party testing</td>
<td>3. Coordinating compliance audits</td>
</tr>
<tr>
<td>7. Ensuring key controls are maintained</td>
<td>8. Monitoring compliance</td>
<td>9. Ensuring SEC compliance</td>
</tr>
</tbody>
</table>
### Operating Processes

<table>
<thead>
<tr>
<th>Process Measures</th>
<th>Now Fundamentals Map for BearPaw</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessing &amp; Accessing Markets</td>
<td>• # of new product ideas/ enhancements approved for development</td>
</tr>
<tr>
<td>Developing Products</td>
<td>• # prospects in the funnel</td>
</tr>
<tr>
<td>Managing Strategic Alliances</td>
<td>• # of qualified leads</td>
</tr>
<tr>
<td>Producing Products</td>
<td>• # of proposals presented</td>
</tr>
</tbody>
</table>
| Servicing Products | • Average deal $%
| Ensuring Compliance | • % leads that convert to prospects |
| Utilizing Information | • # of leads generated |
| Marketing & Developing Team Members | • % leads that convert to prospects |
| Managing Finance | • % leads that convert to prospects |
| Managing Business Performance | • % leads that convert to prospects |

### Supporting

<table>
<thead>
<tr>
<th>Process Owner</th>
<th>Outcome Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corri Hayes</td>
<td>Revenue</td>
</tr>
<tr>
<td>Ed Israel</td>
<td>Total Return to Shareholders</td>
</tr>
<tr>
<td>Matt Hassen</td>
<td>EDITDA</td>
</tr>
<tr>
<td>Kelly Ferguson</td>
<td>Cash on Hand</td>
</tr>
<tr>
<td>Monaco Garcia</td>
<td>Ideas Implemented Per Employee</td>
</tr>
<tr>
<td>Raj Rajahasan</td>
<td>Customer Retention</td>
</tr>
<tr>
<td>Brent Shaw</td>
<td>Customer Referrals</td>
</tr>
<tr>
<td>Mike Green</td>
<td>New Product Revenue</td>
</tr>
<tr>
<td>Brian Powers</td>
<td>Volunteer Hours</td>
</tr>
<tr>
<td>Sarah Friday</td>
<td>Dollars Contributed to Non-Profits</td>
</tr>
<tr>
<td>Casey Hayes</td>
<td>Turnover</td>
</tr>
<tr>
<td></td>
<td>Engaged Workforce</td>
</tr>
</tbody>
</table>

*Figure 5.6* NOW Fundamentals Map for BearPaw
Mapping the Fundamentals
Over the past 20 years the NOW Fundamentals Map, which evolved from our work with Baker Boyer Bank’s leaders, has benefited nearly 100 diverse organizations, including a high school, a university-level nursing school, a high-end customer window-covering manufacturer, a large financial services business, several medical equipment and device companies, wood products companies, a global supply chain company, multiple software and technology companies, a family restaurant and pub, the executive branch of a state government, a corrections system, and a Christian missionary organization.

Figure 5.6 offers a high-level view of a NOW Fundamentals Map for our fictional company BearPaw, introduced in Chapter 2.

Laying the Foundation
As a leader, you must define the mission of your organization. The mission is not mere words, however compellingly etched in granite over the entrance to corporate headquarters. It’s a foundational piece of a system that creates the living and breathing context for all people to do their work.

You must create a compelling context for the work that will follow, and establish the need for a highly organized and energized system to fulfill the vision.

Whichever approach you use, your management system needs to address five foundational elements, as charted in Figure 5.7:

- What business are you in (Mission)?
- What beliefs will guide your actions (Values)?
- What do you want your business to be known for (Vision)?
- What accomplishments will define your success (Key Goals)?
- What will gauge progress toward your goals (Outcome Measures)?

Most organizations do address these foundational elements, but many fail to take the next crucial step that will move them from the abstract leadership level to the concrete, operational management
level. Leadership may know \emph{where} it wants the organization to go, but management needs to know \emph{how} to take it there.

Two additional elements close the gap between \emph{where} and \emph{how}:

- What routine work must you do well (Core Processes)?
- What will show that you are doing the routine work well (Process Measures)?

The individuals who do the work that helps us achieve our goals rarely see the direct connection between what they do and the organization’s larger goals. Traditional departments fail to make those connections, for a variety of reasons, but primarily because the critical work of organizations rarely takes place within a single functional area; instead, it moves across multiple areas. Most work is cross-functional and occurs through a set of interdependent processes that collectively produce and support products and services. For your employees to appreciate the context for acting in the now, they need
to see how the process within which they work connects to the organization’s goals.

That’s why defining core processes is so vitally important. Only then can you clearly see how the work actually gets done. When leaders create a shared language for talking about the business, they propel everyone to concentrate on how work actually gets done and how they might improve it.

To operate at the speed of now demands a systematic/intentional design that eliminates the confusion and drama so often generated by seat-of-the-pants/unconscious differing views of how to run the business. The shift from opinion-and-emotion-driven mentality to fact-based thinking neutralizes the frustration that drives most internal management conflict. It levels the playing field, as the persuasive extroverts no longer win resources on the sheer power of their personalities. With all the facts on the table, common sense prevails and a deep sense of teamwork emerges. And, most importantly, sharpened clarity enables all employees to climb aboard, each doing her part.

When you think of management as a system, as a collection of core processes, then you can begin to organize the work everyone must do in order to achieve your organization’s goals (see Figure 5.8). That work should consume the vast majority of the resources in most businesses. While most businesses organize themselves along functional lines (such as marketing, sales, engineering, quality, customer service, accounting and finance, and human resources), an organization’s work processes cross back and forth between functional departments. Four steps will help you get a firm grip on your core processes:

*Step 1: Identify core processes.* What routine work must your organization do well in order to attain the outcome measures that prove you are achieving your key goals?

*Step 2: Define subprocesses.* What routine activities must collectively work well in order for the core processes to deliver on expectations?

*Step 3: Create process measures.* What measures will tell us that this process is meeting our expectations? Mass Ingenuity’s clients use
red/yellow/green scorecards to make it easy to grasp the status of process measures. However you decide to do it, make sure people can easily see and understand the scores.

*Step 4: Assign an owner.* Every core process needs to be clearly owned by one individual who serves as the primary advocate for this process, monitors its performance, and drives any needed corrective action.

In the process of identifying all of your core processes, subprocesses, and process measures you will discover what makes your business tick by answering some important questions:

- Who takes accountability for the cross-functional processes that drive our business?
- What are the constraints that currently restrain our success?
- Have we allocated our resources appropriately?
- How do we identify problems?
- How do we connect each and every employee to our goals?
Connecting Every Employee

When “Jeb Jacobs,” head of purchasing for “Global Corp,” discovered that the company’s new Gulfstream business jet contained parts “Made in Mexico,” he did not bat an eye. Jeb had done his homework and knew that Gulfstream Mexicali’s 335,000-square-foot, 1,100-employee manufacturing facility had won the 2010 Shingo Prize for operational excellence (named after Shigeo Shingo, the man largely credited with the design of the Toyota Just-in-Time production system, the precursor to Lean.) This accomplishment meant that Mexicali’s electrical wire harnesses, sheet-metal details, assemblies, and machined parts surpassed industry standards. Gulfstream, a division of General Dynamics, won the prize because of performance improvements that occurred while the company implemented nearly 34,000 ideas that actually saved the organization $1.3 million in 2008, and more than $7 million over three years.

![Cascading Measures Down to Connect Every Team and Individual](image)

**Figure 5.9** Breaking Down Processes
How did that happen? Gulfstream Mexicali’s leadership connected every employee to the business by giving each of them an explicit role in the improvement effort. That involved making the goals of the business crystal clear and creating a context that inspired innovation.

Another means of connection involves breaking down the subprocesses within your core processes to the next level (see Figure 5.9). This exercise of breaking down the processes can continue until you connect every single employee to the process they manage, whether as an individual or as part of a team.

In our consulting practice we create what we call a line-of-sight system, making it crystal clear to each employee how her work connects to the core processes and, ultimately, to the business outcome measures. The NOW Fundamentals Map offers a handy tool for doing that. Ken Schiller and Brian Nolen, owners of Rudy’s Country Store & Bar-B-Q and Mighty Fine Burgers, Fries and Shakes, had found another model for doing this in the Baldrige framework. Individual scorecards work like their organizational cousins, using red/yellow/green ranges of performance to drive individual focus and action. Individual performance that falls into the red or yellow range demands corrective action with Mass Ingenuity’s Seven-Step Problem-Solving methodology, which will be explained in Chapter 8. This technique sounds the death knell for the dreaded annual performance appraisal, replacing it with dynamic real-time feedback in the now. The old approach led to waste, disconnection, misconnection, and confusion. The new one forges the connection and clarity that keeps an organization growing and advancing.

Complete the Speedometer for the Working in the NOW Business (Table 5.1) and add your net score to the summary sheet in the Appendix.
### Table 5.1 NOW Speedometer 5: Working in the NOW Business

<table>
<thead>
<tr>
<th>Then</th>
<th>-1</th>
<th>0</th>
<th>+1</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>We make decisions based on opinions and influence</td>
<td></td>
<td></td>
<td></td>
<td>We base decisions on facts</td>
</tr>
<tr>
<td>We believe that the boss is the most important customer</td>
<td></td>
<td></td>
<td></td>
<td>We believe that whoever receives our work is our customer</td>
</tr>
<tr>
<td>We focus on doing the work and rarely try to improve how it gets done</td>
<td></td>
<td></td>
<td></td>
<td>We see work as a process and continuously strive to improve how work gets done</td>
</tr>
<tr>
<td>We see performance measures as a private matter between boss and employee</td>
<td></td>
<td></td>
<td></td>
<td>We keep measures out in the open for everyone to see</td>
</tr>
<tr>
<td>We just do whatever our boss tells us to do</td>
<td></td>
<td></td>
<td></td>
<td>We do what our scorecards measure</td>
</tr>
<tr>
<td>We don’t understand the goals nor our part in them</td>
<td></td>
<td></td>
<td></td>
<td>We make sure everyone understands the goals and their role in achieving them</td>
</tr>
<tr>
<td>We see the annual performance review as the primary source of employee feedback</td>
<td></td>
<td></td>
<td></td>
<td>We get near real-time feedback through individual scorecards</td>
</tr>
</tbody>
</table>

**Subtotals**

**Working in the Now NET SCORE**

Add this score to the consolidated score in the Appendix.
“Practical. Useful. Inspiring. Managers and leaders who want to engage the hearts and minds of every employee will find all the tools they need in the pages of *Business at the Speed of Now*.”

—MARSHALL GOLDSMITH, author of the *New York Times* bestsellers *Mojo* and *What Got You Here Won’t Get You There*

“Mr. Bernard’s book achieves a critical first by showing how social media and cloud computing are resetting customer expectations. Then he makes clear why competitive pressures demand that management apply process thinking to management itself in order to ensure everything is in place for employees to meet customer needs in real time.”

—RICHARD VÄLJE, President and CEO, Rocky Mountain Power, a division of PacifiCorp

“Our citizens demand transparency and accountability. Government must achieve outcomes that matter. *Business at the Speed of Now* is more than thought provoking; it provides answers every leader needs to understand.”

—MICHAEL J. JORDAN, Chief Operating Officer, State of Oregon

“This book connects dots from the past, present, and future, simplifying complex issues that can appear daunting to today’s leaders. Bernard’s GPS for navigating today’s fast-changing business environment reveals the principles and practices leaders should keep and those they should leave behind to create highly competitive organizations where people fully engage their hearts and minds. Compelling stories and pragmatic tools in every chapter help readers apply those insights immediately.”

—TERESA ROCHE, Chief Learning Officer, Agilent Technologies

“Bernard brilliantly tackles the issues of speed and turnaround that everyone struggles with today. Using engaging stories, new thinking about creating a responsive organization, and case studies that drive the point home, Bernard lays out a game plan for success. If you want to discover the keys to creating a responsive organization that provides customer solutions in ‘real time,’ you need to read this book.”

—ROGER CONNORS and TOM SMITH, authors of the *New York Times* bestsellers *The Oz Principle, Change the Culture, Change the Game*, and *How Did That Happen?*

“Required reading for any business owner or manager who wants to grow and profit in the now!”

—GENE MARKS, President, The Marks Group, and *New York Times* columnist