

Star Family Of Services

Home Health & Hospice
Oxygen & Medical Equipment
Therapy Services & Provider Services

Innovation Is The Key!

Innovation: *A top line obsession*
Tom Peters

Competition - Speed is of the essence

- Products and services are becoming commoditized
- Other guys are getting better, you better get better faster or you are left behind.

Builders & Innovation

- You can't shrink your way to greatness – Arthur Martinez: Chairman & CEO of Sears.
- Revenue enhancement, new products innovation and builders are the ones who will reap the awards.
- Relative cost has to be kept to a minimum while adding jobs.

Blow it up

- Rather than cutting, creating jobs is pure genius. Incrimetalism is innovation's worst enemy – Nicolas Negroponti – MIT Media Lab.
- Rather than reinventing a little bit better, blow it up.

Wealth Creation

Wealth in the new regime flows directly from innovation, not optimization i.e. wealth is not gained by perfecting the known, but by imperfectly seizing the unknown.

Kevin Kelly from New Rules For The New Economy – Wired Magazine.

Destruction is cool

- Easier to kill an organization than change an organization.
- Real decentralization is the solution to let a thousand flowers to bloom and let the mind vigor to be unleashed.

Competition - Strategy

- Explosion of new products and services in competitors.
- Middlemen are cut out and customers are more demanding.
 - United Airlines, Sears and Baxter all tried to do be all for all of their customers. Did not work.
- All for synergy for relationships that can leverage one product with another.

What works ?

- What works? Acquiring talent !
- What works? Relentless pursuit of inefficiency.
 - Pursuit of technological leaps in productivity.
 - Pursuit of innovative leaps in wealth creation.

Chief Destruction Officer

- Do it right the first time! Not even possible.
- Do it again, again, again and again.
- What works is destruction. Change agents. Out and out destruction of CDO. Leader is thought of, as a steward equals conservator. Not anymore.
- She or he will break if not broken. Steward = Destroyer. From a 6 person dept to Sears.

You cannot live without an eraser.

- The problem is never how to get innovative thoughts into your mind, but how to get the old ones out – De Hawk – Visa Network Creator.
 - Org. learning is not it. It is forgetting, which is far more important. Use the eraser.
 - We run like mad and then we change directions. – Burt Roberts: Chairman / CEO MCI. Turn of the millennium business strategy.
 - Jeffrey Katzenburg: DreamWorks / SKG: Microsoft provides an awesome site - to see the way Bill Gates changed organization direction on the Internet.

Ready. Fire. Aim. - Ross Perot

- Cannibalizing the existing products is the way to remain the leader – Lou Platt – Chairman / CEO H.P.
- Somebody is going to do you in. Competitor or yourself. Cannibalize yourself as quickly as you can.
- You miss hundred percent of the shots you don't take – Wayne Gretzke: The Great one.
- Example of Heart Surgeons. Try anything, try everything at best. Surgery is a hallmark of trials, shots, error and learning.

Plan to make mistakes

- Effective prototyping may be the most valuable core competency an innovative organization may hope to have.
 - Michael Shrage: Author.
 - Just do it. Culture of rapid prototyping is the core competence amongst winners. HP, 3M, Sony – 5 Days prototyping.
 - Wal-Mart CEO, Sam Walton was not afraid of making mistakes.
- Leaders: Make severe mistakes, but do recover from them. The bigger the better. But you got to learn from them. Just like when we are very young: fail, forward, fast.
- Learn and do bigger mistakes.

Thoroughly professional & provocative.

- All great truths started as blasphemies – George Bernard Shaw.
 - All innovations are silly. Therefore, be silly.
 - If you have not done something silly in the last few days, you are wasting your time.
 - Post-It notes, CNN, WWW were all silly including that idea at the back of your mind.
- Essence of professional service delivery: Catalyst for fundamental change is the only essence of measure.
- Professionals are paid to provoke including the trainer of a class of 25 or 30.

We are all Michaelangelo's

- Of – house keeping, parking, A/R, plumbing, selling, hair styling.
- Every one is a CFO. Each person is a bonafide business person. Can every person and job can be a Michaelangelo ?
Yes.
 - With nerve and imagination. Possible with every worker turning into a business unit of one. It requires imagination.
 - Emerging diamond or diamond on end model
- You can transform 98.8% of the workers into autonomous business persons. Teach the great game of business. How each person's contribution effects the bottom line.

Trust & Respect

– Jim O'Tool: Leading Change.

- What creates trust in the end, is the leader's manifest respect for the followers.
- Do you routinely exhibit manifest respect for the followers? Do you recognize the Michael Angelo's ?
- In essence, leadership challenge is to provide the glue to cohere independent units in a world characterized by forces of entrophy and fragmentation.
- Only one element has been identified as powerful enough to overcome the centrifugal forces i.e. Trust

Trust & Respect

- Higher the tech and more dispersed is the networks, the more important the touch of trust. 90% touch & 10% tech.
- High tech, high trust. Service is nothing but trust in professional capability - consistent, quality service.
- Take trust seriously. Treat it as a hard issue.

Relentless architect

- I set as the goal, the maximum capacity that people have. I settle for no less. I make myself a relentless architect of the possibilities of the human beings – Benjamin Zander: Conductor – Boston P. Orchestra.
- What is your goal ?
- What else is leadership is about ?

Leadership

- The best thing a leader can do for a great group is to let them discover their own great genius.
- Precision coaching a must.
- Great coaching is something about turning a bit player on a playing field into a high impact player.
- Team work with great individual performance equals great team work.
- It is never the team vs the individual.

Individual Vs Team

- In the digital age as we exchange information on a quicker and quicker and reinvention's of our work, our organizations and our work will more and more come to resemble with the jazz ensemble i.e. improvising more as we go and fearing less of the individual committed to enriching the whole. – Stanley Crouch – Forbes.
- In the age of brain ware and creativity this is a perfect picture presentation.

You & the company

- If you can't say why you actually make your company a better place, you are out
 - » Cynthia Kellum
- In a value driven organization, value creation is of the highest value
 - » Ravi Shakamuri

Power

- Powerlessness is a state of mind.
- See examples of this everywhere.
- Limitation of resources is a fact of life.
- There are certain folks who are effective in any given environment.
- These folks are on a mission.
- They never recognize the ‘limits’ of a given environment.
- These folks have enormous ‘power’. Absent in most, but present in a few.

Authority

- Authority is a state of mind.
- Leading without authority.
 - Gandhi, MLK, Havel and Mandela.
 - Any time somebody ticks off the establishment get jail time.
- Calling card, job title is not everything.
- Mission, vision, tenacity.
- Lack of authority is in your head.

New American Professional

- The new world professional is a state of mind.
 - He or she is very good at something.
 - Got to be known for something leading to towering competence at something.
- Projects is life, with a beginning, end and a well defined outcome.
- New Professional is client obsessed. Well connected.
 - They take back the life in control with self-reliance.
 - Me Inc. is only successful if customers are served very well, very imaginatively and very memorably.

Clients & Service

- All value comes from professional services.
- We are all in professional services.
- Think Inc. – Everyone is a managing partner in Professional Inc.
- Everyone is outsourcing.
- Professional firms live and breath client service.
- Life equals client service.

What is an organization ?

- What is a big organization & what is a small organization ?
- Sometimes, you just stop to watch a person work. Why?
 - These folks make small organizations big.
- More effective org. are more cost effective. Super specialty of a work process leads to leadership in business category.
- What is an organization ?
 - It is nothing more than a collection of tasks.
 - Given this fact, there is out there an organization with a handful of people, but can and will be more effective than any big corporation.

Who is running the organization ?

- Customers.
 - Empowerment is redundant.
 - Resurrecting it as the primary strategic battle will be who can go farthest in empowering customers.
 - Providing gobs of information to your innards.
 - Intimate, immediate access to your innards to provide customized products and services.
 - PERCEPTION OF CONTROL.
 - PERCEIVED CONTROL.
 - FASTEST & MOSTEST.

System Design

- The system is the solution.
 - Department of beauty.
 - Important, imperative and strategic focus.
- Company has got to be known for systems.
 - Art, beauty, grace and parsimony are the words that should come to mind when you think on your systems.
 - Southwest Airlines:
 - Beauty Inc. Moves large # of people more efficiently, effectively by focusing on one service only.
 - Totally, passionately, beautifully without any frills.
 - Reliable and grooves on soul. Seeks to amuse, surprise and entertain.

Social side of systems

- All depends on the quality of the conversations.
- Communication is the key.
 - Quality communication is critical and needs to be supported in preference of formal structures through communities of practice.
 - Isolating workers deprives the folks off the glue of human networks.
 - 5% technology and 95% psychology and attitudes.

Service Quality

- Create waves of lust – Andy Groove: Intel.
- Just say no to commodatization.
 - There is absolute dearth of fashion forward products – David Glass CEO Wal-Mart.
- Great quality, re-engineered, customer king, virtual org., learning org., empowered everybody, lowered prod. Dev. Cycles and quick response strategies.
 - We are facing intense competition from customers, distributors and blight of sameness. Good stuff keeps coming out. Good quality comes from everywhere.
- Good look alike – is a statement of death.

Believe in being something special

- Believe in distinct personality and telling the world about it.
- Lost opportunity if you do not try. How do you do that ?
 - Memorable, sensory experiences that ties in with the positioning of the company.
- What is the Star Family Of Service's experience ?
 - Mapping strategic vision to sensory perception.
- Develop a branding obsession.
 - Spend lots of time.
 - Alter every system, department to reflect quality and branding.
 - Pay attention to detail.
 - Talk about it every chance you get.
- Branding is reflected in system, decision and conversation.

Become a connoisseur of talent

- The WOW-ers.
- Expose yourself to the best things people of have done and try to bring those things into what you do – Steve Jobs:
- Insanely great things. Requires interesting people.
- Experience is out. Inexperience is in.
- Role of naivete. Upstarts are doing established industries in all the time.
- Sports coaches are some of the best leaders.

We are what we do !

- Change your view of the world.
- Risk-free invention is an oxymoron.
- Hire for attitude and train for skill.
- Look for passion, flexibility and excitement.
 - You cannot teach these.
 - Look for a demonstrated passion for adventure.
- You can't find what you are not looking for.
- We are what we do. Not what we say we are.

Your ability for excellence

- Is dependent upon your ability to hire people who are better than you.
 - Leaders of great groups get this one in spades.
 - Revel in the talent of others.
 - Fire in the eyes.
 - Recognize, acknowledge and embrace it.

Systems design

- Little things are everything. Before, quality is everything.
- Now, design is everything. Pursue the design advantage.
 - At Sony, design is the only differentiator: Noria Yoga: Chairman.
- We should do it when people say it is crazy.
 - If somebody said that was good, then somebody is already doing it.
- Do something different.
- Design as a core competence is a state of mind.
- A way of life.

Design

- Takes companies and customers to new places.
- It is risky.
- Routinely pursue and embrace risk.
- Design is it.
- Give something a customer never dreamed off, on time, on cost which is what the customer exactly wanted.
- Design for surprise.

More on design

- Develop forms and procedures that excite your customers.
- The old weapons to differentiate have become inadequate.
- No longer, comparative advantage can be sustained for long through lower cost and technologies.
- Design dimension is no longer an optional part but should be at the very core.
- Desperate pursuit of new avenues of advantage in a ever hotter competitive market.

Service, service, service

- Service is the key. No one needs anything anymore.
- Service, service, service.
- Saturn. Totally reinvented the way autos are sold.
 - 50% sales based on after sale service based success.
- Service is the key at Disney.
 - Focus on the details. Easiest in operations.
 - Focus on the little things.
 - Got to be known for things gone right and magical movement. Is your service capable of magical moments ?
- Service is the key.
- Hire for Listening, Caring, Smiling, saying Thank you and being warm.

Innovation demands passion

- Become part of the lunatic fringe such as GE.
 - Half the bonus is tied to quality initiative.
- I have no pride. I will do anything to get people involved. I am a dispenser of enthusiasm
 - Benjamin Zander: Conductor of Boston Phil. Orchestra.
 - » Extraordinary conductor.
- Each member soars to unimaginable heights and not just ones own part.
- People stuff is real and the only stuff.
- Spending time and resources on people stuff is very real.

Truth !

- Tell the truth.
- Avoid rumors.
- Make allies with truth as best you know, incomplete at the moment but the truth.
- I am here to live out loud. Biggest change in over 250 years is here.
- Do we live up to these insane times ?
- Use the gift to live up with passion, nerve, guts to live up to these times.
- Are you doing it ? It is the 64 Million dollar question.

If things are under control, then
you are not going fast enough.