

## The Six Fundamentals of Success by Stuart R. Levine

1. So often in business, I see a disconnect between concept and follow-through. There are lots of ideas, but not enough execution. *(Challenge: Steps to meet/overcome challenge. Accomplishment)*
2. Poor discipline around the fundamentals of getting the job done right.
3. I've gathered together nearly one hundred rules.
4. They're easy to understand, but hard to do consistently. *(Most important and necessary to do's are this way).*
5. Set up a daily workout of fundamentals. Choose one or two of those rules and focus on them for a month.
6. Drilling with the fundamentals will make them second nature so you can perform at your best. *(Just like skill development. Exc. Idea).*
7. Adding value to an organization means you increase its worth and its capacity to serve its customers. *(How can you do this in the job you have or want?)*
8. You can increase your organization's value in four ways: help it sell more, cut costs, get higher prices, and improve quality for the customer.
9. Cut costs indiscriminately, you might be cutting quality. *(Find alternative sources of income.)*
10. A server at a major chain restaurant once suggested a change that eliminated a liaison position between the kitchen and waiters and saved the company almost a half a million a year system-wide. She was able to do this because she lived on the front line every day. The people at the corporate office would never have seen it. This kind of input is vital to a company.
11. Least part of your daily work contributes to a strategy.
12. You've got to see how you add value to the customer. Who is the customer and what does she want? *(Define & think the players, their "people", their coaches.)*
13. Ask your team to think about people in their families who might fit their profile.
14. Start from the moment the customer gets your product or service, work backwards, and chart the pieces that come together to deliver it.
15. Know your industry and your company's position in it.
16. If you see an article that might interest a colleague, highlight the pertinent information and send it to her. Add a note about how it could be useful (especially if you are sending it to your boss or client). *(Raveling quality.)*
17. And as your understanding of your industry grows, your broadened perspective will help you make better decisions faster. *(Especially with new personnel).*

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18. Demand strong "numbers literacy" from yourself and your team.
19. Worked hard to produce a high standard of quality. Let your sense of urgency come from a genuine passion for delivering something of value to your customer, your team, or your work.
20. Make yourself promotable. (*Moving up. Advancing in your field.*)
21. You need to already have developed the skills needed to do the job you are working toward. Voluntarily assume more and more of the responsibility. Learn as much as you can from people currently working in that position by asking them questions or pitching in to help. Usually, they will be happy to have your interest and assistance.
22. And that you make your boss look good.
23. Design a dashboard for your job performance as well.
24. Goals should always be timed and measurable.
25. Helping your boss achieve his goals is good for your career. It's also your job. (*Helping your boss and your company*).
26. If you have employees that report to you, tell them your goals so they can help you achieve them. (*Very important when you are in a leadership or directors position*).
27. Create a personal plan every year that shows what you need to get done in the next twelve months.
28. Divide the goals into monthly action milestones.
29. Create a mini-operating plan that shows what you will have to do to meet your monthly milestones. Prioritize it. Then schedule it.
30. Detailed "To Do" list for the upcoming week.
31. By Sunday night, create a detailed list for the next week.
32. Great managers know how to identify what's truly important and do it first.
33. Both important and time sensitive first.
34. Important, but not time-sensitive second. Do things that are rated time-sensitive, but not important, after you've done everything else.
35. Work hard, but work smart. They do this by making the right choices on where to focus their energy and their time at any given moment.
36. Do at least one important thing every day.
37. It's okay if it wasn't on your list, as long as it's truly important.

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38. If it involves your team, send an e-mail thanking them for their hard work. By e-mailing them, you've done something else important – you've given them energy and set them up for success the next day. *\*(Recognition can create more energy among your staff.)*
39. Do your homework. If you are preparing a presentation, think about your comments. If you are preparing a team meeting, read the materials you receive in advance and make notes. If you are meeting with a prospective client, research the company.
40. Practice several times.
41. Make a list of what you'll need to bring with you and run through it just before you leave.
42. Now the majority do detailed plans only for the coming one to three years at most.
43. Smart companies focus on developing agile teams with the skills to change course if necessary.
44. Or spotting an opportunity in your company and grasping it. You have to act quickly because in a competitive marketplace, if you don't act, someone else will.
45. If you make a strong first impression, but don't follow up in a timely manner, your advantage is lost. If you don't respond to your boss in a timely manner, he may be annoyed or disgruntled.
46. To the timing and rhythm of your business or workplace.
47. Own the project.
48. Large businesses are composed of small businesses.
49. When an employee resigns, it can cost up to twice his annual salary to replace him. On average, new hires need to stay eighteen months just to cover the cost of their hiring.
50. Only direct costs – not taking into account the impact on customer loyalty and productivity. Yet some organizations tolerate a 50 percent annual turnover rate as an acceptable cost of doing business.
51. Start by making a list of the jobs you do often – the one that will give you the most payback. Then answer this question: what makes this work harder or more time-consuming? Make a list of the barriers to productivity you face. Then think what practical changes would eliminate these barriers. If it's in your power to make the change, make it. If not, estimate the time savings your change will create and the dollar value of the time. Calculate the potential savings and use that information to propose the change to your boss.

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52. Tell them they can make any suggestion to simplify or improve their processes as long as it's presented with a sound calculation of how it will save money and how much it will save. (*Analyze your work space*).
53. Their intellectual cynicism is a barrier to leadership. The mission describes your organization's purpose – why everyone comes to work each day. It can be a practical, useful too. (*Identify (early) Bond (build relationships not just know someone) Deliver (the player and everything around him)*).
54. Your mission statement created the blueprint for your business plan.
55. It will take a long time to rebuild credibility.
56. Receiving negative feedback is an important learning opportunity. It's free, usually very specific, and customized to your needs.
57. Remember you're on the receiving end that the other person is uncomfortable too. Show that you recognize his or her situation.
58. Every six months, give yourself specific learning goals.
59. Look at your current job. List the skills you need to do well. Next at your goals. If you want to move up the career ladder.
60. Write three improvement goals for the next six months – two that will improve performance in your current position, and one that will help you get promoted at your next job.
61. The manager sets the pace; the team keeps the rhythm.
62. She repeats the request as part of a process that eliminates error.
63. When the stakes are high in your world, say it at least twice.
64. Look people in the eye when you're speaking with them to confirm you're making a connection.
65. Build redundancy into your communication process, especially when there is a lot riding on it.
66. Sometimes people say one thing, but communicate something else through their body language. You need to listen actively to get a proper 'read.'
67. A great CEO asks, "What *questions* are my people asking?"
68. They focus on really hearing their words.
69. Or are you giving them energy and making them excited.
70. Can you help me understand what I'm not conveying.
71. Don't fight for something unless it's truly important to you.

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72. When you decide to fight for an idea, you'll find it easier to get support from others because they know you only take on battles that you believe strongly in.
73. The best way to win a battle is through preparation, planning, and gathering support before a decision is to be made.
74. Your boss trusts you to make sure he has the information he needs when he needs it. When that trust gets violated, it damages his faith in you and your working relationship.
75. Keep a supply of thank-you notes in your briefcase or desk with postage stamps. Sit down and write the note as soon as the impulse occurs.
76. Commit to returning calls and e-mails within twenty-four hours.
77. Start by changing your voice mail message to indicate that you will reply within this time frame.
78. Be able to say why your company or division stands out in the time it takes to ride from the first floor to the tenth on an elevator. Tell the story whenever you get a chance.
79. All organizations have a value proposition – a unique combination of attributes that make them stand out.
80. Write down who your customer is, what you give them, and why they should choose yours over another organization.
81. Share the good news – and the bad.
82. In fact, team members upped their individual efforts to help the company move forward.
83. Sharing successes keep people motivated. Sharing challenges provides an opportunity for everyone to participate in the solution.
84. You must be brief to be heard.
85. Do a short outline to prepare for important conversations, memos, reports, and even emails.
86. Define your message, the ideas, and facts that are important to understanding it, and the sequence that best delivers it.
87. The higher up in an organization your audience, the more critical it is that you know what you want to say, say it crisply, and ask for what you want.
88. I have a different take.
89. The first man built a reputation with vendors and employees as a straight shooter.
90. Prepare notes about what you're going to say. Think through potential reactions and possible response.

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91. Develop a reputation as someone "who will give you an honest answer".
92. Isolate the core issue and open a dialogue.
93. Clarify the facts objectively, respond honestly, and state explicitly how you would like things handled next time.
94. Create a planning worksheet when you start a new project. Write the following categories down the left side of a page and leave space to make notes next to them: Objective, Measuring Success, Inclusion, Relevant Facts, Communication, and The Plan. For larger projects, seek access to project planning software.
95. Write the names of people who'll have a role in making the project work.
96. Also involve people who will be affected by the outcome to make sure they're comfortable with the plan.
97. An ounce of communication is a worth a pound of rework.
98. Schedule a planning meeting.
99. Provide clear expectations when you make an assignment to team members. You can't hold people accountable after the fact; you have to lay the groundwork from the beginning.
100. Without consequences, there is no accountability.
101. Instead, capture it and save it for later. Write these ideas on a board or easel so that everyone can see them, and give this spot a name, such as the "safety deposit box", or the "idea board".
102. Leaders treasure people who bring positive energy to meetings.
103. Never underestimate the impact of a positive attitude – on the team and on your career.
104. They reached out to people throughout the company to get their input.
105. Buy-in matters.
106. Meet with each one, one on one, to describe what you're trying to accomplish and then ask for his input.
107. Use facts and statistical information to counter baseless claims.
108. Build accountability – extreme naysayers will let things slip on purpose to prove the initiative was flawed and they were right all along. Make sure they're held responsible.
109. Keeping track of what you've said, and making time in a day packed with other responsibilities.
110. A lot of credibility is lost in the gap between what you say and what you do.

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111. People reveal who they are to you in the first few minutes. Don't ignore what you see.
112. We all know what The Ritz-Carlton and Starbucks stand for because they invest heavily in building their brand – not just in advertising, but by delivering a consistent experience to the customer.
113. Your relationship with your employer is based solely on the value you create. Your edge comes in adding more value than other people.
114. It lies at the heart of all corporate scandals – people think they are owed more than they are getting paid.
115. Don't let a sense of entitlement tempt you to lower your standards.
116. Strong relationships are the foundation of business, and life. To be successful and live a happy, purposeful life, you need help from others. No one can do it alone.
117. Gestures – like checking in with an old boss to say hello, or congratulating a coworker – may seem unimportant at the time.
118. On the flip side, not reaching out to others can weaken your network of contacts, and result in career stagnation. Building and maintaining these relationships is not easy. It requires time, energy, and focus in a fast-moving distraction-filled world.
119. Radar takes a 360-degree sweep every ten seconds. Make your sweep by focusing on these relationships periodically – once a week.
120. You hear of a significant success or particular challenge to offer congratulations or support.
121. Look for ways to help the other person.
122. Pay attention to detail.
123. Friends do business with friends. Colleagues support colleagues.
124. There's a natural ending to breakfast, while lunch can drag on, with dessert, coffee, etc. And a heavy lunch can make for a sluggish afternoon.
125. Picking your team is 90 percent of the battle.
126. The price tag is too high.
127. Alarmingly, some studies show that up to 34 percent of resumes contain false or misleading information.
128. How do you attract bright, hard-working people with great attitudes? By creating opportunity. The go-getters look to the future.
129. And share what you think makes someone promotable.

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130. Initiate coaching relationships with everyone who reports directly to you.
131. The supervisors thought the employees cared most about "good wages". But the employees themselves said that "full appreciate for work being done" was the top motivator.
132. If you score every one of your team's eighty points in a basketball game and the other team scores eighty four, you've still lost. Beyond that, you were taking all the he shots, which demoralizes the rest of your team and makes them lose interest in helping you make your basket. Great players bring the whole team up. They provide leadership. They challenge other players to work hard, cheer for their successes, and encourage them to keep working when things aren't going well. Watch true superstars play. You see them call out to other players throughout the game. They pass of when they don't have a shot and they protect the person who does. They believe in their teammates, and their faith raises everyone's level of play. When the spotlight shines on them, they bring other players into the light and make sure their contributions don't get overshadowed. And, of course, they play a great game themselves. Everyone wants to advance his career. But if your goals are too self-centered, you'll never get the support you need to get results. Stay focused on working with your team to deliver something great for the customer. That's the path to true superstardom.
133. Often managers will get into a hostage situation with a very talented employee. The manager feels the person is too valuable to lose so he compromises his standards. The employee may become openly antagonistic and demanding. She'll start to infect the rest of the team. The more she gets away with, the more disdainful she becomes, the more disgruntled the team gets. It's an expensive and damaging cycle.
134. To say the same thing over and over again and expect a different response will only bring frustration.
135. The people around you dramatically affect your energy, your productivity, and your capacity to learn.
136. Smart, motivated, productive people are like a jolt of electricity. They give you a boost. They make you feel better about yourself, and perform better.
137. Negative and cynical people are an energy siphon.
138. It's easy to become so driven by emptying your inbox that you stop taking he time to determine what really matters in life.
139. Write down your goals and course of action to achieve them.
140. Get a stack of five-by-seven-inch index cards and sit at a large table. On each card, write down one thing you want to have in your life five years form now.
141. Next, in the upper right hand corner, write a number between one and six on each card – six for the most important, one for the least important. Pull out the fives and sixes and lay them out in front of you.



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142. On the front of each of the three most important cards, write one sentence that describes the success in this goal.
143. On the back write four steps you will take this year to move toward that vision of success.
144. It forced me to think about who I was and what I had to offer.
145. Know your strengths and your weaknesses.
146. Don't waste energy trying to make others think you know it all.
147. IF you catch yourself thinking "I don't need this job. Nothing's worth this," step back. You may be right, but you'll never make a sound.
148. What might seem like an emergency right now is, over the course of a lifetime, only a moment. Don't do something in that moment that could damage your career.
149. Know what activities recharge you, and schedule them.
150. Have to deal with gray areas inherent in decisions with broad complications.
151. "I don't know" or "I'm having trouble defining this problem" than to pretend things are clear.
152. And use your best judgment. Then trust in your judgment – remember, making a decision one way or the other is far better than making no decision.
153. Know there would be detractors, so he taught himself not to take it personally.
154. Nothing or nobody can affect me negatively.
155. Personal Power. He could choose how to view life; others couldn't alter his opinion of himself unless he let them.
156. *He defined his life.*
157. This man didn't just wake up one day with the inner strength and perspective to accomplish all he did.