

The Welch Way (Hardcover) by Jeffrey Krames

1. Welch's goal was to make GE "the world's most competitive enterprise."
2. Welch's first years at the helm were a constant battle.
3. Welch changed that. He felt that the quality of an idea was more important than who came up with it. He urged all employees to voice their ideas, feeling that no one person (including himself) had a monopoly on good ideas.
4. Someone who could express a vision and then get people to carry it out.
5. He had great energy, competitive spirit, and the ability to spark excitement and achieve results and searched.
6. Don't get caught up in managing minutiae. Surround yourself with great people and trust them to do their jobs.
7. Since new ideas are the lifeblood of business.
8. Anything that you can do to simplify, remove complexity and formality, and make the organization more responsive and agile.
9. Jack loves handwritten notes.
10. Facing reality, and then making the right decision based on that reality.
11. Although most thought that he should respect the company and its history, Welch decided to "start a revolution" and reinvent the company from top to bottom.
12. He said that his goal was to "de-complicate everything we do and make at GE."
13. Encouraged his managers to simply tell him the best ideas they have come up with in the last 90 days.
14. How Welch felt about change, and how he got others at GE to feel about it, made an enormous difference in making the company so successful.
15. To embrace change, rather than fear it. He saw change as an opportunity, not as a threat.
16. The people who help you would be more motivated if they knew the bigger picture (how their efforts help) and that you truly appreciate their efforts.
17. But they also want to know how their actions are helping the organization achieve its goals.
18. Comes from. It comes from challenged, empowered, excited, rewarded teams of people.
19. Because it only assumes *only* managers have good ideas.

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20. Business is all about capturing intellect.
21. Welch knew that he didn't have the answers. He also knew that the only way to get them was to get everyone to participate, and make sure there were methods in place to capture and implement the best ideas.
22. In a learning organization, employees are given access to important information and are expected to scope out new ideas and opportunities and come up with creative solutions to problems.
23. Spend an hour per week learning what competitors are doing: spend time on their websites, or studying their ads and catalogs.
24. "...the desire, and the ability, of any organization to continuously learn from any source, anywhere – and to rapidly convert this learning into action – is its ultimate competitive advantage."
25. That he wish he had moved faster.
26. Make decisions faster.
27. He just felt that if a company concentrated on all of the right things, such as living the values, everything else would fall into place.
28. "Early in my career...there was way too much focus on the numbers...and a lot less on the softer values of building a team, sharing ideas, exciting others."
29. Organizations full of "micro-managers," workers are afraid to make a decision – or make a mistake.
30. If managers are managing less, then the rest of the company must do a better job of managing themselves.
31. By investing in training and making learning a top priority, he better prepared his troops to take ownership of their jobs and responsibilities.
32. If you are managing too much, figure out why. Is it that workers aren't receiving enough training? Or are you a compulsive individual who can't back off? Face reality, and then take corrective action.
33. You can't manage self-confidence into people.
34. "Involve everyone in the game," knowing that businesses need every brain in the company to succeed.
35. Welch did not think that any business could afford to leave any players on the bench. His key cultural initiative, Work-Out, was expressly designed to make sure that every worker had a voice in saying how things should be run.

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36. There is no secret to getting ahead at GE. Those who are rewarded are those who live the values, show "guts" and, in doing so, make the numbers.
37. Team must feel comfortable enough to speak out.
38. Suggest an informal brainstorming session.
39. Business is "all about capturing intellect from every person...the more people you can capture it from, the better the intellect."
40. Who view change as an opportunity not as a threat.
41. Correction: *everything* changes – competitors, markets, the economy, technology, etc.
42. Instead of detailed strategy, Welch laid out a few clear goals and central ideas to guide the company. He felt that GE should focus on "winning businesses," businesses that can be one of the two top competitors in each of its markets.
43. Have long-term goals, but be flexible and willing to change them when circumstances change.
44. To develop options and alternative plans.
45. Expect the unexpected.
46. "We want to be a company that is constantly renewing itself, shedding the past, adapting to change.
47. For years, Welch said that his goal was to infuse a small company soul "into the big body of GE." He said that smaller companies "knew the penalty for hesitation in the marketplace."
48. Compared is company to a grocery store. In a grocery store, you know the customers, their names, what they buy and whether they like your offerings.
49. Speed.
50. Simplicity.
51. Self Confidence.
52. Don't "sit" on decisions.
53. Make speed a habit, and challenge your bosses.
54. "Speed is everything. It is the indispensable ingredient in competitiveness."
55. Self-confidence was a vital part of the Welch playbook. He said that instilling confidence and spreading it around the organization was "the most important thing to do."

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56. The GE Chairman was instilling confidence deep into the organization.
57. It takes enormous self-confidence to be simple. Bureaucracy is terrified by speed and hates simplicity.
58. Welch felt that it was the responsibility of every leader to create a clear and simple vision.
59. That was the term he used to describe the process by which the company drives knowledge and learning throughout the company.
60. Nothing builds confidence like achievement.
61. "In the end, great people make things happen."
62. Let people know that you value their ideas.
63. Simplify the workplace.
64. That people are the ultimate answer to boosting productivity and taking organizations to a higher plane.
65. After all, how will you truly know what people are capable of unless you challenge them.
66. Welch called it "stretch."
67. Instead, the company would ask, "How good can you be?"
68. Don't ever settle for mediocrity.
69. "Self confident people know that it is the quality of their effort toward achieving the 'impossible' that is the ultimate measure.
70. When Welch took over he saw boundaries everywhere: vertical boundaries (that separated workers from managers).
71. Make sure to listen to those closest to the work and the customers.
72. Be sure to look outside the company for good ideas.
73. Welch said it is everyone's job to learn new ideas from somewhere else.
74. Never stop eliminating boundaries.
75. Boundaryless behavior evaluates ideas based on their merit, not on the rank of the person who came up with them.
76. One of the real strengths was his ability to select and nurture the best leaders, and let them run the business.

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77. Vision and a few clear goals for the company.
78. Always felt that the best leaders are visionaries.
79. But instead inspire others to execute on that vision.
80. Confident teams will always achieve more than those that are tentative.
81. The key is helping people reach for the unreachable, and to celebrate when they come close.
82. Get in the habit of writing down your vision and describing it and the ways that you will communicate with your team.
83. Hire and promote those most capable of turning visions into reality.
84. Ask questions about how they might go about attacking a particular thorny problem.
85. With clear versions of how things can be done better.
86. Six sigma, the watershed quality program that Welch says "Changed the DNA" of GE, was not invented by GE, but pioneered by phone maker Motorola.
87. Don't think that you or your company have all the answers.
88. Study competitors.
89. Make sure everyone around you knows that you are interested in all ideas, regardless of where they come from.
90. Boosting productivity and getting results were of a paramount importance to the GE chief, how someone got a team to perform mattered more.
91. Energy.
92. Energize.
93. Edge.
94. Execution.
95. You will always take the path of greatest intellect.
96. Welch credits the Six Sigma initiative with "Changing the fundamental DNA of the company," meaning that no other program has had a greater impact on the productivity of GE.
97. Take great pride in your work.

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98. Seek out quality training.
99. Never think that quality is someone else's job.
100. Suggest an informal "change meeting".
101. And most of his actions were aimed at removing anything that made people less excited about going to work.
102. Will need to rewrite your agenda from time to time, and that might mean searching for new challenges that offer intellectual growth.

REBOUND RULES THE ART OF SUCCESS 2.0: RICK PITINO

1. One thing you must do in face of adversity is to be honest with yourself, and with the people you're trying to lead. Acknowledge the difficult spot you're in and commence digging out of it. Don't point fingers, don't recriminate, and don't make excuses. Stay positive and get to work.
2. Looking that far ahead would have blurred our focus on the gradual progress that comprises every comeback
3. It took an unbreakable optimism, and a plan for coming back
4. They began with positive energy on the floor, on the bench, and in the team huddles
5. Persevered, trust each other and worked together
6. Reliance on the fundamentals
7. We didn't desert them in a crisis
8. When people feel extraordinary, you get extraordinary results. When people feel ordinary, you get ordinary results.
9. When it comes to team dynamics – maintaining a positive atmosphere is crucial.
10. After so many years of success, would I let that failure with the Celtics define me? Or would I learn from it and become a better coach?
11. Nobody goes through life without setbacks and struggles, some of them significant enough to cause you to doubt everything you believe in.
12. The story of the United States was not written by people who were handed everything. It was written by people reinventing their lives after encountering adversity.
13. After my job ended with Celtics, I had to pull myself out of a crater by rediscovering what I call my PHD – my passion, my hunger, and my drive. I had to quit beating up on myself and elevate the self-esteem that I always have tried to keep so high. It was time for me to coach myself.
14. Living the “practice-makes-perfect” credo. It discloses the dangers inherent once greatness is achieved—complacency, grandiosity, and a blurred focus.
15. Keep your long-range goals intact in an accelerated world, where impatient pursuit of a quick fix can turn temporary setbacks onto major setbacks.
16. We were besieged by criticism and negativity in Boston, but it was worst inside my head.
17. C.M. advised me to ride out the season and see if it turned around. Dave counseled me to leave now if I really wanted to return to college coaching in the spring.