



**tom\_peters's**  
**Tweet Book**

**By Tom Peters.**



tom\_peters

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# 2010

## March

Tuesday, 30th of March.

- 19:54:43 @Trevthered Even with debt, though, gap between those with and without degrees is soooo high [and growing] that it is relatively less worse.
- 20:19:30 Vatican spokesman on poss resignation:"This is not some multinational company where the chief executive is expected to take responsibility,"
- 21:02:19 Stanford women's victory last night over Xavier amazing!
- 21:03:13 Screw AOL. Screw ESPN. Veeery difficult to find coverage of women's tournament.
- 21:05:09 @vpostrel Have you ever used a short hoe?
- 21:08:26 @jeffjarvis And algorithms erased financial risk from the face of the planet earth :-)
- 21:10:31 @alanmwebber Electricians.
- 21:11:55 @IanSanders Or: These iPhones remove the last dollop of freedom.
- 21:13:16 @IanSanders My stepson insists it's made of bull piss????
- 21:15:16 @HerzogIND I'd add plumbers, or plumbers-whose-name-is-not-Joe.
- 21:16:51 @gerrypar72 As soon as I'm invited! (Love BA, am ignorant about most of the country; though came close to Patagonia/ARG holiday last year.)
- 21:17:58 @BradHubert Sacto always ahead of the pack! (Is the Guvenator with you?)
- 21:22:04 Book a while back: Best teachers used every "style" known to man. But one commonality: Overwhelming-palpable enthusiasm for their subject.
- 21:23:45 @BradHubert Does that mean you have to use a short hoe for 12 hours?
- 21:43:22 @AJBombers May Dr Rainsford experience nothing but sunny days!
- 21:45:13 The 0412 Forbes makes a todo over HP's enormity. But it also makes it sound like a rather wretched place to work under Mr Hurd?????
- 21:48:29 The nurse's role is to fix the patient while maintaining the Doctor's image as Almighty Healer.
- 21:49:48 @HerzogIND Nurses!!!!!! In-home care givers.
- 21:52:48 @WDFuhrman I love Stanford women BB, but feel full depths of empathy for Xavier kid who missed not 1 but 2 easy layups in last 10 seconds.
- 21:54:12 @cynchrys They absolutely-positively-unequivocally are quarterbacks of the patient safety team.
- 21:56:15 @djsartin Earthquake on the hour. Every hour. Hollister CA.
- 21:58:19 @Manoj\_Pawar No.

- 22:00:27 @Manoj\_Pawar Asked good doc/pal, "What about the med schools?" "Hardly changing" was his de facto answer.
- 22:01:40 @Manoj\_Pawar Med schools ought to lead paradigm shift. (Of course biz schools aren't in the world of commerce.)
- 22:03:53 @Manoj\_Pawar Ordered it!
- 22:06:29 When life get's you down this week, just say to yourself, "Hey, I'm havin' a better week than the Pope."
- 22:09:57 @alighthead Not going to hassle you tonight.
- 22:11:20 @Manoj\_Pawar Wonderful phrase: "Radical and blasphemous redesign."
- 22:11:59 @Manoj\_Pawar Alas, more or less true for all professional schools.
- 22:15:09 @djsartin Wikipedia says it's called "Earthquake Capital of the World." Exaggeration, no doubt.
- 22:15:46 @WDFuhrman wide open spaces
- 22:17:50 @GuyKawasaki Also gendercide ...
- 22:19:06 Twin Towers, Moscow, Mumbai awful, but Guy Kawasaki reminds us there are 27 million slaves in the world.
- 22:21:14 @vpostrel About once every 10 to 20 years CA's glamor is "lost forever."
- 22:22:29 @dtapscott Kneejerk reaction "NO!!!" But sure, it's public.
- 22:24:05 @dtapscott I think we've reached the point that at a social dinner you insult someone by not having bothered to Google them. Agree??
- 22:28:20 @hotbutteredbeth nice

Wednesday, 31st of March.

- 01:26:18 "Banking crisis caused by doing what no society ever allows: Permitting young males to behave in an unregulated way." (New York mag, 0329)
- 01:28:40 @nerio123 Interesting. Assume you might be serious? If not, doubly clever.
- 01:29:46 @susanbeebe Lots of Beebes at Cornell when I was there.
- 01:31:35 @IanSanders Awesome! And all over the world. How many countries?
- 01:32:21 @egobillot Wow! Thanks!
- 01:34:54 @egobillot Yes! 100 times over yes!
- 01:46:12 @ahier "Results"? PSA test horribly unreliable. Apparently can't tell bad cancers from not so bad, among other things.
- 01:47:14 @ahier Probably very good at scaring the shit out of people so that they'll demand even more questionable tests.
- 01:47:56 @ahier Fabulous!!! More!! More!! More!!
- 01:48:40 @chrisbrogan But what about ... :-)
- 01:51:51 @IanSanders Amen! (I always wonder how many speeding tickets it causes?)
- 01:53:30 @IanSanders Great psych experiment. Stinks. Tastes awful. Which makes the fact that it works even better.
- 04:41:18 @Earl52 Silence is never a cardinal sin.
- 04:46:03 @IanAspin Wow. Touring the world without any phone and paying attention to the world you are

touring sounds like Nirvana to me.

04:47:43 @IanSanders Whoops, had forgotten the price tag; about 200% premium over soft drink?

06:26:24 @IanSanders N'yet, but I will.

06:27:33 @bizshrink Not sure Wall Street's old males came through. A case of arrested development?

06:30:37 @neilsmith51 Maybe they all ought to have bracelets that are constant monitors. When levels get to certain point, their computers shut down.

08:36:18 "Rehab" is not an eraser.

08:43:05 @KTCaroline And I consider that a compliment :-)

08:46:44 @MADconsulting Yeah, but the misbehavior can't be wished away. Think Jeff Bridges-Bad Blake-Crazy Heart.

09:24:59 It really pisses me off when an org I want to donate to only offers PayPal option. Was I clear? Really pisses me off.

09:26:46 @MADconsulting I am totally supportive. Totally! But prior bad behavior toward others is not erased.

09:27:33 @MADconsulting It strikes me that in high profile cases it's a PR fix mostly.

09:30:17 Haven't reminded you lately. Book: "Enough!" John Bogle. (Vanguard fund founder.) Short. Very sweet. I carry it as talisman.

09:36:10 @stephenjudd Thx.

09:37:47 @stephenjudd I guess my point is that if I have messed up someone's life I owe them more than an e-copy of my rehab graduation certificate.

09:41:51 @emathiasen That's fine. I want options.

09:53:43 Evidence-based medicine. Don't ignore the classic 1997 text. "Demanding Medical Excellence," by Michael Millenson. (plus see MM's Website.)

09:54:38 @MADconsulting Please tell me what you think!!

09:57:27 @MADconsulting Am great admirer of the "Liberal Lion," but would never have survived Chappy bridge for a week in 2010.

09:58:59 @sam\_waterfall Hope you enjoy, Sam. (London looking like Spring yet? Hear it's late on your side of the Atlantic.)

09:59:31 @HooversTrainers Perfecto Father's Day gift.

10:02:02 @rwroders I only feel comfortable in my field in departing from the data because I'm intimate with the data. Not seeking to remove Art!

10:02:24 @rwroders Wouldn't think of it.

10:04:20 @rwroders Look at hard evidence. Apply to your situation. Make own judgement. But if judgement at odds with evidence, explain yr decision.

11:24:17 @latinabug\_nj Can't open; will work on it.

11:24:43 @melissaonline Thx!!

11:25:30 @Symscape Nothing by me. But I want options.

15:55:07 @MADconsulting Hate to say it, but we now have the tools to scream at each other 1,000.000.000/60/60/24/7 without any need for data.

## April

Thursday, 1st of April.

- 06:59:30 @nntaleb Recc: Managing the Unexpected: Resilient Performance in an Age of Uncertainty, Karl Weick-Kathleen Sutcliffe (Weick's brilliant.)
- 07:01:13 @erandycox Thx. '94 was a pretty good year :-)
- 07:01:34 @Reaburn yup
- 07:02:40 @MADconsulting Is that from a review of the last 50 years of Presedential speeches :-)
- 07:04:33 Brilliant (!! ) summary of post-leg hcare world. Entire "Science Times" sec of NYT. Tues/0331.
- 07:06:37 Anybody who thinks there's not an enormous role for brilliant, old-fashion reporting & analysis by well-trained people is certifiable idiot.
- 07:10:02 Lionel Shriver fab novelist. Her new HEALTHCARE novel, "So Much For That," was in NYT review called as powerful as "Uncle Tom'S Cabin"!!!
- 07:11:48 @Berci Let's start with real reality of handwashing. My current illness is not virtual.
- 07:13:53 Docs ought to be legally restrained from doing anything new for 24 months. Work 100% on basics-eg checklists. Then back to sexy things.
- 07:34:23 @DrewWoods49 That is astonishingly unfair to and untrue of 99.9%+ of journalists. Life is not Fox and MSNBC.
- 07:36:44 Three cheers to my local clinic. As we checked in, each of us was asked to put on a breathing mask. (A 1st in my hcare experience.)
- 07:40:00 @Berci "but we have already gone throught that"-please tell me you didn't say that. Please. Please. Please.
- 07:42:13 @MarcinGruszka Toyota has trashed 40 years of great work by forgetting the basics.
- 07:43:16 @MarcinGruszka S Jobs has created most valuable non-energy corp in world by sheer greatness in product development.
- 07:44:24 @MarcinGruszka NSA has 80 gazillion tons of well-mined data, but our HMINT sucks. and nobody speaks Arabic.
- 07:45:15 @MarcinGruszka Our economy is in the tank because of too many advanced analytics and too little morality.
- 07:46:31 @MarcinGruszka Walmart's data mining genius would be utterly wasted in asny company that did not have Walmart's culture.
- 07:50:19 @MarcinGruszka Agree, but among other things 90%+ applications cool stuff fall waaay short of potential for human/implementation reasons.
- 07:54:12 @Sally\_G Roger Ailes, not everybody's favorite guy, says you have SEVEN seconds to make a great-good-bad-horrible impression.
- 08:35:49 @Earl52 thx
- 10:08:14 @garywells60 Thanks!
- 11:26:23 @AndreaLearned Humor is the ONLY "sure thing" change tool. PERIOD. (Was I clear: PERIOD.)
- 12:29:20 @\_robin\_sharma Agree with sentiment. But person must have depthless appetite for

self-education.

- 14:56:02 @Earl52 Hosp CEO at seminar 2/89 said I looked like "walking heart attack." Started powerwalking next day. Still motorin' 21 yers later.
- 14:56:54 @Earl52 Wonder how many countries I've p-walked in? 50?
- 20:43:59 Vermont! 72 hours ago, single digit temperature. At 7:08PM today, 1st mosquito bite of the season.
- 20:45:29 @myplan4you My learning "rules" actually emphasize breadth over depth.
- 20:48:01 @\_robin\_sharma V. successful NGO boss hires no one for overseas work who doesn't have min. One Great Passion beyond professional discipline.
- 20:50:05 Pls check out tomorrow's main Post at tompeters.com on "never look back." Love your opinions. Very troublesome.
- 20:51:09 @EkaterinaWalter Key: Innovators 100% of jobs, though manifestation different in different places.
- 20:53:09 @nerio123 True. Anita Roddick: If don't think a little thing can make a big diff. spend 1 night slping under mosquito net w/ 1 mosquito.
- 20:56:49 @jeffjarvis Or gaining it.
- 20:59:14 @jeffjarvis Horrid sinus headache, day 5. Hair hurts. Am inspired by increasingly strong controlled substances. (By perscription. DEA app?)
- 21:00:20 @nerio123 AQnd on the 8th day god made 100% DEET.
- 21:00:56 "Easter trees" w/ eggs as decs just seem wrong to me.
- 21:15:43 Is it just my age? I am loving the HANDWRITTEN notes I'm getting from folks I sent books to.
- 21:17:37 @gvmcmillan Your wife always an exception in my book :-)
- 21:20:06 @CoachBru Of course! (4927 Main Street, Manchester Center VT 05255)
- 21:23:10 Not sure why. With passage of time, I more and more appreciate my 4 years of active duty in the u. S. Navy. (Amazing career launch.)
- 21:24:29 @alightheart weirdly intimate-VERY nice.
- 22:41:46 @CoachBru I'm off for 15 days to everywhere from Buffalo to Dubai to Warsaw. Will not get back to you immediately.
- 22:45:17 @MarthaBeckGood as it gets.
- 23:08:19 @dsprllc You may or may not have liked GBush Senior, but "they" say he got to the White House in part thanks to hand-written notes.
- 23:10:12 @dsprllc Re prior Tweet, I wrote column on GHWB & handwritten notes-got a handwritten note from him. (Old media, syndicated 100+ papers.)
- 23:12:38 @Manoj\_Pawar For a minute I thought you were referring to my Tweet on bad sinus headache and controlled substances I'm using to relieve it.
- 23:13:40 @CoachBru My wife avowed feminist; won't eat there :-)
- 23:15:57 @jasonfried Is Rick Grefe still running AIGA?
- 23:17:31 @jasonfried Wish I could wear my Phillies cap, but it's red with a white P. Looks like my ego run amok.
- 23:19:10 @dtapscott 1992. "Liberation Management." Feature on David Kelley Design. 2 blocks from my office.
- 23:22:06 @chrisbrogan Am I allowed to substitute "brilliant" for cool; or make it additive? MUST READ!!

- 23:23:30 @RosabethKanter My head is still rolling around on the floor at McKinsey.
- 23:25:16 @sanderssays Bandura was at Stanford (psych/social psych) when I was there in 70s. So, too, Phil Zimbardo.
- 23:26:52 @sanderssays Must read: P. Zimbardo, "The Lucifer Effect."
- 23:29:10 @dsprllc Yikes. Unhelpful: Published by Tribune Media Company. (I'll see if I still have my collection.)
- 23:29:59 @mikedmerrill Thx! I was 24 when I wrote it. Whoops, 52.
- 23:30:45 @ericzieg Nice. May steal. (With attribution!!)
- 23:34:29 @cynchrys Agree, but w/ keyboard ubiquity, lots of us are producing illegible mess. I am unreadable unless my production pace is glacial.

Friday, 2nd of April.

- 07:02:55 @SteveCase Absolutely stunning.
- 07:04:46 @business\_design Headline: Southbeach diet vanquished! Little BIG Things diet rips through preventive health world!
- 07:05:29 @business\_design Hearty Healthy reading! Cardiologists applaud!
- 07:06:55 @business\_design Michelle Obama declares, "Give every American Little Big Things in new Treadmill Recovery Act, and obesity will be licked."
- 07:07:45 @jimmon80 Thx, but surely you jest, Little Big Hole AZ?
- 07:09:19 @mjgeek Sir John had not 1 but 2 submarines shot out from under him. I wasn't in that league!!
- 07:10:02 @Trevthered 57. Shave yet?
- 07:10:47 @derekhumphries iPad handwritten note app?
- 07:12:18 @dsprllc And ... the memory lingers on.
- 07:14:00 Just read ystdy's NYT. Had been worried, but glad to see that top 25 hedge fund guys averaged \$1B comp last year. Whew!
- 07:16:34 Tweet volume to crumble. Off to:  
AltoonaBuffaloDubaiBerlinPalmbeachOmanWarsawShanghaiSeoulCairo.
- 07:38:55 @mjgeek Had privilege of working with him for years, 1st at McKinsey; on same platform Gleneagles, Cannes (for EU Brussels staffers), etc.
- 07:39:43 @AndreaLearned Isn't it Abu Dhabi that's made the very bold pledge??
- 07:40:30 @wallybock Or a few square meters in New Zealand.
- 07:41:16 @michaelombardi Not sure; final cap selection is laborious.
- 07:48:29 @kevinmd Hope there's an app that gives docs instant electroshock if they fail to do lengthy hand washing.
- 07:55:44 @wallybock Never thought I'd see a new (to me) Jackism. Very nice, very true. That's GE's strength. Funny we think JW "genius strategist."
- 08:03:55 @mjgeek Lucy Kellaway in FT column once roasted JHJ's ties and my swim suit (in back cover book pic) as some sort of weird pairing.
- 08:15:17 Joys of peripatetic life: comfortable wearing Nationals Orioles Giants A's bball caps.
- 08:19:30 @kcbeth I was just showing off! Still amortizing investment in education. (Truth: great 12th grade English teacher.)



- 08:20:53 @MADconsulting Starters: ALL strat pln docs should have 2 pages on Implementation hurdles-tactics for every 1 page on strategy.
- 08:36:20 @MADconsulting We're all somebody's (sombodies) conduit.
- 08:36:43 @IsCool thx
- 08:38:13 In VT screens not up for summer. Just spent 1/2 hour chasing bird out; came through the window. Difficuly, with high barn ceiling in study.
- 08:39:21 @MADconsulting Of course as Taleb would tell us, de facto black swan hurdles the killers.
- 08:40:21 @MADconsulting Most of hurdle list should be political, not "if I can get the money ..."
- 09:00:36 @cubanalaf "'Simple vs. Complex?' No. 'Simple, THEN Complex.'" No. "Complex" then "Simple."
- 09:01:41 @IsCool I think FX has managed to stay pretty with it??
- 10:11:51 @yuswohady I got from Wally Bock.
- 10:12:45 @MADconsulting I wrote a forward to a Dr Seuss book that was re-published as a biz book.
- 10:37:27 @TheOnlineMom Worse; we nurture evasion skills. (BFSkinner.)
- 11:21:54 Recc: "Best Care Anywhere: Why VA Healthcare Is Better Than Yours," Phillip Longman. (He started as a skeptic.) (I've read several times.)
- 12:04:31 @RoyOsing Never heard of Good Friday present. (It's a sacrilege?!) But you've given me a mega-boost. (Painkiller for sinus headaches, too.)
- 12:06:41 @MADconsulting Vietnam: small-team excellence. Pentagon: coping-thriving in monster bureaucracies as a little guy. That's pretty much it.
- 12:07:44 @believeactgo Yeah you!!!!!!!!!!!!!!!!!!!!!!
- 12:17:31 Breakthrough time! My colleague Erik Hansen just CALLED. He makes point PHONES are still allowable communication tools! (He's sooo right!!)
- 12:18:08 So CALL a client. Within next hour.
- 12:19:20 @neilsmith51 Will respond after Good Friday!
- 13:27:21 @Howardmann Boggles the mind.
- 14:04:41 @debbieweil Hey Debbie, my theme-for-a-day: Your PHONE is you SocMed hub?!
- 14:05:10 Think ... PHONE!!!!!!
- 15:24:40 @debbieweil I was thinking about the hardwired landline I was glued to for 9 hours doing radio interviews a couple of weeks ago!
- 15:25:27 @nickbrennan I don't mean to sound silly, to the contrary, thanks for the thanks.

Sunday, 4th of April.

- 10:49:31 @rajeevdewan Thank you!
- 10:51:17 @tedcoine I would agree that it seems to have held up surprisingly well.
- 10:53:32 Easter bunny broke an egg on my head. 36 hours ER/ICU. Afib. Rutland [VT] Regional Medical Center does brilliant job!
- 10:54:47 Wish i could talk more young docs into public health. Grand way to make the world a better place!
- 10:57:20 I like to remind harried docs that at end of day they get to go home realizing they've been of true

- service. How many workers can say that?
- 10:59:44 Relentlessly pointing out shortcomings is guaranteed way to insure that these shortcomings will not be fixed.
- 11:01:11 Great questions induce great answers. Art of asking good questions is greatly unappreciated!
- 11:03:01 Telling the truth [patients] when asked ticklish questions, questions that reveal what idiots we are, is best way to help doc help you.
- 11:04:14 Corny but I suspect helpful: Signs here and there in hospital saying, "Ask me."
- 11:05:10 Docs with "good bedside manner/" end up with patients as partners in healing process.
- 11:06:49 Nurses who are great at creating IV portals are gifts from the gods.
- 11:07:53 Little favors done by staff to patients quickest way to creating helpful-cooperative patients.
- 11:08:51 Great attitude can induce great service even in hyper-busy ERs.
- 15:24:13 @MADconsulting But it's so important it's worth studying-there is a big literature on asking questions effectively.
- 15:27:51 @bigbrightbulb Thanks for your kind thoughts.
- 15:29:20 What sort of world is it? In ER. Heart not working all that well. Petrified. And worried about not Tweeting.
- 15:30:18 @mjgeek Nice.
- 15:31:10 @ProfMac1971 I had one about 5 yrs ago.
- 15:34:02 People who throw beer cans out of cars really piss me off. (Put 'em in a stockade and throw beer cans at them for a day?)
- 15:36:04 Don't underestimate quality of care at regional hospitals. (Often better than big centers, awash with star docs, and home to sloppy care.)
- 15:36:53 May the Stanford women's basketball team vanquish all comers!
- 15:40:11 @MADconsulting I'd say understanding it's a formal skill to be mastered, not a catch as catch can thing, is imperative; then ... PRACTICE.
- 15:42:07 @saleswizard9 Be delighted if you did.
- 17:43:33 @Andy\_Lawson All is well. An "episode" readily handled.

Monday, 5th of April.

- 06:18:32 @kevinmd Including med schools!! (My "informants" say the med schools are [way] behind the curve.)
- 07:51:40 @armano A clean barnyard at the end of winter??
- 07:53:16 @rms\_nyc Fair enough!!!
- 07:54:44 @Trevthered Problem Trevor, is the prescription: Behave in a sane manner!
- 07:56:05 Real truth for people like me: My wife said, "You are being selfish relative to me by continuing to beat yourself to death." RT!!!
- 07:57:45 Heart health dependent on gum health, sinus health; gums, sinuses spray trillions of bad bacteria all over-heart really gets whacked.
- 08:00:21 Someone said I Tweet about stuff in places like ER. Figured out "what I do": Spent 45 years observing humans interact to get things done.
- 08:31:57 We think we change. We rarely do. Talked to 3 super-specialists. Great learners. But i predicted

what they'd say. They did. Sure i'm same.

08:32:55 @RowanGibson Thx!

08:35:03 @markwardwick Unnecessarily ridiculous schedule, esp int'l travel. Insane over-prep. I'm a stress absorber of 1st order.

09:34:09 @SemiraSK In my experience, mostly never. Hence must put diverse team together to take advantage current traits that are useful to purpose.

09:34:48 @thenapier Rarely.

09:36:02 @inspirationguy But if we acknowledge and team up with others we can move mountains. Mix = Power.

13:09:52 Degree to which MD specialists almost always fail to integrate with the rest of the patient's medical life (other body parts!) a disgrace!

13:15:38 @kevinmd Brilliant!

14:29:22 @medrants Agree, but not an excuse. Also up to individual doc. Fail to deal w/ interactions, may kill-wound as many as save.

14:30:27 @medrants We just can't perpetually use that as an excuse for ... SLOPPY PROFESSIONAL WORK.

14:31:23 @medrants Failure to pursue integration implications clearcut violation of Hippocratic oath.

14:53:08 Check out photo at tompeters.com. Susan says this looks like me coming out of the hospital.

14:57:09 Silos always prob #1. Hospitals. Military. Commercial businesses. Maybe dump the COO job. Replace w/ CSB. Chief Silo-Buster.

14:57:47 Perpetually complain about silos, but where is silo-busting in the B.Schools?

14:58:22 Silo-busting as full-fledged ... Academic Discipline.

14:59:19 Silo-busting "dealt with" frequently ... but ever seen it in a corporate Value Statement? (Not me.)

14:59:56 "Silo destruction is strategy"??????

17:27:55 @MADconsulting We'll have to disagree. Excellent or horrid, I've never met a company or organization in general w/o big silo issues.

17:29:54 Best Twitter prep: Old-fashion newspaper editor. Turns incoherence into short. punchy, compelling language.

17:32:34 @nytimeshealth Let's just tax all forms of "inappropriate" behavior. (Is Bloomberg really go after salt?)

17:34:38 Silos are ... GOOD. Need hyper-narrow experts. But also/equally need insanely great effort-incentives to get cross-silo co-ordination.

17:37:48 @tomasacker Absolutely. I feel like an old truck at the moment.

17:38:30 @TinaMcManus Thx on behalf of SS.

21:25:09 Wonderful Easter lillies and tulips from local Price Chopper. Increasingly good stuff at the low end of markets.

21:27:21 @JohnMMcKee1 One part of the puzzle, no more; eg cross-functional cooperation in all managers' evals.

21:30:04 @JohnMMcKee1 In new book I argue that "social stuff" key to smooth x-funct coop; eg systematically develop relationships across borders.

21:32:06 @JWilfong What I mean is that deep expertise crucial to success. And to some extent particle physicists need other PPs; hence departments.

- 21:33:09 @Sally\_G Or at least Granville NY (Colored slate capitol of America!)
- 21:35:20 @JWilfong I strongly disagree. Experts need to feed off each other as well as be part of teams. Myth that enterprise 2.0 will change that.
- 21:37:39 @JWilfong Also important for us (you, me) to remember that enterprise 2.0 probably employs <2% (<1%?) of Americans, incl Gen Ys.
- 21:39:23 @Jenrocoh And Paul Lawrence-Jay Lorsch at HBS called them "boundary spanners" in pioneering 1960s research.
- 21:41:40 @bizshrink Yup. Biggest challenge is to stay in 1st gear.
- 21:43:06 @mkrigsman I do. But there also needs to be a formal element of working relationships, insuring inclusiveness, equity of rewards, etc.
- 21:44:02 @mkrigsman Boss ought to be part of it. (That's not an oxymoron.)
- 21:47:36 @mkrigsman Tools alone fail, but implementation success is more than organic.
- 21:49:31 @sandymaxey Never thought I'd be on the other side in any way, but need wide AND deep.
- 21:51:15 @chuckmartin1 Otherwise known as S.O.B.s, bless them!
- 21:52:33 @Trevthered I believe that manipulation of physical space is the most unsung power-tool a manager has.
- 22:03:48 @shelisrael Men's final? What men's final? Tomorrow is the Big One!
- 22:06:52 @mkrigsman Nice post! Only thing I'd add is "politics is everything." Techies hate that, but it is one of life's great truisms.
- 22:07:42 @mkrigsman If you're lousy at politics, you're lousy at implementation. Period.
- 22:08:15 @mkrigsman More: You must ENJOY politics!!
- 22:14:30 @mkrigsman Sorry.
- 22:17:22 @6things Understanding-appreciating-mastering the chess match called "life in human organizations among god's frail children."
- 23:21:20 @shelisrael Tomorrow. Huskies. Cardinal. Main event. Tonight prelim :-) (Doing much better, thanks.)
- 23:22:34 @ej\_butler There is bad politics. But politics is NOT a bad word. It's how people get things done.

Tuesday, 6th of April.

- 04:08:11 @nerio123 Yes.
- 04:08:23 @nerio123 And yes!
- 04:11:22 @HKotadia Maybe. In theory, yes. But a lot has been promised before. (But hope springs ...)
- 04:12:43 @HKotadia But make no mistake. Heirarchy is not dead. In the Army. At the car dealership. At Google. (In the Church.)
- 06:28:00 @ProfMac1971 Jack did that very well.
- 06:28:46 @ProfMac1971 Military doing it well by comparison to 20 years ago.
- 15:14:40 @seayum Should be. Rarely is. Shared serice heads often (usually?) the problem, not the solution.
- 15:16:48 @seayum I want my (clout-laden) CSB to work fulltime greasing skids, developing crisscross networks. That alone is her chief occupation!!

15:18:02 @jesch30 Thx!

15:26:11 Gen X. Gen Y. Gen Z. Mostly bull. Treat with abiding respect. Create caring environment. Create growth environment.  $X=Y=Z=A$  ...

16:54:19 @chuckwilliams2 Worth a great debate.

18:27:55 @chuckwilliams2 Fighting force effectiveness a function of morale. Troop command in the age of Petraeus same as it was in the age of Grant.

Wednesday, 7th of April.

08:20:39 Speaking as a devoted Stanford Cardinal, hats off to the UConn Huskies!

08:22:03 Love sporting events were there is a bloody battle on the field and then obvious respect for one another demonstrated after the contest.

08:24:20 Look out for post at tp.com next couple days. Topic "How the computer/Internet has changed my life last 15 yrs." (Preview: Not sure it has.)

08:25:34 @timoreilly Yes, and, aboveall, HOW you connect and BUILD lasting relationships.

08:27:07 Beware movie-like "first weekend" phenomena. In tech, sometimes things take a long time to take off. (Think Microsoft and Dell vs Apple.)

08:28:24 @JCoreyINPUT Hey, Jae! Good to hear from you!!

09:07:12 @core77 In '89 the highways in SF Bay Area that did best were those with rubber joints! Keep it simple!

09:08:45 God? Candidate: Wendy Kopp, Teach for America!!! (Read a little story yesterday about TFA's 1st foray into Mass.)

09:13:36 @aanteladda Sure. But life fundamentally diff? Presentations better? Relationships better? Reach more than w/ syndicated column 150 papers?

09:14:57 @aanteladda I'm just wondering, that's all!!! Fair to wonder?? Answer not a "slam dunk" either way.

09:16:06 @aanteladda For those of us in "community of Tweeters" answer is obvious. But is it correct?

09:45:01 @goodwillnne Thank you. Is it horrible if I say that I'm still kinda happy with that book?

09:45:27 @peterfalkner All replies me personally!!!!!!!!!!!!!!

09:51:22 @peterfalkner Obviously not alys so responsive. Missed 36 hours when I was in ICU this past weekend!! (No live computers allowed!)

11:09:30 @aanteladda Fair enough. But (and I'm just being provocative) are you getting sloppier about research data?

15:02:24 Arnold Arboretum. Boston. Spectacular.

15:03:23 Arnold Arboretum. Sample. 12 of 32 people on cell phone/iPhone. Whatever.

15:04:11 Arnold Arboretum. Superb map! Superb signage! Both very big deals!

15:05:42 Arnold Arboretum. Boston MA is not Charleston SC. Say quiet "Hello" to someone you cross paths with. In large majority of cases no response.

15:06:41 @dporter1 Rutland Reg Med Center: Even the veggie wrap was excellent!

15:07:25 @dporter1 In general, architecture-decor has significant effect on healing.

15:08:52 @aanteladda Sometimes I'll read 15 papers by someone, and decide no need to visit in person. Mistake in 9 of 10 cases.

- 15:11:44 @aanteladda Support from an American friend who lives NZ 6 mos per year; continues historical research at old speed or better.
- 15:12:44 @aanteladda I worry sometimes my questions not as sharp. "Let's see what pops up" is good and bad.
- 15:17:16 @aanteladda Amen :-)
- 15:22:07 New technology at its best. Telemedicine. Perhaps millions will be able to stay at home longer.
- 15:22:51 Telmedicine also means, almost automatically, more attention to sorely neglected chronicare.
- 15:23:55 Do chronicare right, cut hospital admissions by ... (Whoops, so that's why we don't do much chronicare.)
- 15:25:24 @samuelhorowitz Well, it's probably only 10 years since we started moving design toward the top of agendas in general.
- 15:26:13 @samuelhorowitz Really good signs-directions seem to be very tough nut to crack, like good zippers.
- 15:27:15 @AndreaLearned HYOpefully, lenders too. Some but by no means all.
- 15:30:05 @gck789 Spring day like this at place like Arnold you can almost hear explosion of buds turning to flowers. Car said temp 92F.
- 15:32:16 @PointSouthKOA Go running streets of Charleston, slowed to a crawl returning hellos :-)
- 15:33:57 @PointSouthKOA Grew up Annapolis. Went to college Ithaca NY, 1960. Literally remember calling my mom, "They don't say hello back to you."
- 15:40:23 @samuelhorowitz Ab-so-lute-ly!!!
- 15:44:32 @lconic88 Or at least ask, 10 times today, "What can I do to make your life easier?"
- 15:46:00 Once again, I gave the lecturette: What a godawful waste of time and emotional energy to stay pissed off at someone.
- 15:46:52 If it's 2% your fault, then it's your fault. Apologize.
- 15:47:38 Say "I'm sorry" to anybody today? No? What are you, perfect?
- 21:53:40 @iannarino Hereby approved.
- 21:54:52 @gvmcmillan Thx!
- 21:55:28 @socialtrinity Excellent. Key word: ONLY!
- 21:57:09 @pauljansen You too :-)
- 21:58:25 @tsmcmanus I am so sorry not to be there. Still getting tests in Boston.
- 21:59:33 @lanMatheson It's a sign of gutless & weak to fail to take accountability!
- 22:10:56 Saw preview of The Joneses. The ultimate Brand You movie?
- 22:11:33 Sucker for political intrigue. Loved The Ghost Writer.
- 22:13:11 @tsmcmanus Love too. Under the impression it was an annual event. (Ended up missing an easy travel week: Altoona. Buffalo.)
- 22:15:43 @petermello Speaking of Nike, Susan bought \$60 running shoes today. In blind test, bet damn few "amateurs" could discern diff \$60 and \$120.
- 22:17:49 @tsmcmanus Spent 6 yrs in Ithaca. Consider myself an old Western Tier boy.

Thursday, 8th of April.

- 05:29:31 @tonkawaman Complex issue! There's ritual "I'm sorry." And heartfelt apology. (I'm Japanese-like in that I probably say it too much.)
- 05:32:22 @aanteladda Cannot imagine mastery of anything in less than 20 years. Cannot imagine fully mined research topic in less than 50 years.
- 05:40:51 @nerio123 Way I like to put it, "If not this, what?" (Though it is a mighty aspiration.)
- 05:42:04 How can you inject EXCELLENCE into today's first meeting? (This 1st meeting is the only marker of your professional life.)
- 05:42:42 At every meeting today, talk about EXCELLENCE as a measure of success in the topic under consideration.
- 06:19:04 @markogregori Bingo! Have a great day!
- 06:20:12 What the hell was Nike thinking?
- 06:21:15 Re Tiger no one talks of abusiveness toward women. Why?
- 13:12:47 @tomlawso Ahhhhhh ...
- 13:15:47 Bravo: VT budget tight, but state crews cleaning up roadside Rt 30 , main artery from MA. Great place not to cut \$\$\$ if tourism is your bag!
- 13:17:09 @dondingee Not sure, but am sure I said unintended consequences frequently/mostly out-number consequences.
- 13:19:27 See Gail Collins in NYT today. Sorry to say, didn't endear me to VA's governor.
- 13:23:25 @zefrank Like quote about designers being consigned in the afterlife to using their own products.
- 13:24:10 Good "Detour" signage a gift from the Gods!
- 13:25:23 Love road construction delays. Means people working in numbers at relatively high-salary jobs! (Construction unemployment abominable.)
- 13:46:59 ALL algorithms subjective.
- 13:51:38 @Greytdog Loathe "getting political" in my Tweets/Blog;invariably leads to torrent unproductive of invective. But this was one for the ages.
- 13:57:22 @aristeia\_dave Beautiful, and new to me.
- 14:04:11 @aristeia\_dave I was taught by Chuck Bonini, another of the pioneers.
- 14:05:16 @aristeia\_dave Still use my 40 year old Bonini text, with some regularity.
- 14:08:53 @barbaratruman thx
- 14:10:00 @aristeia\_dave "Statistical Analysis for Business Decisions," William Spurr and Charles Bonini, 1st ed 1954.
- 14:44:19 @LeadershipNow 15K of McKinsey workbook version, which was very complete.
- 14:44:50 @Greytdog agree
- 14:45:33 @Mark\_Parkinson What a difference a "t" makes!
- 14:47:51 @industrialist Signage is life. the rest is details.
- 20:44:43 @Keith\_Clark thx!
- 20:48:20 @Greytdog Thanks. I think?
- 21:47:46 ONCE AGAIN ... donation I wished to make not registered because of paypal imperialism. I am bloody sick of paypal.
- 21:48:59 @MADconsulting What does Sir Walter have against deep sleep?

- 21:51:29 @MADconsulting What kind of a world would it be w/o H.L. Mencken? (A good Baltimore boy.)
- 21:59:19 @ahier Why can't stuff like make Page 1? Failure to take anti-hypertensive drugs is equivalent to a West Virginia accident every 1.25 days.
- 22:00:56 Stunning! 89,000 preventable deaths per year (USA) if people took their anti-hypertension meds! (Talk about a "Little BIG Thing"!)
- 22:05:07 @MADconsulting The bad news is that a woman has to be twice as good as a man to get a job. The good news: That's not very hard. (Thatcher?)
- 22:06:51 @MADconsulting The problem with writing fiction is that you cannot hide behind purported facts. You must penetrate the soul.
- 22:07:42 @MADconsulting Or even a wee tiny asterisk.
- 22:10:50 @lisacle Trying to donate. Visa option. But site not let me use Visa since I have a paypal acct associated with my email address. Stupid!
- 22:11:28 @tomjedrz Of course not. And the point is?
- 22:12:31 @mjakubik Getting to the point that whenever I see the paypal option I retire from the field.
- 22:14:55 @musicbizkid New England Journal of Medicine. Yesterday. (Yes, buggers the imagination; and would if it were 75% less.)
- 22:16:14 @TaraDiversi Agree with the plethora of such stats. But the general knowledge of them is ... VERY LOW.
- 22:17:02 @TaraDiversi Health practitioners can help, but the info demands far more general attention, anger.
- 22:17:53 @TaraDiversi Ever had a DOCTOR call you at home to see if you are taking your meds?? (Perhaps 2 weeks after a visit?)
- 22:33:51 @Greytdog Ray Kroc, McD's founder: "You've got to be able to see the beauty in a hamburger bun." He did!!
- 23:27:04 For most MD specialists, answer is more tests, more meds, more procedures. This is VERY often a wrong-headed strategy.
- 23:28:13 Body is a pretty cool device. In a lot of cases it goes about it's work quite effectively, and would prefer to be left alone by docs, etc.
- 23:30:32 Americans have wonderful trait of leaping in and fixing things. In modern medicine this frequently leads to too much un-necessary action.
- 23:32:59 @Calcrash I'd buy that if there weren't exceptions by the bushel in our giant system. U.S. med landscape is big experimental playground.
- 23:34:13 @Calcrash Gross exaggeration. I've had many fine docs, especially away from "prestigious" med centers, offer options and recommend inaction.
- 23:35:57 @m3sweatt But as you imply, there ARE success stories that we can learn from. Thousands in USA.
- 23:36:57 There are a lot of maladies one carries about at age 67. Most ought to be left alone.
- 23:37:50 Every time I get a back ache I shouldn't expect the medical world to fix it, even with Cadillac insurance.
- 23:38:23 My back hurt like hell this morning. And yesterday morning. So what?
- 23:43:43 Patient trick #1: Understand you are in charge. Trust no one. Become a student. BUT DON'T LET THE PROCESS TURN YOU INTO A HYPOCONDRIAC!
- 23:47:50 @aanteladda And often not.



23:51:16 @m3sweatt Not expert, but my understanding is, for example, you could readily find hundreds++ of patient-safety programs-experiments.

Friday, 9th of April.

07:02:56 Nirvana. Doc (internal medicine) & I in his office yesterday @ 5pm, googling effects of CT scans, talking about evidence..

07:04:26 @ThatScottGuy Sure, point is I don't expect heaven-on-earth.

07:05:20 @IvanHernandez\_ Come say hello.

07:07:15 @DressageDancer I do all that, and I'm perfectly okay. Point is I accept natural stuff, don't expect "the system" return me to age 27 form.

07:07:53 @m3sweatt agree

07:08:32 @banuba Love Istanbul!!

07:14:00 @tomjedrz Yes, but support funding aggressive experimentation on, say, evidence-based med; too bad tagged "death panels," "rationing."

07:35:18 HATE: "Can't do it, system screwed up." True! So what? ALWAYS EXAMPLES OF PEOPLE DOING "IT" DESPITE CONSTRAINTS. Find 'em, learn from 'em.

07:49:54 @mikelitman When my environment is tidy, all of my creative juices run dry in very short order.

07:51:21 @shanemacays 140 characters great, but you'll have to say a little more. whose expectations?

07:52:12 @FrancisAdams14 I thought SM was supposed to fix all that?!

07:53:25 @twishortinfo Nope. Just try harder! (And use my blog.)

07:55:16 Having prob installing something! Natural to blame your[stupid] self. DON'T. Instead put a price on designer's head. Yr not stupid, he is!

08:13:18 @pawanrajs I stole it from Donald Normann, my fave design guru & Mr User Fiendly. (I bet Steve Jobs would agree.)

08:13:58 @FrancisAdams14 ??????????????

08:14:51 @FrancisAdams14 Impossible to be clueless about SM. It's whatever you want it to be.

08:19:01 @TimOBrienNYT Put Rubin on a bus too ...

08:19:47 @TimOBrienNYT Rubin-Greenspan-Clinton. Let the good times roll ...

08:21:01 @pawanrajs Truly good design takes into account probable stupidity carelessness.

08:22:15 @pawanrajs Not harsh enough. When was the last time you had "installation problems" with a brand new car?

08:38:49 @pawanrajs Sold a boat years ago. didn't want to start every trip with an hour of playing Jr diesel Mechanic.

08:39:40 @pawanrajs Friend, almost exact same boat 10 yrs later; about two switches and you were off and gone.

08:45:53 @pawanrajs Baloney!!!!!!!!!!!!!!!!!!!!!! (Myth.)

08:46:31 @pawanrajs And the greater the designer's responsibility.

08:46:58 @pawanrajs I mean, what the hell is the point of the designer?

08:53:44 @pawanrajs Designer's raison d'etre is to heed me.

08:58:53 @pawanrajs Wonder # tech toys thrown out window (LITERALLY) last 10 yrs thx install probs.

E.g. \$400 printer. Beautiful sound as hit ground!

08:59:47 @pawanrajs Designer's measure is usability for bottom 25% user.

09:00:45 @roseytimes Agree, but not all specialists the same.

09:01:14 @pawanrajs No.

09:02:48 @pawanrajs Aren't you confusing tech treaks and those under 25 for the "other 80%"?

09:04:12 @pawanrajs wether med patient or tech toy user, my "responsibility" is damn low.

09:06:13 @pawanrajs Sorry, I am in a 20 year rage against user-unfriendly design. As I said, blame Don Normann and Jacob Neillson (sp?).

09:07:42 @pawanrajs You should hear me at design conferences when I've got the bastards directly in the crosshairs.

09:08:52 @chrisbrogan Pushups with one arm in a cast??

09:10:42 Jakob Nielson.

09:11:31 @studiolistic It is an honor. Oh damn, expectations kick in ...

09:14:35 @pawanrajs Absolutely, I push 'em 'til I piss 'em off. Why else show up? (Don't need the frequent flyer miles.)

09:15:45 @sdrenick Am loathe to recommend my own books. But maybe In Search of Excellence.

09:27:28 @chrisbrogan "HAPPIER TO HAVE WRITTEN LAST YEAR."

09:28:24 @chrisbrogan I'll guarantee you, as far as one can, that you don't get jaded about a new book no matter how many are in the bag.

09:32:11 @pawanrajs I've collected ton true horror stories. Tanks in anesthesiology. One brand on-off left-right; other right-left. Lotsa dead bods.

09:34:53 @BobBurg Key to rapport building. Gotta be desperate to get yr message through to audience. Only life goal at the moment. If not, stay home.

09:36:02 @chrisbrogan as the Aussies say, good on ya, mate!!

09:38:11 @chrisbrogan My prob, Chris, is I KNOW it's gonna take months longer than I imagine, and that I'm not gonna have a life throughout.

10:27:11 @jorgesalesgenie Wow!

12:56:24 @Trevthered I like people who take on the system and lose, too; at least they have somethng to talk about in their old age!

12:57:45 @GoforNo Fav quote, from the IDEO founder: "Fail faster. Succeed sooner."

12:58:30 @GoforNo And a Philly hi-tech exec: "Fail. Foreward. Fast."

13:01:24 Thrilled to be in "Top 150 mgt/ldrshp blogs." Why do you suppose only 3 women in Top 50?? One "friend"/F says, "Men are blowards." Whoops!

14:03:04 @richardlexsmith Nice Friday afternoon gift!

14:04:36 @KatTansey I am utterly fascinated. Been thinking about this.

14:05:28 @Del\_UncleRalph Or if he did use it, he's sooo far from an ordinary user in skill and disposition.

14:06:04 @LeeJCarey Ahhh ....

14:06:49 @Lianne\_R Ouch. But dead on!

14:08:37 Greenspan testified he was right 70% of the time. Glad he's not flying me acrosss the Atlantic-or across the road for that matter.

16:11:23 @Del\_UncleRalph Mis-interpretation. I agree with every word you said.

- 16:12:56 @Trevthered On the other hand, a lot of docs probably wash their hands 70% of the time ...
- 22:34:56 Jobless recovery. If Chinese don't get you, robots will. Re-tooled French auto factory only half former labor component-80% now robotic.
- 22:36:03 Oil at \$100 per bgarrel will negatively impact recovery. Perhaps significantly.
- 22:39:02 Sure, lawyers hovering, but Robert Rubin's "apology" before Congress pathetic. (Rubin as chmn gets \$15M, claims no detailed knowledge.)
- 22:41:11 S Jobs cover story Time (4/12) has some real gems.
- 22:43:07 SJobs: "Sure [it] has to make commercial sense, but it's never the starting point. We start with the produce and the user experience." Yes!!
- 22:44:03 SJobs/Apple: "at the intersection of the Liberal Arts and Technology."
- 22:46:24 Time: SJobs demos iPad for author Stephen Fry. Fry observes Jobs' overwhelming pleasure in the product in this demo for but 1 person..
- 22:52:16 @dporter1 Shows in market cap both ways. Hung in with low market share, low multiple for years. BUT NEVER SACRIFICED THE VISION.
- 22:57:45 Offered my 3 favs earlier: Apple, BMW, Cirque du Soleil. ALL MADLY IN LOVE WITH THEIR PRODUCT/EXCELLENCE/MERCILESS ABT CONSTANT INNOVATION.
- 22:59:42 @sandymaxey Only when the bottom is never much less than \$100. Then stuff like Canadian tar sands viable, attract billions and billions.
- 23:02:34 Kevin Roberts, Saatchi & Saatchi, great book LOVEMARKS. Stellar products have mysticism about them. Again: Apple-BMW-Cirque du Soleil.
- 23:08:58 @dporter1 Once Apple monster size, will need to fill Wall St growth expectations drive toward ordinary? Apple exempt from law of entropy?
- 23:13:23 @SFGiants Wow! Wow!
- 23:15:42 SF Giants: Jerry Rice throws 1st pitch to Steve Young!! (No exaggeration, would have given arm and leg to be there!)
- 23:16:38 @rperhamus Not in 140 characters!
- 23:18:17 @mitchjoel Luck? (Sorry, Mitch, couldn't resist :-)
- 23:19:19 @jeffjarvis Of course it snowed, it's not June yet.
- 23:20:26 @jeffjarvis Rochester, home to Wegmans, recently #1 best company to work for in USA.
- 23:22:05 @IanSanders What would be analog to high fructose corn syrup?
- 23:41:44 @rperhamus Drucker would have been appalled at the very idea!!

Saturday, 10th of April.

- 08:18:58 @dporter1 Agr4ee. And hope.
- 08:19:22 @anthonyunplug Disagree.
- 08:20:56 @anthonyunplug TOTALLY AGREE. MIS-READ. SORRY!
- 08:22:00 @shefaly Both. But greed will always be with us, so traders less responsible than governors by far!!
- 08:23:42 @iambrentspilkin Not clear. But I'm no marker. Because of work travel with 3 (!! ) Panasonic Toughbooks.
- 08:25:53 n idea, regardless of birth date is not "old" until it's implemented.

- 08:28:02 MBWA. Managing By Wandering Around. Circa 1970s. 4/7 WSJ, GM guy Whitacre BIG deal: MBWA! Totally new to GM big guys! (Surely Lutz must do?)
- 08:29:14 Remnick. Superstar editoe New Yorker. One "secret": MBWA. (And, get this, says "Thank you" for good work!!
- 08:30:38 RE-DO. ERRRROR. New idea, regardless of birth date, is not "old" until it's implemented.
- 08:31:11 @cjlambert Sorry.
- 08:33:48 @thefragrantmuse Liz: People saying "That's nothing new" about a useful 20-year idea that is still not practiced by most. (MBWA, see above.)
- 08:34:33 New idea: Apologize!
- 08:34:48 New idea: Listen!
- 08:35:19 New idea: Say "Thank you."
- 08:35:55 New idea: Patients first!
- 08:36:43 New idea: "Kindness" rules-especially in harried world.
- 08:37:06 New idea: Wild "over"-response to screw-up.
- 08:37:46 New idea: Stop talking! Do it!
- 08:38:04 New idea: ONLY learn from failures.
- 08:38:39 New idea: People first!
- 08:39:00 New idea. EXCELLENCE. Always.
- 08:41:51 @cjlambert Well, I admit Twitter is selfish. Do it because ... FUN. Do it because ... COOL CONVERSATIONS.
- 08:42:40 @cjlambert Tweet: Do it because you can say a lot in 140 characters if you get your shit together.
- 08:44:41 @cjlambert Thank God! "Idolizing" anyone is a mistake!
- 08:47:28 @maltaee If EXCELLENCE. ALWAYS. Then only thing that matters is next 20 minutes!
- 08:49:32 Steve Jobs. No new ideas in last 30 years. Continues to get closer-closer -closer to what customers want and what will make them smile-grin.
- 08:51:44 @Hankfromthebank Yes!
- 08:52:05 @Hankfromthebank Sorry, I meant YES!!!!!!!!!!!!
- 08:55:12 @maltaee Nicely said.
- 08:57:24 Kindness is selfish! Payback is mind-blowing.
- 08:58:55 Cheer, friends. Off to do grocery shopping.
- 08:59:50 Kindness and profitability are twins.
- 09:00:08 Hire for kindness!
- 09:00:34 "Abrupt" and kind not oxymoron.
- 09:00:58 "Hustling and thoughtful not oxymoron.
- 09:03:28 @JohnMMcKee1 These ideas-listen, kindness, etc-are ALWAYS fresh as a daisy.
- 09:04:14 Daisy in VT in May is not "New." Daisy in VT in May is as new and thrilling as it gets!
- 09:11:24 @LeeBuford Yrs ago, non-profit brkfst. Sitting next to MLK mentor. Best compliment ever: "You'd have been great black Methodist preacher."
- 09:13:41 Gentleman I was sitting next to: Reverend Leon Sullivan. Philly. "Sullivan principles" for doing

business in apartheid S. Africa.

- 09:47:18 @dporter1 Warren Bennis on "Great groups": "Dreamers with deadlines."
- 14:08:36 @bionicturtle Kindness = Employees who'll go the extra mile. Kindness = Basis for long-term customer relationships.
- 14:10:59 @bionicturtle @aandmconsult I think Apple, BMW believe in Excellence per se. Won't allow any part of the enterprise be less than Excellent.
- 14:11:31 @DECOCON Indeed he did.
- 14:12:46 @TeeZar\_BassRox And works better than ever in a downturn.
- 14:14:11 @janechin Superb relationships at the heart of success. Kindness core of superb relationships.
- 21:44:00 My condolences to our Polish friends ...
- 21:46:33 NYT/today: No research evidence links low credit scores to future employee absenteeism, theft, etc. Credit checks apparently useless.
- 21:51:51 @mdhtoday All hail Robert Greenleaf, originator of "servant leader." (Lots to concept, but term per se powerful-evocative.)
- 21:52:43 Servant leader at BOTTOM of org chart. (First found such a chart at Nordstrom.)
- 21:53:45 Best place for servant leadership is military. There ain't no question of the boss saying, "I'll do it myself."
- 22:01:17 @Earl52 Related topic (I think): "To don't" list more important than "To-do" list.
- 22:06:47 @timage Get your point. But leader at bottom also connotes "My job is to help you do your job."
- 22:11:35 @Odegard Absolutely! (Ironically, military is totally dependent on leadership's "soft factors"-morale, trust, character, etc.)
- 22:13:18 @dporter1 It's ALWAYS the right time to re-read Jack Bogle's book Enough!
- 22:24:17 @djsartin HH's "Mark Twain Tonight"-talk about EXCELLENCE. God knows how many times I saw it. (Okay, so I date myself ...)
- 22:29:53 "Treme" starts tomorrow, I believe. From David Simon of "The Wire." (Changing my travel plans to see it.)
- 22:32:11 @IsCool Helps to be from BALTIMORE!
- 22:34:15 @shava23 As article says, esp important as people cut in recession look for new jobs.
- 22:36:23 @ImFlyProudEspecially if you're over 50.
- 22:41:00 @LeadToday Given the size of the trees our VT beavers fell, I'm not surprised. (Tell me a beaver took out a redwood and I'd believe it.)
- 23:07:37 @831Doug Windy on our mountain top in VT. Satellite a mess time and time again.

Sunday, 11th of April.

- 04:47:52 @RiskContainment I'm a Twitter novice on many scores. Pls explain: Utter Rubbish. RT ... Rubbish? Or right? Or both? Or neither?
- 04:52:47 1 problem. 4 superb M.D.s. 4 totally different views of situation/solution. Help: Bring on the "Comparative Effectiveness Research"!
- 09:04:03 @dporter1 Late night/all night Tweets last 2 weeks courtesy bad sinuses.
- 09:06:33 @IsCool Of course it "helps" that they just plop it down, dislocate people by the thousands, etc.
- 09:09:46 @RiskContainment Lead from the front, yes, but I am there (as officers) to serve-take care of

my troops.

- 09:12:36 @RiskContainment Totally! I've often laughed: Only people who believe in common idea of "military model" are those who've never in military.
- 09:13:39 @RiskContainment In military every troop must take the initiative, because EVERYTHING changes the minute the first shot is fired.
- 09:15:21 @RiskContainment Rommel astounded by the way our farm boys, once they'd gotten their feet wet, adapted to circumstances.
- 09:18:29 @bizshrink 2 are superb healers-& totally disagree. (One believes dig and dig to find root cause, one believes prob mostly take fix itself.)
- 09:19:58 @You2Gov Sorry, no, I'm one of those guys who sticks his head in books-papers and study my ass off.
- 09:23:42 @jmclifton Not naive; will take years & years and bitter controversy to implement Comparative Effectiveness Research.
- 09:25:23 @OurTownMagazine My experience common as dirt. Good friend had pretty simple joint problem; about 6 theories, all at odds.
- 09:27:18 @OurTownMagazine Specialists, even (particularly) "the best," have about zero interest in integrating diagnoses.
- 09:28:01 @tonkawaman Alas, sooo true.
- 09:29:53 Frightening thought: What if I start giving 140-character speeches?
- 09:32:00 @wallybock Read Jack Bogle's "Enough!". Watch him destroy most of this crap.
- 09:32:56 @CatherineKaputa Do we think SJobs does that?
- 09:33:27 @wallybock Bogle. Taleb. Do it for me.
- 09:34:49 @j4ngis Speech over in < 30 seconds. Fee doubtless adjusted accordingly.
- 09:35:52 @shefaly Yeah, at winter trade shows in warm places-where attendees mainly interested in getting out on the golf course.
- 09:36:33 The 1-minute manager. The 30-second speaker.
- 09:40:38 @TheOnlineMom Thx.
- 09:42:12 Ifr you'd told me I'd post 2,500 Tweets, mostly in last 5 months, I'd have told you you were insane.
- 09:43:45 @jayparkinson Only thing I can think of that's new is that individuals can do great harm, not just nation states.
- 09:45:32 @RandysRules 60 minutes. 100 slides! Not an iota of graphics! That's me!
- 09:46:11 @IanSanders How about "damn near all of what you do"?
- 09:48:30 @eaglesdontflock Indeed :-)
- 09:50:43 @\_jeffs It's amazing how "time flies."
- 09:52:16 @minutrition Sounds like fun!
- 10:11:27 @Greytdog Done.
- 10:12:44 @stephenlynch Hmmm ...
- 10:14:34 @bizshrink I'm all for less, but when you're carry around stuff like a pacemaker, you need to be careful about your biases.
- 10:16:13 We all have biases, are bags of biases. Need to try ID them in any decision-making situation. Diverse pals good, but so is self-examination.

- 10:18:06 Time to get the Sunday papers, all 8 of them, so I can get to work on my depression.
- 10:19:21 @Hankfromthebank & ears-eyes. Gotta listen, esp to body language.
- 10:20:29 @Hankfromthebank PRACTICE!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!
- 10:56:38 @wallybock Re NNT's writing, liked Fooled By better ...
- 13:41:44 @You2Gov Thx.
- 13:48:47 @You2Gov ARe Thriving on Chaos, a pal who was Chmn Calif House Ways & Means Committee said, "Tom, you've written my biography."
- 13:51:02 @RiskContainment Officers eat last in the mess hall. Small thing, but symbolically important.
- 13:51:39 @RiskContainment Nobody understood this better than Nelson and Grant.

Monday, 12th of April.

- 06:12:21 EXCELLENCE! Genius! Treme. David Simon.
- 06:13:00 End of feeding birds this season. STARLINGS BACK. Pigs.
- 06:14:54 @jimmon80 thx
- 06:16:08 @ProfMac1971 Nice. But tough even there if you're a Nats fan.
- 06:17:34 @Greytdog Excuse me, who are you talking about :-)
- 06:19:06 Groupp primo task this week? Talk about ... LISTENING. Presentation on ... LISTENING. Systematically practice ... LISTENING.
- 06:20:20 @Candylatte I live on a farm. They're not hurting for food.
- 10:49:16 @nerio123 Hmmm.. (Love that stuff.)
- 10:52:32 @MeredithMBell Gazillions wee song birds. Finches now full, rich yellow. A couple of cardinals. Nasty but beautiful jays. Await our Orioles.
- 10:53:11 @Trevthered Wow. New to me.
- 10:59:29 ENT guy this afternoon prob recommend CT scan. I'll insist he prove (1) likely signif prob, (2) scan likely add key data, (3) no alts.
- 11:00:26 Not only need 2nd specialist opinion, but opinion from someone outside the field.
- 11:02:11 We/Yanks won at Yorktown because 2 Brit generals (Clinton, Cornwallis) pissed off at each other, so Clinton a no-show. It's always politics!
- 11:04:17 @johnmaxwell Funny old world: Gettysburg address got consistently poor reviews at the time-too short!!
- 11:05:47 @LogosNoesis I am of mixed mind. Lived in Silicon Valley 30 years. Not a lot of humility. (Think Jobs, Ellison, Grove.)
- 11:10:13 @LogosNoesis Humble: Welch, Turner, Branson, Kelleher, Gerstner, Soros, Goizueta. Some are. Some aren't. Generalization VERY dangerous!
- 11:12:53 @RonSupportsYou Sure. But some are good readers, some not. Women in general much better. Better try since BL about 80% of a communication.
- 11:13:59 @TonyZambito CT scans kill 20K per year. "Live with it" if it ain't killin' you always an option-often a good one!
- 14:22:26 @IanSanders Not clear what I was responding to ...
- 14:24:20 @LogosNoesis I agree with that part of it, but it also to me means modest in outward behavior.

- 14:26:33 @jangunnarsson Hay, this is America. Get an upset stomach from eating a Big Mac, and doc prescribes CT scan! (I.e., no big deal in my case.)
- 14:29:59 Doctor's appointment was on time. National holiday declared. (Isn't it pathetic that an on-time appt is news?)
- 14:31:44 Talked to a carpenter the other day. Said his greatest selling point is showing up on time and cleaning the job site at end of the day.
- 14:34:58 It's thought that one grocery store in our town more expensive than other. Not true. I told boss, truth irrelevant ... PERCEPTION IS REALITY.
- 14:37:47 Hospitals depress me. (Just got back from one.) Mostly not necessary. Feels like hospital design aims to make you feel like processed meat.
- 14:38:29 Hospital decor powerful beyond measure. Key part of healing process.
- 14:41:09 @chrisbrogan And remember Eleanor Roosevelt: "Do one thing every day that acares you." (POWERFUL.)
- 14:54:04 @tonyveitchUK "You should feel like the building loves you." Wow! What about those EXACT words as a FORMAL design standard?
- 14:55:38 @minutrition Not really sure it ever was. May be nostalgia. After all, it was those things that Ben Franklin talked about.
- 14:59:45 @BrentFalcone My goal is that we become ... FULL-FLEDGED "PROFESSIONAL" STUDENTS ...of the likes of 1st-last impressions.
- 16:53:21 @dporter1 Wow!
- 16:56:10 With specialist in "famous" hospital. It was as if he saw nothing of me other than the body part he specialized in. Eerie.
- 17:21:11 @Shawn\_Phillips Shawn, doesn't have to be "integral"-just some acknowledgement that the shin bone's connected to ...
- 17:21:59 @drdrdr09 Good point :-)
- 17:25:26 @thinkBIG\_blog By agreeing it is "decoration" in most cases. True design-branding is soul deep; you must be prepared to commit accordingly.
- 17:27:25 @thinkBIG\_blog Branding is not a progam, it's a life.
- 17:28:21 @thinkBIG\_blog Nothing is not branding. Branding is how our organization lives in the world.
- 17:29:16 @thinkBIG\_blog There are no bit players in a theatrical performance. There are no bit players in our brand performance.
- 17:30:31 @thinkBIG\_blog I'm a fan of Kevin Roberts' "Lovemarks." Brands are about love and mysticism and passion and emotion.
- 17:32:30 @thinkBIG\_blog In the most hard-nosed analytic world, my old employer, McKinsey, was a brand ... with an emotional mystique as much as Nike.
- 17:37:41 @thinkBIG\_blog "Manage the brand" is programatic. We INHABIT a brand. (J. Immelt as much brand GE at his kid's soccer game as at Board mtg.)
- 17:40:01 @thinkBIG\_blog Language again: S Jobs INHABITS his consumer. (And vice versa.) So, too, Branson @ Virgin. It's symbiotic.
- 17:41:12 @thinkBIG\_blog Kevin is the real deal.
- 17:43:25 @thinkBIG\_blog Why bother with them? (I'm not interested in 100% market share.) (Apple thrived for years at 3%.)
- 17:45:23 @tomasacker How are you, Tom?



19:47:11 @medrants Nice.

Tuesday, 13th of April.

05:39:48 @BillCody Agree. Many agree, never go into big hospital w/o some sort of patient advocate.

05:41:38 Interesting. Newsweek and Business have cover stories on what they call the amazing comeback of the American economy.

05:42:39 Agree or not w/ Bizweek-Newsweek, the mere fact that you CAN make a case for a roaring comeback is good news.

05:43:43 DO NOT GO TO OR SIT AT YOUR DESK UNTIL AT LEAST 10AM TODAY. PERFORM 2 HOURS OF MBWA.

05:44:56 @ArnoutOrelie Most important problem is that far too many patients, esp older patients, take their doc's word as the last word.

05:45:43 I consider every doc's view to be "an interesting hypothesis." No less. No more.

05:46:10 Beware docs who form opinions in first couple of minutes.

05:46:29 Make friends w/ nurses!

05:50:07 @tedcoine And give bosses crappiex]st office/s, not best.

05:50:35 Office design may be THE most underappreciated variable.

06:23:57 @dineshkaushal MBWA. Walk. MBLA. Listen. ENOUGH.

06:25:23 @dporter1 Thatcher. Bad news: A woman has to be twice as good as a man to get the job. Good news: Not very hard.

06:25:56 @MRMaguire Office yoga?

06:26:17 @MRMaguire You get a bye until tomorrow.

06:29:06 @MADconsulting Nice!

14:06:46 @tomlawso Had a great experience at The Methodist last year.

14:08:21 @saleswizard9 Ask others how you can help, especially if you're the boss.

14:10:50 @pawanrajs Agree completely.

14:11:56 @jsciarra Managing By Wandering Around. Discovered it at HP in late 70s.

14:13:20 @MRMaguire I bought a "silly little book" on office yoga; it was wonderful!

14:14:59 @ideaDistillery I believe it. Article on NYorker ed David Remnick attributed significant share of his success to MBWA.

14:16:14 @copywriter4u Discovered it at Hewlett-Packard in 1979. Managing By Wandering Around.

14:45:35 Love bizarre factoids. Maybe I'm the last to hear it: Meat accounts for 18% of greenhouse gasses, vehicles 13%. (Fortune 04.12)

14:48:09 Same issue of Fortune: Tap water safer than bottled water. EPA standards for cities tougher than FDA standards.

14:49:33 @CatherineKaputa Best self branding stories (per me) from plumbers, carpenters, electricians and other "ordinary" independent contractors.

14:51:02 @sanderssays Another take: It's too late when the yogurt hits the fan-you should have been paying attention to community in the good times!

14:53:58 @bettelheim I admit to my biases. I by and large think that bottled water is a total scam.

- 14:54:45 @JenNorris But what about all that wonderful iron the old pipes add!
- 14:55:26 @ThatScottGuy I agree with your first point; as I said, I'm probably the last to know.
- 14:56:10 @parkconsulting I figured it meant I could stop eating Big Macs and buy a Hummer instead :-)
- 15:50:49 Just came across this, fell in love: "Rudeness is the weak man's imitation of strength."-Eric Hoffer
- 17:27:47 Feeding at the Gov't trough must be good biz. Tyson's Corner mall. Ferrari. Maserati. Ferragamo. Mont Blanc, etc, etc, etc.
- 17:34:55 @getkiller Somehow I doubt it's ExxonM; smallish staff, not many Ferrari drivers, unflashy culture. Mix, yes, but lots of gov't contractors.
- 17:35:51 @getkiller Friend I used to work with grew up on a farm at Tyson's.
- 17:36:36 @getkiller But as we all know, NVA is not "the real Virginia."
- 17:37:19 @getkiller My mother was a Virginian. Northern Neck. Wicomico Church.
- 17:39:09 @getkiller Let's just say that the growth of the Beltway modestly correlated with gov't growth over the last 4 decades.
- 17:40:04 @getkiller I bought a house in Reston for <\$30K when it was a mud patch. 1970.
- 17:41:53 @getkiller Three years later, in 1973, bought another \$30K house on a mud patch-Columbia MD. (Reston, Columbia were model "New Towns.")
- 17:42:33 @getkiller Wouldn't touch that one with a 50 foot pole.
- 17:45:31 @Iconic88 Gosh, next thing someone will think human resources deserve a part of the ROI pie!
- 17:49:01 @ndefalco Both are indispensable. Leader-manager split is 99% baloney.
- 17:49:36 @greatwebmeeting Amen.
- 17:56:03 @getkiller I love VA, many roots there. But fact that Loudoun County is (or was) fastest growing in USA was not all from leaf tobacco.
- 17:57:35 @getkiller Shall we say I looked a little out of place in TCorner Ritz in shorts and my New Zealand All Blacks rugby shirt!
- 17:59:08 @JohnMMcKee1 Thought you LA media dudes were always 1st :-)
- 18:11:40 Put down your wine glass. You must read ... RIGHT NOW ... "The Power of Compassion," page R7, today's Wall Street Journal.
- 18:26:02 @ndefalco Agree, but why "either or"? "Managers" get a bad rap. They are all about grubby implementation. Or, "the last 95%" as I call it.
- 18:27:56 @ndefalco Leaders, whatever they are, get things done via energized people. Mgrs, whatever they are, get things done via inspired people.
- 18:28:41 @Iconic88 Alas, we were a little too slow to get tempers.
- 18:29:08 @Iconic88 I think of tom\_peters as my nom de plume.
- 18:41:34 @debbieweil And, more or less, that >50 demographic has 2/3rds of the money!
- 18:43:37 @debbieweil Could we use "listened to" instead of "heard"? "Heard" suggests registered, and with signal to noise ratio plunging ...
- 18:45:16 @JohnMMcKee1 I lived CA about 35 years. It's been written off again and again. I'm bullish on California! Very Bullish!
- 18:45:52 @JohnMMcKee1 CA's demographics are such a wonderful mess!
- 18:48:46 @debbieweil And the other old-fashioned way-long, well-researched stories.

- 20:19:38 @katierosman Fabulous piece. Group called Planetree Alliance out of Griffin Hospital, Derby CT. Same theme. Motto: "Kindness is free."
- 20:21:07 @rajmitra01 All those factors at work, but, regardless, compassion is a personal choice.
- 20:22:42 @katierosman One Planetree lesson: Kindness saves money! E.g., atients treated well more co-operative, cause less headaches for staff.
- 20:28:05 @getkiller Short stay. Gotta see a doc ar Fairfax INOVA.
- 20:33:26 @katierosman Looking forward to it!
- 21:26:27 @robsongimenes thx!
- 21:27:04 @leecoxn Makes my day! (Night.)
- 21:29:14 @leecoxn You doubtless know that GEN "Brute" Krulak, Guadalcanal hero, was USNA 8s coxn.
- 21:31:46 @edwardswa Cong Frank's quote is the sort of wonderful thing Oscar Wilde would have said!
- 21:37:16 @edwardswa Must read George Washington's "Rules of Civility"-110 rules GW copied out as a lad & which guided this quintessential gentlemen.
- 21:39:42 @NickBroadhurst And to think that Hoffer was an "ordinary" longshoreman!
- 21:42:48 @edwardswa TR, LBJ (I think), RMN, Jackson, J. ADAMS (!!)
- 21:45:51 @edwardswa RELee, FDR (I think), Bill Bradley, Jim Jeffords (!!), GHWBush (?), Eisenhower (!!)
- 21:46:21 @edwardswa Crandall
- 21:53:44 @edwardswa Crandall-Borman-Lorenzo!
- 22:36:03 @edwardswa I knew Crandall a little bit; he got off on acting tough. (On the other hand, I think brother Herb liked him.)
- 22:43:03 In D.C. Saw great bumper sticker: "Fear The Turtle." (Reference to U. of Maryland Terrapins.)

Wednesday, 14th of April.

- 05:57:52 @anagoelzer We HAVE women leaders. WHEN will we promote them?
- 05:58:50 @anagoelzer Why don't we just fire a few men leaders and replace them with women? We surely couldn't be any worse off.
- 06:00:42 @nntaleb I.e., at least better than economics books, which pretend to be more.
- 06:01:59 @IvanHernandez\_ People who were making crappy presentations before PowerPoint are still making crappy presentations. Don't lay it off on PP.
- 06:02:32 @PaulSchwend Content better?
- 06:03:10 @anagoelzer Back to you.
- 06:03:59 @PaulSchwend Yes re SWA.
- 06:22:19 @PaulSchwend Right. WHOLE DAMN POINT IS BRAND YOU AS 16 YR OLD BAGBOY! (You to? We're soulmates-or at least bag-mates!)
- 06:23:14 @anagoelzer Lotta women qualified-doing great jobs at lesser ranks who get overlooked.
- 06:24:02 @anagoelzer Sure, but read the history books-men pretty easily take the cruelty prize.
- 13:55:59 @LeadershipNow Thank you!
- 14:00:45 @IvanHernandez\_ True.

- 14:02:41 @rvanhelsdingen Who dare disagree with the Bard?
- 14:31:30 @dporter1 :-)
- 19:10:08 Gave up my constant rants on lousy service yrs ago. Boring myself! But EDDIE BAUER/Tyson's Corner pulled me out of my cocoon to hiss & boo.
- 19:13:55 @marketingisus WOW!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!
- 19:17:52 @iannarino "Going Mandela"-love it!
- 19:18:42 @iannarino Hire for smile! Put it in FORMAL hiring criteria!
- 19:19:11 @kennyjay99 Hmmm ....
- 19:21:38 @marketingisus Did I say it already? WOW!!!!!!
- 19:21:58 @marketingisus One more time: WOW!!!!
- 19:38:36 @TerryUpton I'd add that change is usually seen as a zero-sum power redistribution. (Hmmm. It often is.)

Thursday, 15th of April.

- 04:38:53 Hats off to INTEL for an absolutely stunning quarter. (All 3 of the Valley's oldies-Intel, HP, Cisco-are really motoring!)
- 04:40:22 HP, Intel, Cisco have re-invented themselves again and again in the last 25 years. (That make even GE look sluggish by comparison.)
- 04:44:29 Regnant macroeconomic doctrine: "dynamic stochastic general equilibrium." As JKay says/FT, no wonder economists have made a hash of things.
- 04:46:39 Finally understand the true meaning of "hatchet job." See "Looking Past the Spin: Teach For America." In mag Rethinking Schools.
- 04:49:28 @believeactgo I'm not an advocate of "tough love," but I'd rather trust in Brand You [myself] than in the mercy of a giant corporation.
- 04:52:37 Just picked up a first of its kind book-should be a page-turner: "Broker, Trader, Lawyer, Spy: The Secret World of Corporate Espionage."
- 04:57:29 @julie\_posetti Per poll, 4% Americans ID as teabaggers. get about 50% of attention because "hot" story to cover. SHAME ON THE PRESS.
- 05:00:47 @maltaee I think original people don't think of themselves as original. They simply have a passion that they "must" chase to heaven or hell.
- 05:03:54 @julieanixter Top o' the mornin' to you Julie!
- 05:28:32 @saleswizard9 Explain "unreasonable."
- 05:29:01 @saleswizard9 Bullshit!!!
- 05:29:54 @saleswizard9 Idea that "toughminded" and "disagreeable" are twins is total crap.
- 05:30:43 @saleswizard9 Think of a great teacher. Stirs you to love the topic. Forces you to dig. And is a sterling human at the same time.
- 05:32:15 @maltaee Definitely going to be wrong much more often than right!! But you still keep chasing the dream-because you have no choice.
- 05:52:10 @dporter1 Don't say that; I'm away from home and miss it ALMOST as much as my wife ....
- 05:56:07 @maltaee Don't agree. Most "original" people in the past ended up in the hangman's noose, or on the wrong side of the Pope (think Galileo).

- 06:48:20 Passion re-ignited by trip to Costa Rica. Not sure I could live w/o mangos!
- 06:50:05 It's insane-ridiculous-nutty-absurd-irritating. But there's no place like home! I do love D.C. [Annapolis et al]. And that's that.
- 06:51:14 @HarryTucker And we can ALL express ourselves, and do, by the way we treat others on a moment-by-moment basis.
- 06:52:25 @MADconsulting 2:1 against, not bad odds for pretty much anything.
- 06:54:16 @ducttape Let's call it a "biz" case study, not a "small biz" case study. "SMALL" BIZ IS BIZ-it's where 80%+ of us spend our days.
- 06:58:51 @EmilyBennington Key phrase: HAVE NO CHOICE. ("This is something I MUST say-or die trying.")
- 08:50:10 @spaminall do actually. It was taught to me by a French friend who runs a U.S. company. Hard to capture in 140 characters.
- 08:51:28 @whitedogdesign I hear kindle version is clunky??
- 08:54:50 @saleswizard9 Point not "learn" to be toughminded. Point: desperation to get through to kids makes you loving & demanding at same time.
- 08:55:17 @Raasaa Not in this lifetime!
- 08:56:58 @EmilyBennington If you "know the feeling well" it means you're one of the lucky ones!!
- 08:59:10 @MADconsulting I always think the ed content is marginal but the fellow students you meet worth the tuition X10. (Or X100.)
- 08:59:46 @Admore Will do.
- 09:02:57 @MADconsulting TWO may be pushing it :-)
- 09:03:52 @MADconsulting How about ... SO MANY FREAKS ... instead of "so freaking many"?
- 09:39:52 @KellyRiggs Hate to use such strong language, but pathetic, age 26 or 66, in 2010.
- 12:50:42 @smallbizanswers My point meant as laudatory. 2 categories shd be "biz" & "enormous [usually shitty] biz." (Frankly I much prefer "SMEs.")
- 12:52:41 @smallbizanswers When you do "small biz" & "biz" you leave out ALL IMPORTANT Mittelstand/middle-sized businesses. (I'm Mittelstand freak!)
- 12:53:12 @armendone Too kind!
- 12:54:47 @saleswizard9 Life is plodding. Make sure your plodding is 75% associated with "TWO BIG THINGS" you aim to do this month, quarter, year.
- 12:55:51 @mjgeek All good things are addictions. All bad things are addictions. Ah, the sweetness of life!
- 12:57:00 @edwardswa I don't like rude people. Ever. Anywhere. Period.
- 12:58:38 @EmilyBennington If you are driven by a compelling idea you are by definition successful. "Failure" is the failure to engage energetically.
- 20:52:42 @EmilyBennington I believe it can be learned but it is also fair to say that genes plus 1st 10 yrs give us some good or bad pre-dispositions.

Friday, 16th of April.

- 04:18:33 @mpesce Very nice. (Too bad it didn't happen on Ash Wednesday.)
- 04:25:49 Happy Friday! No iPhone, iPad, Blackberry, etc this weekend? (Even if you have teenage kids who go out partying.)

- 10:05:45 @kcbeth 10:1 says it's possible unless you've got an old mom or dad in bad shape somewhere.
- 10:10:25 @sohara yup. If you ain't got one, build one. Deep in those woods land is cheap.
- 10:14:46 @ej\_butler "Some" downtime. Yes. How about "a lot" of downtime? Most of us ludicrously unproductive in terms completed "awesome" projects..
- 10:20:57 I wish no one harm; otherwise it's bracing to see Mother Nature so readily overcome our most sophisticated technology. (Does MN snicker?)
- 10:22:20 Rambling thoughts (RTa) on a 180-mile drive with no radio or other music. (Silence really is golden.)
- 10:23:46 RandomThought: Best CEOs of last, say, 25 years. Herb Kelleher, Southwest. John Chambers, Cisco. David Glass, Walmart. Lou Gerstner, IBM.
- 10:24:52 Random Thought: It's okay to fake kindness, because the response will be so fabulous that soon you won't be faking it!
- 10:26:20 Random Thought: Tinmouth VT to Boston, hit Concord rotary before 6:26 AM or you are doomed. (Lots of precise data.)
- 10:28:33 Random Thought: Forget some great thought of 3 minutes ago? Oh well.. Sir Francis Galton famously said we have abt 90 thoughts per minute..
- 10:34:36 Random Thought: President (in my lifetime) who took most personally every soldier or sailor's death? Lyndon Baines Johnson.
- 10:36:54 Symbols matter. China's rise to power? Not statistics. Every time I see a Volvo & think "Ah, Chinese car company," I then think: Holy shit!
- 10:39:53 CEO who re-invented industry: "Secret" dramatically expanding "low level" support staff responsible "little things" re customer service.
- 10:42:33 Auto-pilot amazing. Mentally distracted. Found self miles from where I'd thought I was. Without thought I'd made 3 non-obvious turns.
- 10:44:06 @honam Agree Andy.
- 10:45:13 @DebExo Correct.
- 10:46:14 @jimmon80 I guess Steve, perhaps I was trying not to be fashionable.
- 10:47:12 @jimmon80 I think Bill Gates is a more egregious oversight. (And I'm a Jobs fan, not particularly BG fan.)
- 10:50:05 @DrHelenFisher By and large a hundred is cooler for those celebrating it than those living through it.
- 10:53:09 @alanmeckler Probably true, but not my point. (You sure his Chu Lai visit wasn't '65?)
- 10:55:05 @Mark\_Parkinson Sometimes agree. But speaking for myself ,any kindness for any reason deeply affecting.
- 10:56:01 @HerzogIND ABSOLUTELY POSITIVELY. AND I PLEAD GUILTY TO JERKHOOD.
- 10:57:32 @thenextwave \$1 a year great from Iacocca in abt '84, but a joh]ke from Jobs, as was from Ben & Jerry.
- 10:58:24 @ajlopez True!
- 10:59:55 @sandymaxey The penitentiary doesn't help.
- 11:00:55 @Note\_to\_CMO Born suckers or legitimately starved for kindness??? (I'll vote the latter.)
- 11:01:45 @EricRalph Not "strange." Try: Stupid.

- 11:02:18 @alanmeckler I spent 1.4 years there.
- 11:03:04 @rwrodders Gawd that memoir was wrenching.
- 11:04:56 @Greytdog Sheer driving-to-VT musing. (I'm in a reflective mood at the moment.)
- 11:06:04 @shanemacays So give me an alterntive? Say LAD and your chopped liver.
- 11:31:15 @Greytdog no
- 11:33:33 @rwrodders Kind of dated. Kind of whiney. Talks abt W not taking economics seriously. But also revealing. Not sure I'd make the investment.
- 11:34:00 @Trevthered Ouch! As in, Yup.
- 11:34:45 @trinemaria Amen!!!!!!!!!!!!!!!!!!!!!! (And: Practice makes better. Agree?)
- 11:36:17 @thenextwave Agree, but \$1 a little laughable when net worth abt \$10 BILLION. Hell, I'd work for free if I had even \$1B in the bank.
- 11:37:10 @jsciara And the Nordstrom brother who bought the Seahawks had same prob.
- 11:37:53 @shanemacays Cubbies I can live with.
- 11:39:02 @Mark\_Parkinson Great debate. Requires > 140 characters. (A 100 varieties of kindness.)
- 12:45:06 @Del\_UncleRalph There was no "top 25." Just 5, I think, or 4.
- 12:45:45 @TundeUsidame Let me know what you think.
- 12:47:03 @OneLife Thanks! No UK in immediate future. Besides your airports will be closed untill Rolls Royce and GE invent ash-resisistant engines.
- 12:48:00 @shanemacays Compared to Wrigley field? Never! (Though I'm still pissed about lights at Wrigley.)
- 12:51:39 @thenextwave Personality irrelevant-or Gerstner wouldn't be on. Partly because in tech world, I don't think Chambers gets credit he should.
- 12:52:36 @tfoxlaw But Mother Nature can make a fool out of you!!
- 12:56:33 Re Random Thought on CEOs. Don't be Kremlinologists and look for hidden meanings.
- 13:00:15 @thenextwave I just said that I wanted a tech guy who is not Jobs. AND I THINK CHAMBERS GETS LITTLE INK AND IS WOEFULLY UNDER RATED.
- 13:01:28 @thenextwave Chambers' run easily mtches Jobs. (So, too, obviously, the 2Gs, Gates and Grove.).
- 13:01:59 @thenextwave I love Steve. There is actually more going on in tech than Apple.
- 13:02:45 @ImFlyProud Okay, hidden meaning: CHAMBERS IS GREAT. (Happy now?)
- 13:03:09 @Mark\_Parkinson YEEEEEEES!!!!!!!!!!!!!!
- 13:05:23 @\_robin\_sharma That's too pat. Let's have another tussle :-)
- 13:07:31 @thenextwave So does Chambers get black marks because he never screwed in an industry as tough as Apple's?
- 13:18:22 @thenextwave I don't disagree. I'm just worn out by Jobs frenzy. Like 20 years with Welch-as-only-CEO-in-America.
- 14:45:35 @Mark\_Parkinson Landry and Walsh shook hands like gentlemen after a vicious game. Not Belichick.
- 14:46:30 @Del\_UncleRalph Alfred Sloan. Henry Ford. ...

Saturday, 17th of April.

- 07:16:52 @Dorothyfromyork Best of 20th century: Sloan/GM, Ford/Ford, Watson/IBM, Walton/Walmart, Gates/Microsoft, Paley/CBS.
- 07:17:50 @Dorothyfromyork Add: Iverson/Nucor. (Stew Leonard/Stew Leonard's (on list if he hadn't gone to Jail)
- 07:18:48 @Dorothyfromyork Top entrepreneur, last 25 years: Wendy Kopp, Teach for America; Mohammed Yunus, Grameen Bank.
- 07:19:30 @Dorothyfromyork Most AMAZING CEO, last 25 years: Steve Jobs/Apple.
- 07:20:29 @Dorothyfromyork Top shitheads, last 25 years: Jeff Skilling, Bernie Madoff. (Both screwed their friends or employees)
- 07:21:08 @Dorothyfromyork CEO I love the most, last 25 years: Kelleher
- 07:21:58 @Dorothyfromyork Best 1-man show, last 50 years: Peter Drucker.
- 07:22:21 @Dorothyfromyork Best business school, last 25 years: None.
- 07:23:14 @Dorothyfromyork Addenda: CEOs I love the most: Add Anita Roddick, Body Shop.
- 07:23:57 @Dorothyfromyork Best woman CEO, last 25 years: Don't respond to condescending questions like that.
- 07:24:35 Best educator, last 25 years: Dennis Littky, Big Picture.
- 07:25:38 Best human being, last 25 years: Anybody with a great smile, great enthusiasm, and great compassion.
- 07:25:58 Luckiest guy in the last 40 years: Me.
- 07:29:14 @katierosman Best 1st sentence in a book (a big deal): Katie Rosman.
- 07:32:34 Book great teachers: Style irrelevant, straight lecture, inclusive, etc. What mattered was intense infectious enthusiasm for the subject.
- 07:41:49 @Chuck\_Bell\_ Providence RI. Google him: book by him, TV shows about him (1 by me), etc.
- 07:44:15 @trinamilan AND YOU WERE UNWILLING TO EXPOSE YOURSELF BY ASKING DUMB QUESTIONS.
- 07:46:35 @katierosman Wanted to use PSeeger's "Little Boxes" at seminars: \$20,000 a pop. (Couldn't cheat, respect intellectual property too much.)
- 07:47:10 @Grant27 Great!
- 07:49:19 @katierosman Irritated my boys by telling them no diff in illicitly copying software and taking \$200 from 7-11 cash register.
- 07:50:14 @anagoelzer Nope. But you can exploit the crap out of it when it comes in the window.
- 07:52:04 For those who persist in asking: JWelch did a great job in returning a great company to greatness. (My take.) (Fiorina did more.)
- 08:08:17 @Earl52 Bought my 1st HP handheld calculator (HP12??) in 1974. (Traded in a sliderule-don't tell anybody for God's sake.)
- 08:14:12 @AlaniaT Agree. (And, oddly, Billy Ford for stepping down and being supportive.)
- 08:15:19 @tonkawaman No comment.
- 08:30:27 @Altechy No. No. No. Tony Blair returns, skies miraculously clear.
- 08:31:10 @Earl52 So pissed off I missed peak cherry blossoms by a week!
- 09:54:24 @IanMatheson Per MThatcher when ousted from party's leadership, "It's a funny old world."



(HP chmn almost indicted over board shenanigans.)

- 09:55:20 @dporter1 Mostly that, and executed necessary Compaq merger against Hewlett and Packard boys' will.
- 09:56:19 @engagingkcoe Very pervasive. Accountability king.
- 10:39:35 @ProfMac1971 Nothing mediocre about the GE Welch inherited. I spent a lot of time there.
- 10:40:15 @rsardenberg Tough in 140 characters.
- 10:41:50 @rsardenberg Transformed culture (great but wrong before). No Compaq & HP is printer co. Transformed HP into a consumer-focused company.
- 10:42:30 @rsardenberg Trashed for not doing as well as Dell. Whoops, Dell had to restate about half its earnings.
- 10:43:18 @rsardenberg Hackborn & board wouldn't have replaced Platt w/ CF unless they wanted culture change.
- 10:43:50 @rsardenberg Culture change pisses abt 100% old hands off. Ho hum.
- 10:44:37 Ousted by board, and, whoops, Chmn close to indicted for spying tactics.
- 10:45:09 @rsardenberg She doesn't walk on water, but you asked for justification.
- 10:45:40 @rsardenberg Neither Welch nor Gerstner did culture change, she did.
- 10:46:40 @rsardenberg Hurd did efficient job of, mostly, implementing CF strategy. But he's shorted R&D, as I hear it. That's bad news.
- 10:47:31 @rsardenberg Now HPers pissed off for new reasons. One called it, to me, "NCR West."
- 10:48:22 @rsardenberg I adored the HP I studied in 1978 and the "HP Way." Alas, even for the best of us times change.
- 10:49:08 @rsardenberg FYI, I am not HP consultant, and never met Fiorina until several years after she left.
- 10:49:42 @rsardenberg I'm really mostly saying she got a far bummer rap than she deserved.
- 10:50:41 @rsardenberg Some idiot in WSJ said Hurd turned HP into world's biggest tech company. Whoops, did I miss something? Did Hurd do Compaq deal?
- 10:51:51 @rsardenberg I hate big mergers. HP-Compaq actually worked. (Was melding of HP-Tandem-DEC-Compaq cultures which were a lot alike.)
- 10:52:05 @rsardenberg Whew.
- 10:54:14 @rsardenberg Fiorina running for Senate. I CA voter 35 yrs, VT now. Am registered Democrat. So politics nothing to do with my assessment.
- 10:55:51 @dporter1 A lot of good, but have to wait 10 yrs. Cost cutting-efficiency get a lot of early miles, then sometimes nasty LT consequences.
- 10:56:31 @correlationist Reset next Tuesday. I'm always intimidated by NYC.
- 10:58:41 @dporter1 Not as well as Chambers. Whoops, there I go again.
- 11:01:43 some of you may wonder what the role of personal relationships is in some of my evaluations. BELIEVE ME, I DO NOT PAL AROUND WITH CEOs.
- 11:03:19 Whoops, Top CEO: damn it, left out Glenn Steele, Geisinger. (Oversight herewith corrected.)
- 11:05:37 @dporter1 History requires long time to evaluate. Could well turn out that Fiorina-Hurd a great combo.
- 11:07:15 @oceanshaman So would I. All I'm saying is that I avoid the the CEO get togethers like the plague. (Rather be on my VT farm!)

- 11:08:39 @aanteladda Some will be pissed that I may seem to be skirting the 140 character rule.
- 11:25:50 @VRSS Terribly sorry to hear that. Whole career invaluable; but last few years focus on "lower" part market stunning-original-valuable-good.
- 13:35:57 @StrawberryCreek Who???? Why???? (That's terrifying, and I'm not kidding.)
- 13:37:58 @rsardenberg Spent 3 decades of my life more or less mixed up in CA politics. Enough. I will answer questions if asked.
- 13:55:16 @StrawberryCreek Okay, thx!
- 13:56:05 @StrawberryCreek At the moment I'm sucking my insurer dry, so I ain't complaining.
- 13:57:38 This may be my favorite book title, from the late Bill Walsh, Hall of Fame SF 49ers coach: "The Score Takes Care of Itself."
- 14:58:39 @Chuck\_Bell\_ I loved his defining what an organization of "professionals" was to be like.
- 14:59:52 @Chuck\_Bell\_ He and Landry were ferocious competitors and real gentlemen. They were true "professionals."
- 15:01:29 @6things I'd love to have a different answer, but alas I never met him; admired him via the printed page.
- 15:05:06 @wimrampen If you subscribe to Jack Bogle's philosophy ,it's partly because managers are not enough in touch with 18th century values.
- 15:12:19 @Trevthered Yeah, I loved that too, as you suspected.
- 17:20:32 @wimrampen Agree bubbles & troubles since Tulips, right?

Sunday, 18th of April.

- 06:05:05 @tonkawaman No comment :-)
- 06:06:15 @theplanningcafe Business, sure. And everything else as well.
- 06:52:16 @wimrampen Look forward to reading the MIT paper.
- 06:55:44 I'm a crowdsourcing fanatic. But our ills rarely result from idea shortages. The problem, 9 of 10 times, is a failure to execute-implement.
- 06:59:55 I raved to a woman friend about Louann Brizendine's "The Male Brain." She said, "male brain," now that's an interesting idea.
- 07:01:15 "Modern Technology Confronts Dust: Dust Wins!" Yes, I made it up. But true, eh?
- 07:02:17 The power of dust to screw up the most advanced technology is not new to soldiers who have fought in the desert.
- 08:58:03 Ash + Goldman: How many points down will the market open?
- 08:59:26 @DAtkinson4PC And if I did I'd be wrong. Look at the state of the world and say "It's axiomatic that men ..."
- 09:00:51 @shefaly Female Brain fabulous. Thia one's new, supposed to be just as good.
- 09:02:08 @dporter1 Amen. And it highlights fragility of modern complex systems!!!
- 09:04:11 Ash good reminder of exponentially growing vulnerability of complex human systems. "Self-reliance" bad joke for us in "developed" countries.
- 09:06:12 @85BroadsNewYork 200 wouldn't surprise me. (Disclaimer: I have ZERO expertise.)
- 09:09:31 Start Monday with a team meeting to discuss RESILIENCE in its manifest forms. (All hands!!)

- 09:14:48 @Sally\_G Alas, an increasing share of parent effort goes into "teaching" un-resilience.
- 10:16:33 @wallybock Yeah, but don't forget the pitchers were on 'roids, too :-)
- 10:18:12 @R\_O\_B\_C\_H The only people who think gender differences aren't significant are those who've lived their lives on Pluto.
- 10:21:56 @R\_O\_B\_C\_H The rock-hard fact that 95% of every flavor of violence is perpetrated by males is a sexist statement?
- 10:23:59 @ScottEblin I think it has to start with basics, as in what does the word mean to each of us ...
- 10:24:50 Discussions of resilience require a hearty dose of unvarnished self-examination.
- 10:26:43 Maybe "resilience meetings" should mimic AA. Start with a public admission: "I am not resilient." (Few of us "moderns" are, I fear.)
- 10:28:12 Forget about motivating top 10% of the sales force. They don't need you, they're self-motivated. Work on the next 25%. Gold in those hills!
- 10:29:23 @johnwoodRTR "Before ash" Norway? Or "after ash" Norway?
- 10:31:42 @saltpeppergroup I'd disagree. More to do w/ attitude, ability to keep others on even keel, ability get along w/o many "take for granted."
- 10:32:56 @saltpeppergroup Instead: Unflappability. Pre-planning short of crude "survivalist" stuff.
- 10:33:51 @JeremyHL Yes. General productivity.
- 10:35:45 @6things Don't forget Black Swans. Hard to blame people for lack of ash preparation. On other hand lack of systemic resilience troubling.
- 10:37:10 2 diff resilience concerns: (1) Your and my resilience as individuals and as part of communities. (2) Systemic fragility-eg "smart grids."
- 10:39:46 @saltpeppergroup At the very least you gotta talk and talk about it. Not fearfulness, but ability to talk about it per se is good prep.
- 10:43:55 @Odegard Or at least build in SLACK!! "Just in time" an unmitigated disaster in an uncertain context.
- 10:46:44 @triniconnect I am open to any and all definitions. Want to open doors around the topic, not close them.
- 10:47:42 @triniconnect Also "group mental toughness"-like a sports team that loses it's best player the day before a champoinship game.
- 11:07:44 @saltpeppergroup Managers who are also Moms? (Can keep their cool in the middle of anything and while moving 100MPH.)
- 12:54:54 @JohnMMcKee1 Yes, "The Male Brain."
- 22:30:20 @donstugots Keep nagging. It's a ... BIG DEAL.
- 22:33:19 @martibarletta Happy Sunday, Marti!
- 22:34:49 @ProfMac1971 Agree.
- 22:37:13 @john\_d\_mcdonald Thx. I live in VT only 4 hous from MM ... Marvelous Montreal.
- 22:39:09 Just arrived Altoona. 8 hour drive from VT.
- 22:40:48 Richard Clarke on cyberthreatt as WMD in current Forbes is chilling and right on. (He pretty much predicted 9/11.)
- 22:41:26 Will dedicate my speech tomorrow to CK Prahalad.
- 22:44:30 Paul Arden: "ARE YOU BEING REASONABLE? Most people are reasonable, that's why they only do reasonably well."

- 22:45:57 Monday: First time you trip over some annoying little procedural issue, instead of bitching get to the bottom of it and fix it.
- 22:48:38 Monday: Stay the car (etc) when you get to work tomorrow. Perform 1-minute evaluation of yr attitude. Remove all chips from your shoulder.
- 22:49:24 Do not even flippantly badmouth anybody this week. Button it up.
- 22:51:35 Stop 1st meeting of the week at 15-minute mark. Are we working on Wow? Meeting the Excellence Standard? (Yes or no, 1 meeting at a time!)
- 22:55:02 Life is life. 75% of what we do is ordinary maintenance work. So work your butt off to make sure the remaining 25% really sparkles!
- 22:58:06 The Fortune at the Bottom of the Pyramid, Eradicating Poverty Through Profits by the late CK Prahalad. Only "guru" working on this stuff.
- 23:01:41 @minetmarketingAmen.
- 23:04:49 @TPEntrepreneur Yes. Stupidest stmt ever: Know when to hold 'em, know when to fold 'em. (If you love your idea, never fold.)
- 23:07:33 @lpearson Issue is not about piety. It's pragmatic: Badmouthing deadens the soul and pollutes as widely as an Icelandic ash cloud.
- 23:09:35 @lpearson The problem with flippancy is that to you it's a show of your cleverness, to the target it's a knife to the heart.
- 23:15:01 @arun4 Don't think of Excellence as a "lifelong aspiration." Forget that! Instead: HOW CAN I EXPRESS EXCELLENCE IN THE NEXT HOUR??
- 23:17:34 @arun4 Only been there once before. Looking forward to my return trip.
- 23:18:24 @arun4 Guess I may have to find a southern route if the ash keeps flying!
- 23:26:13 @minetmarketing :-)

**Monday, 19th of April.**

- 06:00:13 @big\_zeke01 Like it or not, CEOs must pay attention to market, but some (Jeff Immelt /GE and his big R&D gambles) also look over horizon.
- 06:01:00 @alexkjerulf Desoto. Yunus. Prahalad.
- 06:02:33 @alexkjerulf I agree. My view was narrower; CK is/was alone re MANAGEMENT "gurus" on this topic-which is criminal on our/my part.
- 06:04:08 @RoyOsing Thanks!
- 07:51:25 Wall Street Journal reads like thriller today. No biz of mine, but I'd really suggest quiet hour reading cover to cover. Prob not online.
- 07:53:08 @CharlesHGreen Sure that's true in absolutist terms, but an un-free market/labor market is an unmitigated nightmare!
- 07:55:34 @unmarketing 90% of life's pleasant surprises come from chatting with strangers in coffee lines.
- 07:56:42 @unmarketing Thinking of lines, long lines for the Women's loo in public facilities make me want to kill the architect.
- 07:57:34 @mjasmus Or human relations.
- 07:59:01 @jeffjarvis Ashes make great fertilizer for humility.
- 08:00:13 @mjasmus Other side of the coin: GIVING help effectively is a real art!!

- 08:01:13 @garyvee No sympathy. I'm giving 10-min talk, about 3 hours under my norm :-)
- 08:02:12 @andrewrondeau NEVER EVER EVER EVER LET MARKETING PRECEDE CONTENT!
- 08:04:25 @theflagagency I'm 67. Alas, I've given up stalking in the Women's loo lines.
- 08:07:26 @PrabhakarSri Hard to imagine Delhi as un-hectic in any circumstances. It's why I love Delhi. (Makes NYCity an oasis of calm!)
- 08:09:23 @unmarketing Mach's Market. Pawlet, VT. (Our former local VT House representative, Perry Waite, and I will buy you a cuppa.)
- 08:09:51 @85BroadsNewYork 51 minutes.
- 08:40:22 @mjasmus Brilliant, the clash of action orientation an paqtient listening-giving aid.
- 08:40:44 @mjasmus yup
- 08:42:09 @CharlesHGreen No such thing as guarantee, but compared to, say, most of Europe ...
- 08:43:00 @minetmarketing Makes me think HE is an A%^hole.
- 08:44:05 @minetmarketing That was my point; he should be charged with "fraud against over half of humanity" [eg women].
- 08:44:52 @unmarketing We'd love to have you ... and every tourist \$\$ you are willing to spend :-)
- 08:46:29 @unmarketing VT bumper sticker: "Welcome to Vermont. Don't forget to go home." (OBVIOUSLY does NOT apply to you!!!!!!)
- 08:49:11 @RandyCanegaly We were ALL (95%) soooooo happy that all econ indicators going up, up, up. No one wants to be the one to rain on the parade.
- 08:50:50 @RandyCanegaly Sub-prime a horror. (In retrospect.) But must remember that Great American Goal post-WWar II, was home ownership for ALL!
- 08:52:31 @mjasmus So take the "brilliant" and run!
- 08:55:14 @unmarketing Bet your butt! Florida implode if no Canuks in winter.
- 08:57:12 @chrisbrogan Talked to KFC franchisees yrs ago. Told 'em clean restrooms #1. Handed out 2,000 toilet-cleaning brushes. (I bought myself.)
- 09:02:20 Got in trouble Memphis yrs ago. Said staff attitude Marriott Courtyard > Peabody. At M Courtyard in Altoona. STAFF ATTITUDE FANTASTIC.
- 09:10:52 @chrisbrogan In early days, clean toilets McD's huge advantage. (Ray Kroc's famous "QSCV." Quality-Service-Cleanliness-Value.)
- 09:15:13 Somehow MA has reputation as "liberal wusses." Today is anniversary of our MA forbears shedding 1st blood in our war for independence.
- 09:16:39 @jgombita Who, me?? Feel "strongly"? Me?
- 09:17:58 @chrisbrogan Chris, I'm really pissed off at you. You're a lot of the reason I tweet. And I'm just having an unfair amount of fun!!!!!!
- 09:55:35 I'm not golfer. But must read at penalty Brian Davis called on self which may have deprived him of 1st PGA win. (Mr Anti-Goldman Sachs?)
- 09:56:28 @StephenWelton Wow! Thx!
- 09:57:40 @richardposey "California, there I went ..." (Albeit from Baltimore in 1966.)
- 10:01:14 @Ed I think you missed my point, intentionally or otherwise. (We are ALL wusses compared to the Concord-Lexington gang.)
- 10:03:25 @Admore Compassion.
- 10:06:01 @chrisbrogan Giving speech this evening. But unlike Miami, no candy bowls on every table :-)

Tuesday, 20th of April.

- 01:45:49 @Meaghery Oddly enough, from Ralph Nader.
- 01:49:43 @lconic88 St Francis University, Loretto PA. Terrific school, run by Franciscan Brothers since 1847. Great community, great folks. A WOW!
- 01:52:08 Putting my stake in the ground on this: EXCELLENCE IS NOT AN "ASPIRATION." EXCELLENCE IS THE NEXT FIVE MINUTES. (Think about it.)
- 01:53:36 @DrMollieMarti And per Griffin Hospital, Derby CT: KINDNESS IS FREE.
- 01:55:47 @marketingisus Been practicing Religion of Free Content since 1980. Was key to "viral marketing" of In Search of Excellence, pub date 1982.
- 01:57:24 @roypetitfilms Am delighted by the application! I hope it's much more than "biz book"!
- 01:59:52 8 hrs ystdy drive from VT/home to St Francis U./Loretto PA. 5 drive tonight Loretto to Manhattan. 3AM NYC. Gig at 7AM this morning.. Bye!!
- 02:01:08 @jwalery More Kroc: "You've got to be able to see the beauty in a hamburger bun." (Laugh if you will, he was the real deal.)
- 02:01:51 @allialligat4 We all have muuuuuuch to learn.
- 02:03:01 Student talk this afternoon. Biggest point: MAKE LIFELONG LEARNING A PASSION, NOT A SLOGAN. (MEASURE IT!!!!)
- 02:03:38 Lifelong learning: SO PRECISELY HOW HAVE YOU PURSUED THAT ... TODAY?
- 02:04:38 Lifelong learning: DO NOT REST UNTIL YOU HAVE RECAST THE MOST TRIVIAL OF CURRENT PROJECTS INTO LEARNING OPPORTUNITY.
- 02:05:32 Lifelong learning: PUT IT IN THE VALUE STATEMENT. (Johns Hopkins good role model.)
- 02:06:02 Lifelong learning: APPLIES TO 100% OF EMPLOYEES.
- 02:06:54 Lifelong learning: VENTURE PARTNERS AND VENDORS CHOSEN IN PART ON WHAT YOU CAN LEARN FROM THEM.
- 02:07:35 Lifelong learning: IN EVERY EVALUATION.
- 02:08:10 Lifelong learning: MEASURE. MEASURE. MEASURE.
- 02:10:33 @thisKat Precisely. Have an EXCELLENT rest. (Actually, that's not a silly statement. "Good rest" REAL, key variable for tomorrow's tasks.)
- 02:35:24 @Billie\_Popovska Please don't give me so much credit. I assure you I had a long apprenticeship with great people. 1st book at age 40.
- 02:35:50 @vcolon And thx for the feedback!
- 02:37:55 @SiddHegde Probably both, but you are ultimately responsible. Perhaps a little SM club of pals.
- 02:39:14 @Billie\_Popovska You have to love your subject matter 1st and foremost. The subject matter and your passion will "find" the job.
- 05:17:27 @marketingisus In short: 1st print run 5K. But we had given away 15K annotated 400pp presentation doc w/ all stuff. (Publisher furious.)
- 11:48:32 @tomhood Thanks; enjoyed meetin you both.
- 11:49:26 @katierosman Katie, great meeting you.
- 11:51:41 @danswiniarski Thank you.

- 17:54:01 @Lori\_NetSuccess Thx!
- 17:56:23 @sandraschubert Thanks. I had a lot of fun today. (not always the case.) Great working with each of the panelists.
- 17:57:27 @anthonyrstevens Only slightly, though; I catch a lot of flak.
- 18:01:54 @danswiniarski Awful start. But w/ several not hitting their weight, things oughta improve. (Though coming out the gate fsst big deal.)
- 18:03:06 @NYCBizNet Thanks for the kind thoughts.
- 18:08:54 Michael Eisner: Envy corrodes. Set up deals so that boh (all) parties feel treated equitably. (Don't wheedle last dollar for yourself.)
- 18:09:51 About to drop "off the grid" for probably 3 days. Cheers.
- 20:08:35 @dporter1 Well .....

Wednesday, 21st of April.

- 05:09:49 @Aravindan Sorry, no idea, new to me.
- 05:10:30 @dporter1 Alas, not that kind of break.
- 19:29:54 @LeeBuford Making budget is just fine. But not as the signature of your life's work!
- 20:08:59 @AmberCadabra Amen.
- 20:12:06 Must remind myself that here are no universals. There are times when an action organientaton is wrong. You need to stop stop stop and think.
- 20:12:58 Habits that serve you well are sometimes the heaviest millstones around your neck.
- 20:15:22 When you go to hospital you are wound to tight to think straight. MUST HAVE ACCOMANPIEST TO TAKE NOTES/ASK QUESTIONS, ESP "DUMB" QUESTIONS.
- 20:17:05 Hospitals ought to be colorful!
- 20:18:47 By all means fake a good mood. Peope will respond positively, and your mood will actually improve.
- 20:19:51 @Iconic88 DEAD FLAT WRONG!! WHY NOT TEN? (NO KIDDING.)
- 20:21:13 Some say you can say "thank you" too much. They are full of shit.
- 20:22:32 Kindness is not giving \$500 to a worthy charity. It's a smile. (Well, okay, both.)
- 20:27:54 @DeliverBliss AB-SO-LUTE-LY.
- 20:31:09 Thanking for small gestures far more important than thanking for big things.
- 20:32:52 @JohnSMiko St Francis was totally great, starting with that nearby Marriott Courtyard. My sense of inadequacy around students is monumental.
- 20:34:59 @JohnSMiko It really felt like a community.
- 20:36:05 @JohnSMiko "Home" is a funny word. As you know, I grew up near Baltimore. Central PA really felt like home.
- 20:37:29 @JohnSMiko I am totally on board the idea of the power of checklists. Maybe my "new MBA" program ought to have a Checklists elective?
- 20:40:49 @Earl52 "proves that we're paying attention"-fantastic!
- 20:42:07 @edbatista Very close parallel.
- 20:57:30 When you care for someone, spouse, shop-owner, co-worker, don't forget to tell them now and

then. (You tell your dog a hundred time a day.)

20:59:57 The following deserves more than a hasty or pat answer: CAN YOU TEACH ENTUSIASM?

21:02:13 @tippet523 Smart-ass answer: I like anybody who does a good job. (I'll have to work on a non-smart answer.)

21:36:48 @edbatista nice.

Thursday, 22nd of April.

04:42:35 @rajarajeshwarip Thank you!

06:30:54 If someone walks into yr office & you're on phone, stop the wave 'em to sit down bit. Stand up, greet them, and if you must return to call.

06:33:46 @esmakman You can definitely [religiously] hire for it.

06:36:36 @amatthiesen Can work with team member to make their part of project more relevant to their learning experience which may up enthusiasm.

06:37:48 @amatthiesen Increas enthuiasm by making it [repeatedly] clear that you appreciate their contributions.

06:42:34 @MRMaguire Goal is to make folks feel important, welcome, center of your attention, if only for a moment, not a distraction.

06:46:07 @KathyBuckworth You mean the battery wore out on your invisible fence?

06:51:23 @Earl52 Don't try that one on an old soldier!

06:52:05 Remember: EXCELLENCE is about the next 5 minutes. Soooooooo ...

06:52:56 @KathyBuckworth Damn!

08:39:13 @amatthiesen Thank you!

10:05:18 @IanSanders Ian, haven't perused link, but my top 2: (1) Join Toastmasters. (2) PRACTICE (give to your dog/cat/bartender/spouse/etc).

10:08:23 @IanSanders People routinely ask me for "secrets." My answer always begins: You're lot better after 3,000 speeches than when you started.

10:09:58 @martibarletta And ... you must must must have more than token representation of women on the exec team!!!!!!!

10:12:45 @IanSanders And ... need to understand what a RIDIULOUSLY ENORMOUS benefit this can be to yr professional life! (Worth going through hell.)

10:18:47 @IanSanders And re fear, I'm as scared when I'm about to give a speech as I ever was. (A lotta people don't believe that, but it's true.)

12:31:25 The Big Four: Out-read 'em Out-study 'em Out-present 'em Out-listen 'em.

19:53:50 @OneLife Wish I thought more were listening. Seems as obvious as end of one's nose. Behave like a direct profit contributor-or evaporate.

19:54:26 @michelemeiche I think you do have feel on edge.

20:00:42 @MADconsulting Main point: All four should be treated as full-fledged professional disciplines to be studied, practiced, mastered.

20:03:31 @MADconsulting Each to be: Taken seriously. Studied avidly. Practiced assiduously. Evaluated constantly.

20:04:38 @RandysRules I hope mastery of the "big four" does virtually ensure that the fifth will happen.



20:05:26 @maltaee Of course :-)

Friday, 23rd of April.

07:06:53 @umairh Nonsense.

07:09:44 @MADconsulting And Aristotle tells us that happiness is to fully utilize all our facilities. (Has nothing to do with great day at the beach.)

07:10:55 Happiness is a hospital that has wifi that's faster and more reliable than my home office.

07:15:28 @business\_design Best Stockholm hotel day: Boris Yeltsin same hotel, zillion Russian heavies guarding him. (Lotsa vodka flowing in the bar.)

07:16:12 @JimHunt Yes!

07:18:34 @HarryTucker And: Every non-decision is in fact a decision for which we must accept the consequences.

07:21:59 @umairh I understand your point, but it's far more complicated in my opinion. More or less, econ growth abets increased human freedom.

07:23:28 @MADconsulting My vobulary shabby, the product of engineering training. Oh for a liberal arts degree on my CV!

07:28:43 @KathyBuckworth Maybe attitudes, but it would be a cold day in hell before I'd be so arrogant as to offer parenting advice!!!

07:32:02 @OneLife Did several public programs with Sir John. We enjoyed each other's company. An honor (honour?) to know him.

07:33:46 @induswathi As a leader, you can be damned sure that if you are not visibly enthusiastic, your teammates won't be either.

07:35:09 Freedom day! At 67 when you get out of the hospital in one piece and vertical it was a helluva week.

07:39:42 Closest college friend cardiologist. He's just spent mega-hours helping me. He's insanely busy but always has infinite time to help others.

07:47:39 @tkpleslie Are you saying my book is too heavy? That's what my cardiologist said about me! The two must go together.

08:02:31 @\_robin\_sharma Believe it or not, which more or less proves the point, there's even a Donald Trump quote like that.

08:02:37 @Trevthered Great docs/hospital/nurses. I go 500 mi from Vermont to INOVA Fairfax (D.C. area) for heart stuff because of this fabulous team.

08:04:02 @sandymaxey You don't rank mulching high on the list? I love mulching.

08:06:08 @KathyBuckworth I lot of people call my books humor writing. Their insult doesn't work, because I consider it a compliment :-)

11:13:11 @chrisbrogan C'mon Chris, you gotta keep saying these nice things :-)

11:16:23 Twitter GREAT hospital companion. Have normal conversations w/ Twitter network while highly paid professionals slicing and dicing your body.

11:17:27 Who said this? "The Golden Rule works as long as you realize it's your move." Genius!

11:18:33 @vpsnet I definitely say THANK YOU.

11:20:06 Some totally professional docs are totally humorless. That's not me. BUT I LOVE LOVE LOVE'EM ANYWAY!

- 11:22:16 Life is a wonderful circus. My situation not trivial, but 3 docs and I sat around yucking it up for an hour or two last night.
- 11:23:43 @KathyBuckworth Don't thank me!!! Thank my mom!!
- 11:24:53 I used to laugh at Miss Manners. I don't anymore. I'd trade 3 of my books for one of hers any day!
- 11:27:03 @artpetty Thanks. But I think of myself as a little thinker. I think about a lot of little things that collectively spawn big results.

Saturday, 24th of April.

- 05:16:35 @Andy\_Lawson Thank you!
- 05:17:47 @RebeccaQuinn Thank you!
- 05:19:45 @MADconsulting Sorry, great offer, no deal, 2 wonderful-insane-hyperactive boys have already made me old before my time!
- 05:20:26 @OctavianMihai Stick with OGILVY!
- 05:22:05 @Scott\_Mitchum Scott, your words are very kind, thx!
- 05:26:35 @maltaee In the end, only you can judge the quality of your work.
- 05:28:51 @shapeofwinner Except ever so often, in fact often, they get the big things right and kill you with the "little" oversights.
- 05:30:13 PATIENTS MUST HAVE A PATIENT ADVOCATE. (You are in no shape yourself to rationally process or remember critical info.)
- 05:30:49 PATIENTS MUST HAVE A PATIENT ADVOCATE. (And the advocate, if humanly possible, must be present for all doc meetings.)
- 05:31:55 PATIENTS MUST HAVE A PATIENT ADVOCATE. (And the advocate must ask and re-ask until he/she gets clarity and understanding in plain English.)
- 05:35:22 PATIENTS MUST HAVE PATIENT ADVOCATE. (Advocates need right attitude. There to PARTNER with doc, system, patient. Not there as adversary.)
- 05:37:15 @30DC Only you can judge your work.
- 05:38:33 @30DC Hopefully, when it comes to judging your work, you are the nastiest bastard in town.
- 05:42:59 @MarthaBeck Best way "bribe" way thru security-immigration: impeccable manners, good clothes. (I hate ties, always wear for immigration!)
- 05:47:06 @maltaee Always stunned at complaints about losing stuff to crashes. If you don't back up the backup's backup obsessively, you're an idiot.
- 05:50:36 @CatherineKaputa And you never get it "right," first or fifth time. Took me 20+ years, dozen tries "just" to get logo I could live with.
- 05:54:48 @Ray\_anne Disagree, issue not only screwups but partnering for understanding-success. PATIENT NOT RATIONAL. (Trust me, just home heart ICU.)
- 05:58:26 @CarissaO My wife was great, swallowed her pride and asked the same "dumb" question over and over until finally she-I got it.
- 06:02:13 Life so easy with transparency. Some say I should not admit I was in hospital w/ heart rhythm prob. For F%^&'s sake, why do I need lie?
- 06:05:50 Toughest thing about Twitter is curbing my tendency to occasionally be a smart-ass. Have to remember smart-assery is just self-amusement.

- 06:10:06 @IvanaSendeka Yes, life is rather hilarious when telling the truth becomes a major competitive advantage. (Do you need an MBA for that?)
- 06:12:26 @jeffjarvis Never let me play holier-than-thou! We are ALL fibbers. But then you forget yourself and tell the truth-and find out it works!
- 06:16:35 @CarissaO Docs-hospitals AWFUL job working w/ you on health and understanding after incarceration. Half parolees don't even take their meds!
- 06:17:27 @jeffjarvis Whoops! Never heard "fibbers." Nice! (Thanks for the education.!)
- 06:19:30 @CarissaO I'd have to send you the cath lab and EP lab reports. They did 8 hrs of inserting this and that in my heart. I had 'em on the run!
- 06:21:41 @baldovski It might find wide support, but in the end it is cruelty. Fun at others' expense sucks, and the cleverer it is the worse it is.
- 06:23:10 @James\_Rock Won't go all the way down the authenticity road. We are all a mass of prejudices, which are usually better unshared.
- 06:24:18 @CarissaO Ordeal, yes, but as I said to a friend, when you're 67 and depart a cardiac care unit vertical, it's been a good week!
- 06:25:27 @CarissaO Biggest prob, and this is NOT a criticism, is the great uncertainty regarding ALL rhythm meds.
- 06:27:35 @Tim\_Lew2 Don't deny it. Pro footballers don't admit concussions, could lose their job. So they hang in ... and have dementia by age 45.
- 06:29:15 @DAtkinson4PC No way! I am a strong believer in heavy anesthetics. My doc thought I'd enjoy watching, I told him to F-off. Put me under!
- 06:32:03 @Tim\_Lew2 (1) Making a joke out of it helps. (2) If work in place that can't deal with foibles, get out. (At least when the recession ends.)
- 06:34:19 @annmariebland Don't tell anybody, but I've had so many probs with big Boston hcare centers, I went to Northern Virginia for my procedures.
- 06:35:34 Hospitalization advice: You may be in agony, but dear God does a good attitude with staff ever get you a long way!!!!!!!!!!!!!!!!!!!!!!
- 06:37:13 @IvanHernandez\_ I know I repeat myself, but transparency just makes life soooooooooooooooooooooo much easier.
- 06:45:03 Just when you think your disgust cannot get any stronger: Emails between credit-rating agencies and investment bankers are truly APPALLING.
- 06:47:00 Absolutely brilliant investigative report on mine safety ystdy's NYTimes. Makes you want to barf. And pray for some veeery long jail terms.
- 06:49:30 Where in content-should-be-free world do the \$\$\$ come from for investigative journalish like the NYT did on mine safety? PLEASE TELL ME.
- 06:54:23 @Filterologist Matter of opinion, but I prefer notetaking. Delicate dance! NEED blunt "best guess" from docs, don't want to scare them off.
- 06:57:24 @annmariebland Purely personal view. Started with WRETCHED performance of Mass General ER when my wife boke her ankle last year.
- 06:57:49 @iPosit Controlled at best, resolved never.
- 06:59:11 @benjaminbach Almost violently disagree. Ther's definitely shoddy work. But WSJ-FT-NYT reporting is mostly F-ing brilliant.
- 07:01:15 @annmariebland Hospitals lose \$\$\$ on ER. No doubt. But if I'm CEO I'm CEO of whole shebang and care MUST be unifomly Excellent!

- 07:01:39 If I had the power I'd fire the CEO of Mass General.
- 07:02:52 ERs lose money, offset by such things as the wild pay-per-procedure over use of CT scans, etc, etc.
- 07:14:29 Hmmmm. Note that the DJIA has gone up in the 2 days since POTUS ripped Wall Street in their back yard.
- 07:15:38 Not to regulate derivatives is insanity. (G Soros said that in FT ystdy, and I could not agree more wholeheartedly.)
- 07:22:43 @benjaminbach Agree re MSNBC/Fox, but that's wee fraction. Free society can't exist w/o excellent investigative journalism. Who pays?
- 07:23:21 @baldovski Agree!
- 07:25:45 @strategicsense Jim & Barry rule! Old colleagues.
- 07:36:04 @PaulSchwend HUGE gender differences on this. Guys always think ready next job. Women by and large realistic, not as pushy as might be.
- 07:43:09 @maltaee Self-judgement is 100% the Steve Jobs "secret."
- 07:45:21 @maltaee Given 3,000 speeches. Haven't gotten one right yet. (Not kidding.) That's my "brand" secret-merciless drive to improve product.
- 07:47:33 @benjaminbach Don't buy that. People don't pay in part because we drive valuations of free-content providers to ludicrous heights.
- 07:49:14 @PaulSchwend My guess is that "the market" really isn't all that fearful of regulation; or has already faactored it in as a done deal.
- 07:51:26 Sarbanes-Oxely fascinates/amuses me. world did not come to an end as so many predicted. On other hand it in no way prevented current mess.
- 07:53:15 @kirkv Wow! Thanks!
- 07:54:17 @maltaee Absolutely, not easy at all. (And, to your point, not the only answer.)
- 08:14:51 @benjaminbach Madness of crowds. Generic irrationality. My office at exact epicenter of dotcom boom in Palo Alto. Madness was on the loose.
- 08:16:24 @Iconic88 I've put it on my list. Thx, always on the lookout.
- 09:27:49 @6things Only takes Xerox copies of emails to see how Golman screwed its clients and you and me and how Massey Energy screwed its miners.
- 09:28:30 @tedcoine How about a bearhug and a kiss?
- 09:30:13 @strategicsense Yeah, amazing new pics!
- 09:31:53 @Ray\_anne Suggest spouse, good friend if at all poss. (One cancer survivor pal spends prob 1/3 her time as in-hospital advocates for other.)
- 09:33:15 @HerzogIND ??????????
- 09:34:49 @BF191 But if you look at financial-service firms, it hardly slowed them down. (Maybe they needed a little MORE bureaucracy :-)
- 09:37:17 @HerzogIND All legislation is shotgun over-reaction, such as Glass-Steagall. And it's often deserved. Then over time its sanded off.
- 09:38:18 @HerzogIND I agree. But show me a dollop of evidence that it hurt industry ...
- 09:40:32 @mjgeek But, re earlier tweets on press also need professional investigative reporters. 140 character tweets are not enough.
- 09:42:57 @Ray\_anne Depends. "Advocate" need not be true "advocacy." Goal is not contention. Goal is

partnership & understanding.

- 09:44:32 @Ray\_anne Let's not assume hospitals are part of the evil empire; advocacy is not "gotcha-ism" in 9.8 of 10 cases.
- 09:45:46 @Ray\_anne Maybe "advocacy" is bad term. How about "partnershipery"?
- 09:46:31 @HerzogIND Agree, that's why I said NYT-WSJ-FT.
- 09:48:07 @HerzogIND Don't know about you, but I find that NYT and WSJ do a pretty good job of separating reporting and editorial???
- 09:50:22 @Ray\_anne My wife fabulous. GTenuinely interested in understanding, was certain (correct) that my thinking very muddled (procedures-stress).
- 09:50:52 @HerzogIND Totally agree!!!!!!!
- 09:52:34 @JenniferVMiller Some say McCarthyism, I thought it was to preserve our collective brilliance:-)
- 09:54:18 @strategicssense "Cherished" colleagues, rather than "old" colleagues, though come to think of it they're gettin' pretty old :-)
- 09:55:59 @Ray\_anne Of course she thinks I'm pretty muddled when I'm healthy, too :-)
- 09:57:23 @Ray\_anne But "partners" goes way beyond spouse/significant other; sometimes a good friend can be at least a part-time advocate.
- 09:58:45 @HerzogIND Total agreement NYer, back to Shawn days.
- 10:00:35 @HerzogIND Plus I believe, as i'm sure you do, one should read broadly across political spectrum, love to skim papers 10 dispersed cities.
- 10:18:20 @HerzogIND I didn't mean to imply liberal, tho I bet "man on the street" does, under heading "if it's NYC it's liberal."
- 10:19:20 @mjgeek Don't disagree at all, but there is still a lot of stuff that requires 2 years' digging.
- 10:20:20 @Ray\_anne Absolutely, still better than nothing :-)
- 10:21:09 @tailgateeddie fire???????
- 10:22:23 @mjgeek Agree. Both. You won't budge me off that. Twitter++ is not the answer to all the world's ills.
- 10:23:38 @mjgeek We've had some form of social for 15 years now and the world is just as F\*\*\*ed up as ever. (Well, worse.)
- 10:25:27 @mjgeek meant "some form of social media"
- 10:32:34 Bit of cynicism okay:.Cool new tools 25 yrs: Products higher quality? Decisions better? Less corruption? Workers happier? World safer?
- 10:35:36 @tailgateeddie Missed ref. I want to fire CEO who ALLOWED my wife to wait in hall on gurney 5 hrs untreated. Successor can do Excellence.
- 10:38:18 @tailgateeddie Totally different ballgame when you're messing with my wife. Screw Excellence, I want revenge.
- 10:41:02 @85BroadsNewYork Only half agree. Already millions of women entrepreneurs. Men need role models! We behave like dorks unsufferably often.
- 10:41:48 @Iconic88 Now that's the best damned idea I've heard in a long time. (And i'm not kidding.)
- 10:42:13 @JenniferVMiller Whoops ...
- 10:42:49 @mjgeek I adore BBC.
- 10:44:12 @mjgeek I'm frustrated. We DO know better-sooner. BUT HAS IT DONE US A WHIT OF GOOD? (E.g. not re Wall Street malfeasance.)

- 10:45:18 @Iconic88 Love it! Will even try to visit.
- 10:53:51 @85BroadsNewYork May rock, but my linguistic skills stink. INSufferably.
- 11:00:53 @RandysRules Yes, why the Greeks had their gods, etc
- 11:19:54 @martibarletta As long as it doesn't wound.
- 11:21:37 @ThatScottGuy Must be debatable or else I run into a lot of poor-mouthers. Lots of non-payers in City ERs, no?
- 11:22:27 @ThatScottGuy Assuming you're right, then we tar and feather after firing.
- 11:56:14 @normanmarks Given human nature, I'd question risk mgt-governance. Hard to sell quality-safety given Toyota, mine disaster, oil platform.
- 11:59:06 @tedcoine To state the obvious: Success = Reeeeepeat business = Hugs.
- 12:00:31 @tedcoine While we're at it, hugging INTERNAL customers as important as external. (Internal hugs = Excellence in Execution.)
- 12:01:44 @normanmarks Like warfare, war between regs and reg-busting eternal and brutal.
- 12:03:31 @martibarletta Only once a day?
- 12:04:58 @cherylcran Amazingly enough, in 2010, it's also rather important to some of us older folks. Yr statement is both arrogant and ignorant.
- 12:06:10 Uh oh, I was rude. BUT I AM SO TIRED OF THIS GENX, GENY SHIT. (If it's 2% true I'd be surprised.)
- 12:07:01 @hrheingold And pounding with futility on still frozen soil in VT!
- 12:08:57 @martibarletta I'm shocked. Would have assumed 5 of 5! You mature first, die last and pretty much outdo men in everything except violence.
- 12:15:55 @tedcoine Kelleher at Southwest, employees are first customers. (Also everthing on servant leadership, dream management and hostmanship.)
- 12:19:40 @tedcoine We should talk EVERY DAY about "customers for life" and what it means for our moment-to-moment decisions/actions.
- 12:25:26 @85BroadsNewYork Agree. 9 of 10 cases never significantly ameliorate yr weaknesses. (Revel in yr weaknesses & ability to hire gap fillers.)
- 12:26:09 @tedcoine Wegmans rules!
- 12:28:45 @DebbieJBrown Relative to respect, kindness, integrity, basic human values? That's a tough sell to me.
- 12:30:22 @DebbieJBrown My 20-something super-tech-savvy boys seem pretty similar to prior GENs on basic human values. (For good and for ill.)
- 12:32:36 @85BroadsNewYork All businesses exist ONLY to serve/be of service. an honorable, moral calling (if you so choose)..
- 12:33:42 @tedcoine And i love it that a "mere" grocery chain #1 place to work in America. (Ditto Container Store.)
- 12:34:36 @work\_matters Solution! Read/memorize John Bogle's book "Enough."
- 12:36:44 @tedcoine Publix is still pretty good, no?
- 12:37:23 @forimpact No, no no. At home being thrilled he survived to Tweet!!
- 12:38:00 @royatkinson But can Wegmans excellence offset lake effect snow?
- 12:47:54 Re Genxyzabc ... , I'm a guy with a PP slide that says  $L(21) = L(-21)$ . I.e., Leadership 21st century A.D. = Leadership 21st century B.C.

- 12:50:48 @jimmon80 I love "acting interested." I believe behavior shapes attitude more than vice versa. Act interested & you'll become interested!
- 12:53:26 #1 way to people's heart: Ask about their kids. Invariably interesting , and flavor of response is a key to the person in question.
- 12:58:03 @jimmon80 Apparently we had the same mom.
- 12:59:24 @jimmon80 My mom was a slapper, which I guess is verboten now. Rude got a slap on many occasions. And well deserved in, say, 100% of cases.
- 13:03:40 @thomashawk Any olden people on board? MY Half Moon Bay had 0 square feet of "show" space. Just bars + beer + fish + hippies.
- 13:04:30 @feistywoman If they aren't congruent, then you're in the wong business.
- 13:11:47 @thomashawk You talkin' about a dirt strip, of course ... :-)
- 13:13:59 @mjgeek I'm 99% with you but cynical. Seems over here that visibly taking a day off from campaign to be with family required.
- 16:06:37 Walking along Charles River (Boston) makes the word "spectacular" seem lame.
- 16:07:45 Took a 5-mile walk, tired near the end; then I remembered I'd had heart surgery < 48 hours ago. (Not open heart, obviously.)
- 16:10:54 @karlnelson Agree whole heartedly.
- 16:16:36 @workhappynow Hard to believe Gen Y will "demand" very much. Battered by recession; ticketed as 1st generation to do less well than parents.
- 16:19:03 @florenciaoliver WHOA! I did not say they were shit; I said it was BS that they were not some special breed unlike the rest of us.
- 16:21:35 @florenciaoliver I responded to tweet said GenXY were more family oriented. I said some of us a little older also cared about our families.
- 16:23:23 @OneLife Not so sure anymore. Current mess started while doing heavy exercise, but was clearly in bounds. Then off to the races it went.
- 16:25:06 @florenciaoliver THAT WAS A TOTAL MIS-READING, AND FOR THE LIFE OF ME I CAN'T FIGURE OUT HOW YOU INTERRETED AS YOU DID???
- 16:29:40 @florenciaoliver Jack has a habit of saying things like that. Where's his evidence?
- 16:31:22 @florenciaoliver Re Welch, my biggest problem is I don't think useful to make generalizations like that. So many variations in Gen Whatever.
- 16:35:16 @florenciaoliver Also, my shtick is human side of enterprise (only side that matters). And I think humanness invariant whatever birth date.
- 16:41:49 Seems most Gen X, Gen Y, etc about coastals in big biz, professional services. What about Kansas & Arizona? What about "ordinary" small biz?
- 16:44:42 @jonathanfields Don't foget ... SALES!!!
- 17:59:30 @josecamoessilva Same thing :-)
- 18:01:23 @PamelaStetson I guess I worry a little about people who don't ramblw on and on about their kids. Maybe it's my feminine side???
- 18:03:18 @BeckyMcCray About 6% of us work for the Fortune 500. Sometimes I want to scream, "But what about the 'other 94%' of us?"
- 18:05:54 @LorenSan So where is YOUR evidence that GenYers are lazy? That's a pretty heavy charge.
- 18:08:12 @thomsinger Scratch the "running." Power walking w/o the power! (Beats the hell out of a hospital bed.)

- 19:18:18 @hstin\_cline\_d A few. but 80%+ (??) of our biz in the U.S. is not global monster biz.
- 19:23:09 @toddschnick Loved the whole story!
- 19:26:33 @umairh And why, exactly, is Hollywood a joke? I really dislike throwaway one-liners like that. (esp when they are ridiculous).
- 21:08:02 @BusinessmanWlks Presumably translation of "dysfuntion of customer base" is that since I go to the movies a lot, I'm a dysfunctional ass?
- 21:09:19 @complexified I just don't get it. CA has awful debt, but did Hollywood put up a "closed for business" sign that I missed.
- 21:10:31 @complexified Every bloody thing associated with the internet leads to breathless, THE OLD MODEL IS DEAD. (Well, bullshit.)
- 21:14:09 @GregCooper Well, we ain't doin' so well. Wall St screwed us. Toyota screwed us. Massey screwed its miners. "Hi-tech" oil rigs killers. Etc.
- 21:15:33 @GregCooper Maybe it's recent heart surgery leading to haste in saying what I think.
- 21:17:11 @GregCooper You mean my Hollywood tweet? Why would that alienate anyone except the writer? (I don't like breathless glib pronouncements.)
- 21:18:18 @tailgateeddie Let me now apologize because I am now hopelessly confused :-)
- 21:20:27 @sandymaxey Yes, enormous changes! But Internet heads routinely call everything older than 10 years dead. It's sophomoric.
- 21:26:17 @sandymaxey The average person lives in a mid-sized town & works in an insurance agency & goes to the movies & his/her life rolls on ...
- 21:45:27 @lvdjgarcia I gave up long ago. I simply assume anything I say/do, is known to the world, for what little it's sually worth, speed of light.
- 21:49:33 @sandymaxey Sandy, that's my point. Most people aren't wonks. At least in insurance agency, even pharmacy. some new tools, but not wonks :-)
- 21:51:40 @BusinessmanWlks I mis-interpreted. Yr phrase was "dysfunctional customer base." I'm very dysfunctional but would rather not be called on it.
- 21:56:47 @sandymaxey I bet !0:1 there will be a vibrant Hollywood 2020, 2030. LA Basin a 20M+ person WOW. (Only dies in dysfunctional movie "2012.")
- 22:01:10 @lvdjgarcia Totally agree, but I assume they do and will let the lawyers sort it out over next 25 years. (Whoops, will I still care at 92?)
- 22:05:24 Not much has changed in my world in last 25 years. A blog, PowerPoint slides, longer plane delays, but nothing fundamental. (Except my EKG.)
- 22:06:21 All about people. Always all about people. And people don't change.
- 22:07:55 @lvdjgarcia And George H W Bush, age 110 ??) will know what a grocery scanner is.
- 23:19:10 @healthconsult Yup, the Harvard math PhD's were grabbed by Wall Street and brought change. Namely, economic catastrophe.
- 23:20:19 @healthconsult Now it takes a PhD, like Petraeus, to run a war.
- 23:22:00 @RandySpangler No, I don't change people. I upon rare occasion give a few the nerve to follow their dreams. But the "it" was already there.
- 23:25:13 @RandySpangler When you say "awaken," I cringe. I leave that to Jesus or Buddha or Muhammad or Marine Corps boot camp.
- 23:27:00 @RandySpangler I am thrilled to report honestly that I have never heard of Motivation 3.0. (Seems absurd, but whatever ...)



23:29:08 @RandySpangler Not really referring to an individual. Meant mankind. Greed same. (Better tools, Greed 4.0?) Violence same w/ new tools. Etc.

Sunday, 25th of April.

05:42:01 Sorry. Got cranky last night. Too much Tweeting ystdy. Exhaustion on 1st day home from hospital.

05:43:51 @oeskici Agree with "showing new ways." But I don't "change" anybody or "motivate" anybody. Only you can motivate you. or change you.

05:47:37 @oeskici I'm not change agent. Hate term. Arrogant. You your only change agent. (I'm mere story teller painting pictures of what might be.)

05:50:17 @krisiyer People dogmatically resistant to change. Fundamental human traits wired in. We "chnge agents" act as if people plastic. Nonsense.

05:52:53 @krisiyer We do adapt. New ways to express greed. New ways to wage wars. New fast foods to induce diabetes. I have pessimistic days, years..

05:53:58 @sandymaxey Also reality of why I was in the hospital just setting in.

05:54:53 @sandymaxey Have to give up 2 favorite hobbies. Rowing. Brushcutting. Am devastated by that.

05:57:04 @sandymaxey Great advice. will try. Not very good at limitations. My middle initial is J. My wife says it's E. E for excess. Has a point.

05:58:25 @krisiyer Reading the paper day after day (I read about 10 a day) induces sarcasm around the human condition. As in: Change? Ha.

05:59:24 @krisiyer Change? "Better" IEDs in Afghanistan in 2010 than in Vietnam when I was there in 1966-67.

06:01:55 @krisiyer Bob Waterman & I said "respect people,treat as precious." Is that so hard?. Massey didn't respect its miners. Very frustrating.

06:02:26 @sandymaxey I'm workin' on it Sandy!

06:05:08 @krisiyer When you (me!) have life-threatening experience you tend to dwell on "shoulda dones," all the things/relationships you screwed up.

06:06:46 @sandymaxey As Susan said, bad time to start "Matterhorn," toughest, most gruesome novel of Vietnam and futility associated therewith.

06:10:17 @krisiyer News: War. Starvation Disease. 99% of us in this great community spoiled brats, protected from reality. Me 1st among them/us.

06:11:29 @krisiyer Twitter may save Iran. Or it may get more people thrown in jail. Jury's out.

06:15:17 @krisiyer If ingesting news doesn't make you feel powerless, you better parson than I. Tell a Sudanese, "Take charge of you life." Uhm ...

06:19:28 @tkhmd Priest friend says if don't occasionally lose faith you are charlatan. Pessimism good at times. Reduces tendencies toward glibness.

06:24:09 Hunker down. Fight for what you believe in. 9 of 10 days frustrating. But hang in. And along the way, never lose kindness and decency.

06:28:28 To be cynical is to be human. To be optimistic 100% of time is to be out of touch. But fight on. Persistence is only "tool" that matters.

06:31:19 Yikes. First headline i see today: "A homeless man stabbed while saving a woman from an attacker dies as pedestrians walk right by."

- 06:32:44 @avinashdsouza 33-year fight for same cause in my case ...
- 06:56:43 @ByronDarlison Thx for the feedback!!!
- 06:57:06 @patinoz Wonderful!!!!!!!!!!!!!!!!!!!!!!
- 06:59:59 @JenniferVMiller Not so sure. I am NOT optimist. But I am dogged because I believe in what I'm doing, and occasionally someone "gets it."
- 07:03:39 @wallybock Wouldn't matter, I'd just keep going like the Energizer Bunny until I dropped.
- 07:04:24 @patinoz Really really really love this! Totally original to me.
- 07:06:02 @wallybock Okay re "maybe just once" :-)
- 07:06:44 @GregCooper They speeded up my pacemaker!!
- 07:08:33 @GregCooper But politics is human. Must learn to LOVE politics to make change. ("Wastes" time, pisses you of ... but there ain't no choice.)
- 07:09:56 @sandymaxey Great idea! Tulips in Boston Garden are at peak!!! It's < 5 minutes away.
- 07:11:08 @ppmthinking Good thing, then, that I was trained by a statistician.
- 07:12:42 Last 90 days. West Virginia. Toyota. Oil rig. Time for Six Sigma 2.0??
- 07:21:55 "Goldman executives cheered housing market's decline, newly released e-mails show." That headline made me want to barf.
- 07:23:30 How about: "Goldman execs cheered as Mary Smith's home foreclosed." "Goldman execs cheer as Richard Exley's house foreclosed."
- 07:27:33 @wallybock NYT piece model of investigative reporting. Rig in Gulf burned, killed several this week,
- 07:29:42 @MADconsulting Love your Tweets, but really believe that to have no cynicism is to be out of touch, which I'm sure you're not.
- 07:57:50 @MADconsulting Bless you!
- 08:01:29 @wallybock Agree, but think 6-sigma fanaticism waned. Always need fanaticism about quality. (Never 100% sold on 6S, but great rallying cry.)
- 10:00:36 @complexified Some. Many. Not all. And not before dawn. Re miscl industries: "Reports of my death have been greatly exaggerated." (Twain)
- 10:01:45 @wallybock Agree.
- 10:06:21 @ThinkWay No, i'm with Wally Bock, problems when it becomes a cult. So I'll go to 94.58%.
- 10:08:18 @mjgeek A-bomb more understandable if you drove through the endless USA towns with Gold Star Mothers insignia on every street.
- 10:13:04 @chmrhp Absence of cynicism also dangerous. E.g. If want to legislate, need to be cynical but fight, like TKennedy, for same goal 40 yrs.
- 10:15:04 @CadenceOn And it's magnified by the likes of Goldman 's egregious misbehavior.
- 10:17:49 Recce: "Too Soon Old, Too Late Smart," by Gordon Livingston. Superb. Wise.
- 10:19:31 From "Too Soon Old, Too Late Smart," item #23 of 30: "Nobody likes to be told what to do." Work on that one next week. Sooooooooooooo true.
- 10:23:14 Repeat, Sunday Reminder I: EXCELLENCE is not an aspiration. EXCELLENCE is the next five minutes. ("Aiming" for Ex bull. DO Excellence. NOW.)
- 10:24:04 Sunday Reminder II: "{Script" your first several "plays" for tomorrow morning.
- 10:25:03 Sunday Reminder III: "Be kind, for everyone is fighting a great battle."

- 10:26:09 EXCELLENCE, now. If not EXCELLENCE, what? If not EXCELLENCE now, when?
- 10:37:01 @findsujit You DON'T "achieve" Excellence; it's moving target. You DO Excellence, starting next interaction with someone, next meeting ...
- 10:37:29 @findsujit EXCELLENCE is personal.
- 10:39:24 @findsujit IBM's Tom Watson. "It takes but a minute to become excellent. You simply determine to never again do anything non-excellent."
- 10:40:29 Kindness squares PERFECTLY with a great P&L.
- 10:41:45 10 times tomorrow, per my colleague Dave Wheeler: "What do you think?" [THEN LISTEN.]
- 10:44:21 Impatience is great when we're hustling to get a task done. Impatience stinks when it appears to be tied to a leader's personal whim.
- 10:44:33 No RUDE.
- 11:00:11 @rickweddle I think it takes practice, like everything else of importance.
- 11:03:11 @bukik Brand you wholly dependent on a GREAT NETWORK. Therefore Brand You tightly linked to un-selfishness.
- 11:04:47 @KatTansey REPEAT BUSINESS-driven P&L = KINDNESS-driven P&L.
- 13:43:41 @PaulSchwend So true, I had a great commanding officer in Vietnam and a turkey. Learned as much from turkey ("to-don'ts") as from great one.
- 13:49:25 @saltpeppergroup (1) HP's MBWA (generic metaphor for in-touch leaders. (2) Openness, easy communication at HP, 3M, Walmart, Dana, Intel.
- 13:51:11 @tailgateeddie And, one hopes, give a flavor-character -purposefulness-laserlike focus to the whole week.
- 13:52:15 @BusinessmanWlks My sincere apologies as well!
- 13:53:04 @831Doug Old line, POWERFUL line!
- 13:54:22 @Manoj\_Pawar Yup!!! (Telling people how to do it may be #1 de-motivator.)
- 13:56:02 @HSMManagement 100% me, I assure you. And perhaps #1 admirer of HSM/Jose Salibi Neto.
- 13:57:55 @karaweber Hmmm ... not sure how to react to that. (Flattered of course.)
- 14:00:01 @BeckyMcCray One hopes, though, alas, there are a loy of small businesses that ignore this obvious-peerless opportunity.
- 14:01:57 @MarcinGruszka Sorry???????
- 14:03:02 @KatTansey No, I haven't but I will. Thx!!
- 14:06:46 @KatTansey Just ordered it.
- 14:18:38 @rickweddle Well said. Huge issue Huge opportunity.

Monday, 26th of April.

- 19:18:58 To recuperate from last week's ordeal, Susan and I hanging out in Colorado this week with my two stepsons. (Durango is as good as it gets.)
- 19:20:17 I think the family penalty for any tweeting I might do is too egregious to contemplate ....

Tuesday, 27th of April.

- 10:10:47 K = R = P (Kindness = Repeat biz = Profit)
- 10:11:35 K + Q = 2R = 2P (Kindness + Quality = 2 Repeat biz = 2X Profit)
- 10:12:17 K + Q + W = 2R + N = 3P (Kindness + Quality + Wow = 2X Repeat biz + New biz = 3X Profit)
- 10:14:26 "It's dangerous because can create the illusion of understanding and control." (USMC general on PowerPoint in combat zone/today's NYTimes)
- 10:16:46 Book on GenY at airport. Different because people want to make an impact from the start. (AND MY PATHETIC GENERATION DIDN'T?) (Such bull.)
- 10:19:26 NYT 2 great investigative reports, 1 week! First mine safety; Sunday: "Feeling Warehoused in Army's Trauma Care Units." (I literally cried)
- 10:22:30 All new tech double edged: "Internet coincided with 'freedom recession.' Web 2.0 applications facilitated rise of 'Authoritarianism 2.0.'"
- 10:24:40 @KatTansey Agree. Powerful, but easy to abuse.
- 10:26:23 @believeactgo NO!!! Make it an Excellent = NEXT 5 MINUTES!!! (I'm a beast on this. NOW = All we have.)
- 10:29:06 "We didn't have a massive short ..." Lloyd Blankfein. Dearest Lloyd: PLEASE LEARN TO SPEAK ENGLISH.
- 10:29:35 @janniaragon Agree.
- 10:31:19 @janniaragon Works in church. No need to tell us every 5 min that we will "go to hell if we don't ..." PREACH BY POSITIVES!
- 10:33:49 @marketingisus The "Big 'Duh'", eh?
- 10:35:41 @therainmaker Always add, "Build your own legacy by supporting others!" Brand You is NOT selfish!!!
- 10:37:17 @MADconsulting Yikes! Thx!!!!
- 10:38:19 "Mere" politics is never "mere" if you are interested in ... EFFECTIVE IMPLEMENTATION.
- 10:41:11 @Billie\_Popovska So does your/my/our calendar ... TODAY ... reflect that? (CALENDAR = ALL WE HAVE.)
- 10:42:06 @PaulSchwend Good for me!
- 10:43:13 @roypetitfils You just made my day!!!
- 10:44:47 @Chuck\_Bell\_ Tell me what you think, pls.
- 10:46:30 @Ray\_anne 1 HOUR at a time :-)
- 10:49:41 Love Twitter for interactivity, replies. ANYBODY SANE SHOULD NEVER ASPIRE TO HELPING MORE THAN ONE PERSON AT A TIME. (More = Arrogance.)
- 10:52:12 @edbatista I do not dismiss in any way X, Y, etc. I t's just that I think we're all about the same under the skin, in the soul, 27 or 77.
- 10:54:07 @edbatista E.g., Saying 'thank you' to acknowledge good work has same (powerful) impact od 26 yr old and 66 yr old.
- 10:56:53 @CarlaGEE Yup, I openly admit I stole the idea from her! (Pretty good role model.)
- 11:06:40 @declaireit On top of everything else, I think such talk is mostly elites talking to each other. Irrelevant to most of world.
- 18:00:35 @tedcoine Dan and I go way back; intellectual kinship striking in my Brand You and his coincident Fee Agent Nation. I'm huge DP fan!!
- 18:01:30 @PaulSchwend I do get paid Big Time-comments like yours, Paul.

- 18:03:18 @saltpeppergroup You've gotta keep adjusting & improving, bobbing & weaving, but stay close to your big theme-Apple classic that way.
- 18:04:24 @Ray\_anne Absolutely, for you or me or the neurosurgeon.
- 18:08:14 Chat w/ pal about renown surgeon. Main advantage incredible memory thousands cases. Always draws parallels. (Ultimately, success a #s game.)
- 18:09:17 !st visit Telluride to visit stepson. Amazing! (Not frenetic in off-season.)

Wednesday, 28th of April.

- 08:07:34 Sen Ensign (NV) objects to comparing Wall Street to Las Vegas, saying in LV they "don't change the odds in the middle of the game." Nice!
- 08:09:09 I do contend I'm a bonified expert on one topic, spy thrillers. The short "The Debriefing" by Robert Littell is as good as it gets.
- 08:23:12 Reviews claim Karl Marlantes "Matterhorn" may be best Vietnam novel. I LOVE THE FACT THAT HE SPENT THIRTY/30 YEARS ON IT!
- 08:23:54 @HarryTucker No ego, no entrepreneurs. Period.
- 08:28:51 @stevepavlina Drop many but not all. Wall Street devoid of naysayers, 1995-2007.
- 08:31:09 @LeaderChat Most "so so" employees are "so so" because you're shitty leader. (Woebetide org with all superstars. Does Goldman come to mind?)
- 08:35:09 @kcbeth NEVER. Non-fiction writers determined to "write the novel in them" pathetic in about 10 out of every 9 cases.
- 08:35:58 @kcbeth Of course some say I already write fiction :-(
- 08:36:43 @wallybock New to me. BRILLIANT.
- 09:22:37 @JMikeSmith Life is temporary.
- 09:24:16 @HarryTucker I lived in Silicon Valley for 30+ years. Personal glory, pursuit thereof, is a live and well.
- 09:35:28 @HarryTucker I try to be of some wee value to world. AND: I luv standing ovations. I'd hate a pill that took thrill from standing Os.
- 09:37:12 @mjgeek Depend. 5 to 15 years.
- 09:38:59 @HarryTucker No "good" ege w/o "bad" ego.
- 09:46:42 @JMikeSmith Don't mind me. Heart surgery last week. Concentrates the mind.
- 09:59:45 @KathyBuckworth And boys can't deal w/ gym rm that doesn't stink. (Understanding such diffs is how Lowe's stole F customers from H Depot.)
- 10:04:30 @EliotBurdett Einstein's real impact delayed for decades until "boring" experimental physicists could acquire knowledge to match the theory.
- 10:06:04 @kevinmd Secret: Developed in a Rube Goldberg fashion by docs with speific pragmatic needs.
- 10:09:06 @HarryTucker Totally agree! Too little ego, no advances; too much ego, the broth is spoiled. A delicate dance. And we never "get it right."
- 10:12:17 @helencrozier Thx. Was locked in a 6X6 cell fror 3 days to record it.
- 10:13:27 @marketingisus Engineers. Can't live with us. Can't live without us.
- 10:14:42 @randycantrell Ouch. Is there another lesson: There's a time to take off the pads. (Um, Al Davis.)

- 10:22:50 @HarryTucker And Congress never gets it right. Under-regulate. Over-regulate. A seesaw. (And I'm sympathetic; it's way we designed gov't.)
- 10:34:03 SMers focus on revolutionary benefits. Hence no response my Tweet re effective "Authoritarianism 2.0" countering more communication freedom?
- 10:35:43 Din't some wise dude say: For every action there is an equal and opposite reaction?
- 10:39:05 @jurgenappelo Welcome to the club. I spend about 18 hours a day there despite my shrink's best efforts.
- 10:40:25 @djsartin Yes!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!
- 10:41:46 @Mgmt\_Secrets Touche!
- 10:43:33 @HarryTucker We are in total agreement!
- 10:44:03 @HarryTucker Agree!
- 10:45:49 @HarryTucker Whenever I talk to a Congressman, even if I disagree with him, I ALWAYS thank him for his service.
- 10:47:36 @ajkeen Nope.
- 10:49:56 @edbatista I am not in any way coming down on one side or other of issue. SM makes it easier reformers to organize, easier cops to find 'em.
- 10:50:44 @LeeJCarey Bingo!
- 10:51:55 @HarryTucker Human governance is the most difficult task on earth. Period.
- 10:53:53 @HarryTucker I lean toward libertarian views. The possibility of "true" libertarianism is ZERO. Boys with toys that go "bang" will be boys.
- 10:57:25 @edbatista "Smart grid" leads to stunning efficiency. Probability of effective cyber-attack on smart grid likely makes idea a disaster.
- 11:01:47 @HarryTucker Yeah, my wife and I were just discussing reaction to soldiers in Vietnam and Iraq-Afghanistan.
- 11:05:16 @HarryTucker Colleague w/ Army Ranger husband in SF. Stunned by 100% reactions of gratitude he got. As long-time Sfer, I was not surprised.
- 11:06:25 Wild success in HUMAN affairs = Muddling through.
- 11:07:38 Is there any human being stupid enough to think they understand any other human being? (Or themselves, for that matter.)
- 11:08:36 Guess I can answer my own question: ECONOMISTS think they can understand human beings.
- 11:09:45 Someone said to me, "You don't seem to like economists." I said, "Wrong. I like 'em well enough. I just don't respect them."
- 11:10:44 @dporter1 Right. Tough for NSA to listen to all our calls, Tweets, IMs.
- 11:12:37 @HarryTucker I'm with Hippocrates on the subject: First, do no harm.
- 11:13:00 @VRSS Most of the marketers less dangerous.
- 11:15:25 "First, do no harm" is a ... DAMNED TOUGH STANDARD!
- 16:28:18 @KathyBuckworth Problem is it means nothing is irrelevant. That's exhausting!!
- 18:55:16 I HATE AND DESPISE PAYPAL
- 18:57:44 PAYPAL NOT ALLOW ME TO DONATE VIA CREDIT CARD \$2500 TO THE WONDERFUL VALENTINOACHAKDENG FOUNDATION. VAD EDUCATES GIRLS IN SOUTHERN SUDAN.

- 18:59:47 I called VAD foundation in SF. PayPal had assured them several times that the problem is fixed. (THIS IS NOT MY FIRST SUCH PROBLEM W/ PP.)
- 19:03:40 @anagoelzer Instead I will use every public forum in which I communicate-starting with Twitter-to make clear their appalling practices.
- 19:06:02 MY #1 CAUSE IS SUPPORTING EDUCATION-FREEDOM GIRLS THROUGHOUT DEVELOPING, AND SOMETIMES DEVELOPED, WORLD. (Do not try to stop me, PayHorror!)
- 19:07:50 Worse still, all my PayHorror horror stories involved ...DONATIONS TO CHARITIES. (I nominate PayPal as fullscale member of Axis of Evil.)
- 19:10:39 @dporter1 "Do not enter - excellence-free zone." Bless you, that line took my blood pressure down 15 points.

Thursday, 29th of April.

- 07:06:57 @Gin\_ev\_ra Need not be depressing. Have to think deeply about amplifying power for good, not naively imagine it'll make world better place.
- 07:07:54 @vladmaior There are occasions when being truly pissed off has it's place.
- 07:08:43 @kylekrajenska I think that's as good a reason as any!
- 07:09:20 @jessicawiener That's a kick.
- 07:10:58 @MartyChambers FLATLY DISAGREE. BEHAVIOR TOTALLY UNACCEPTABLE. MEMORIES OF MICROSOFT IN MONOPOLIST EVIL EMPIRE DAYS.
- 10:03:42 @normanmarks External auditing a must starting at the part-time 1-person biz! (WONDERFUL books matter!!)
- 10:06:31 @goldsmith QUALITY beats speed!! Anything. Anytime. Anywhere.
- 10:09:11 @JohnMMcKee1 I await the day when we will have associations with names like "Men in Cable TV," suggesting WOMEN the norm, men the exception.
- 10:13:29 @RogervonOech Am delighted to see that you are as annoying as ever, Roger :-)
- 10:24:43 @sandraschubert Luck? Luck? You mean that "all-important last 98%"?
- 10:26:08 @normanmarks How about RM's antecedent, activities that are comprehensible to mortals?
- 11:37:43 @sandraschubert Eisner on the 60-40 to 50-50 deal was great.
- 11:38:14 @sandraschubert Haven't read it
- 16:09:30 Hats off to Valentino Achak Deng Foundation for quick, personal, extensive response to my PayPal problems while trying to donate to them!
- 16:13:43 @goldsmith It's tricky. 1 ProfServiceTrm CEO cheered "good loss," lost assignment but demoed org's total commitment to quality-longterm win.
- 16:14:55 @NWTotemCellars Often the case, spouse as hard-nosed auditor for other spouse's biz.
- 16:17:45 @goldsmith Of course ... but equally easy to compromise quality "a little bit" and watch such compromising become "corporate culture."
- 16:23:50 @srdill I took a crack at this in 2003, with a full chapter in my book "Re-Imagine!"
- 16:29:27 1996: Obsessed missed opps mktg to Women. 2003: Obsessed, more Women ldrs! 2010: Obsessed educating girls-econ devel, gendercide palliative.
- 16:33:25 @DrewWoods49 Gross overstatement, but deeply appreciated!!!

Friday, 30th of April.

- 13:46:32 Effective cross-functional communication = Competitive advantage #1. Next week: Plan-execute10 (!) activities enhancing XF communication.
- 13:47:20 @artpetty Thanks!!
- 14:36:24 "The whole damn industry lost its moral moorings."-Charlie Munger (Buffett's #2) on Wall Street
- 14:37:37 @believeactgo Returning from seeing my stepsons in Durango/Telluride. Max & Ben best way to recuperate from surgery.
- 14:38:42 @Trevthered Sure, Trev, like Israel-Palestine "just a communication problem" :-)
- 14:40:29 @DamraMuminovic I'd say #1 is friendships. (Lotta ERP has been counterproductive.)
- 14:41:27 "Fixing" XFX is [mostly] social-face to face-TIME!!!
- 14:42:41 @backpackerchick Wall Street, financial services
- 15:41:34 @Trevthered In big corps, I bet a middle-ranking guy in purchasing couldn't name 5 guys in logistics unless they car-pool.
- 15:42:20 @Trevthered In Americanese, "Whoever has the fattest Rolodex wins."
- 15:44:49 @DanOestreich Agree, obviously; but I think it's more than trust, though tha't the bedrock. Camraderie? Appreciation? Time at the pub?
- 15:48:01 @culturebroker Takes patience, build relationships, swap small favors. People too busy. (Of course 87.9% of post-modern "busy" is pure BS.)
- 15:49:17 @kcbeth True!!! The original (in a way), the London market, was a den of theives.
- 15:51:11 @jakrause So if "we" agree [many do, I suspect], why isn't it ... ABSOLUTELY POSITIVELY OUR #1 STRAYEGIC PRIORITY DAY IN AND DAY OUT???
- 15:54:59 @Trevthered Talking with pal about a "great" hospital; "top" specialists don't exchange greetings after crossing paths in hall for 20 years!
- 15:56:22 @chrisbrogan Chris, I have a far more interesting Tweet; my 2 flights today were NOT delayed :-)
- 15:57:25 @chrisbrogan Speaking as an old guy w/ recent medical scare ... DO IT!
- 15:58:12 @missrogue Wow! I wouldn't wanna know if it were me!!
- 16:05:18 @RosabethKanter Cape wind farm my 1st test NIMBY v Greater Good. Came down NIMBY, sold affected house, then cheered the decision. Hmmm ...
- 16:06:13 @CommunispaceCEO Brilliantly said! (Naturally.)
- 16:08:59 @missrogue I was a total ass. (Hope that's changed; just "occasionally an ass" now??)
- 16:09:52 @dporter1 Okay. Okay. Touche!!!!!!!!!!
- 16:11:04 @chrisbrogan You da man!
- 17:52:45 @DanOestreich Agree 100%.
- 17:56:32 @DanOestreich Agree that trust is the bedrock. But build up to trust with a host of baby steps starting ASAP?!
- 17:58:17 @Trevthered Obvious response is "unbelievable." But of course it is totally believeable!
- 17:59:17 @Trevthered My pat response: "The good news is it's so bad that you don't have to do much to have done a lot."
- 18:01:49 @DanOestreich Probably build something small to begin with; perhaps educational event so each side can learn a bit of the other's language.



- 18:03:03 @DanOestreich Yeah, there are almost always a few outliers.
- 18:05:02 @RogervonOech Wow! As Viet vet, I nearly barfed at pics of Vietnamese full-dress parade to celebrate the 35th anniversary of USA withdrawal.
- 18:05:56 @chrisbrogan Chicago is a wonderful, wonderful town!
- 18:09:28 @DanOestreich But Dan I'd repeat that leadership must view this as 1st-order STRATEGIC opportunity-and RELENTLESSLY attack it as such.
- 18:26:53 @raffel My wife and I love theater and regularly go with Chicago friends to Steppenwolf. (As artist, my wife also loves Art Institute.)
- 18:29:47 @raffel Our close pals are Cubbies fans, and I've fallen in love with Wrigley Field; though I'll still never forgive them for the lights!!
- 18:31:12 @DeliverBliss Thx!
- 18:34:34 In Foreign Affairs, SECDEFGates lays out new primary role U.S. military ("Helping Others Defend Themselves"). DEFINES DIS-CONTINUOUS CHANGE!
- 18:37:36 WSJ/0429: "Backlash Against Email Builds." Some companies extreme measures re-institute face-to-face. (Research: Easier to lie by email.)
- 18:40:11 Foreign Affairs/Isobel Coleman/"The Global Glass Ceiling." Big companies doing something about it: GE, Nike, GoldmanSachs (!), Unilever.
- 18:43:37 @tomhood Greatest sport in the world!
- 18:44:35 @RogervonOech Don't doubt it for a moment!
- 18:45:17 @RogervonOech Just that the picture got to me in a personal way.
- 18:46:21 @RogervonOech NArmstrong testifying a few weeks ago. I wondered how many born after, say, '80 didn't know who he was??
- 18:47:42 @oceanshaman Maybe their def Excellence a bit at odds with yours or mine :-)
- 18:49:52 @DanOestreich And back to ya ...
- 18:52:45 @curling5oh One for the scrapbook-on the same [short] list as Bill Cosby!!!!
- 18:54:49 @tomhood As 50s-60s vintage player, am stunned at filling Ravens stadium for championship; and serious teams in ... CALIFORNIA!
- 18:55:55 @tomhood Lotsa family from Salisbury. (And old Frank Perdue once attended a 5-day seminar I put on in CA.)
- 18:57:09 @raffel I am shocked that you would forgive!
- 19:50:00 @RogervonOech Dunno, Roger ..
- 19:51:02 @tomhood They'll soon be ready for Hopkins!

## May

Saturday, 1st of May.

- 05:29:10 Death rate, ages 15-59. USA ranks #47, behing all other Western nations and Cuba, Libya and Algeria. (Source: Lancet.)
- 05:33:20 @SweEtp03199 Steve Jobs would violently disagree. Apple lived (barely) for decades with <5% market share; but all Jobs' products 100% great.
- 05:35:59 Funny how SJobs now everyone's #1 CEO. For years he risked Apple's existence. Paragon of persistence? Or lucky risktaker?
- 05:37:15 Jobs' strategy not for everyone. Not for many. Jobs is 7-sigma human. Great to have him around, little that mortals can learn from him.
- 05:38:02 @TheSeantourage Or at least one or two.
- 05:39:17 @SerendipityJane Amen.
- 05:40:52 @SweEtp03199 Approximately 100% of engineers would disagree with you. Thank God.
- 05:49:05 @ccz1 Definitely!!!!!!
- 06:39:04 @crossett I totally agree. But hat can ... YOU & I ... learn? Be God? Hire God? Make sure God survives a kidney transplant?
- 06:41:11 @sumarketer Could you emulate Nelson Mandela? 27 years in prison-then turn other cheek over objection millions rightfully angry people?
- 06:44:16 @paoloterni It is a women's world, guys. Get over it.
- 06:45:08 @paoloterni It is a women's world, guys. Get over it. (Tea Party movement can't. Angry white guys.)
- 14:13:17 Back in VT/Vermont!!!!!!!! (1st time since heart procedures.) Dogs!! Goats!! Sheep!! Geese!! Etc!! Cool!! (Actually it's 86F.)
- 16:43:16 To my great delight, bagged a 4+ mile power walk, first since "the problem." 2 stops programmed, 2 min ea, lotsa water (I'm bad about that).
- 16:44:16 @JohnMMcKee1 I'm working on it, must learn to be direct.
- 16:45:51 @BeckyMcCray My "there" in VT is 1500 feet, just back from Telluride, 9000 feet. Breathin' is easier here!!!
- 16:48:12 @ProfMac1971 LG surely did take 2nd fiddle to Welch, but his task harder in my opinion. Yes, Lou amazing, but does hold lessons all of us.
- 16:49:32 @Mlrealestate Thx for making my Saturday!
- 16:51:02 @marketingisus I wish we could drop the word branding, and switch to Kevin Roberts' "lovemarks." MUCH TOUGHER HURDLE.
- 16:55:42 @thefragrantmuse Right before hospital, I had a fabulous time at St Francis Univ in Loretto. Uniformly good folks, and felt like home.
- 16:56:26 @tailgateeddie Unless you were doing new fencing in a wet area!

Sunday, 2nd of May.

- 08:07:58 @stevefarber Of course :-)
- 08:10:32 @marketingisus "Lovemark" ENORMOUS challenge, which is PRECISELY the point. These days, talk of "branding" so widespread it's been degraded.
- 08:10:50 @RandysRules !!!!!!!!!!!!!!!!
- 08:12:43 Jobs v. Gates. Where's ... The Jobs Foundation? (Bill & Melinda really are changing the world.)
- 08:16:15 2010. No Compaq, no HP as 600 lb gorilla in computing world. Fiorina overran Hewlett & Packard families to get deal. Why do all dis Carly?
- 08:18:06 HP w/o Compaq = Zilch. HP w/o consumer sensibility = Zilch. Fiorina made both happen through brute force. PERIOD.
- 08:19:23 Piece on Fiorina in new Wall Street Journal magazine (1st one Saturday) triggered last 2 Tweets.
- 08:21:58 @dporter1 I hear it can even make you and me tell the truth. (Dick Cheney told me that at a cocktail party thee other night.)
- 08:51:23 @brandcowboy Gates, not Jobs, made the personal computer ubiquitous.
- 08:52:19 @brandcowboy I'll take suppression of malaria over an iPad any day or week or month or year or decade.
- 08:53:47 @RogervonOech Roger, I think most of the "haters" are still angry that she disturbed their comfy world.
- 08:55:18 @lvdjgarcia I am a lifelong Democrat. If still a CA voter, I'd probably not vote forCarly. But that has nothing to do with her HP tenure.
- 08:56:13 @normantowler Um, Gates changed the world at least as much during his MS tenure.
- 08:59:12 @maninderpals Like Rockefeller, Carnegie, Buffett, etc. Okay by me.
- 08:59:42 I woke up in a feisty mood.
- 09:01:21 @tailgateeddie Gates, not Jobs, also brought the computer to the desktop, savaging an omnipotent IBM in the process.
- 09:02:39 @dporter1 I'll add a mile today, then all hell really will break loose :-)
- 09:03:06 @IsCool Well said!
- 09:05:02 @Chuck\_Bell\_ Totally agree, Chuck. But we need all the experiments we can get. If the devil funds them, it's okay by me.
- 09:08:31 @chiekos Thanks!
- 09:13:55 Wonderful wold of computing. IBM = Irreplacable. Microsoft = Irreplacable. Apple = Irreplacable. Google = Irreplacable. Lucky us!
- 09:32:20 @tedcoine Agree, but they eventually choke on their arrogance or blubber and get their commupence. Microsoft. ATT. USSteel. Standard Oil. ..
- 10:17:38 @rsardenberg Gulp :-)
- 10:19:36 @anagoelzer It ain't a bad start ...
- 10:48:29 NO OPTION. Must read Stewart Brand's "Whole Earth Discipline: An Ecopragmatist Manifesto." (Pro-urbanization, pro-nuc power, pro-GM food.)
- 10:49:33 Brand's book a total stunner. Endorsed by the gods of the eco-movement, etc. Hyper-controvrsial. Beautifully reasoned.
- 10:52:17 Spotted: Boston. CEO F500 company. Gets off public transportation (from work), walks home. (WISH THERE WERE 499 MORE LIKE HIM!)

- 10:57:40 @tailgateeddie Surely a contender. No firm was better placed ...
- 11:51:35 @brandcowboy Credit for getting PC to everybody to Microsoft, against long odds. Hard to criticize Bill, still young, for changing gears.
- 11:52:05 @johnwoodRTR You are my hero!
- 11:52:59 @brandcowboy And a silly response from you. Bill's life's work has 2 parts.
- 11:53:26 @brandcowboy If Gates is retired, I'm the pope.
- 11:54:00 @brandcowboy Jobs is a working CEO who is unable to find a successor.
- 11:55:09 @6things Sorry, for personal reasons (embarrassing him) I shan't reply. (He thinks he's normal.)
- 11:58:04 @sig I mis-spoke. Irreplaceable ... AT THEIR MOMENT/s OF GLORY (eg IBM in 50s through 70s) ... for shoving the "computer revolution" along.
- 11:59:10 @wallybock For a short period, I lived on a houseboat in Sausalito near his tugboat.
- 12:00:18 @nowthink TOTALLY DISAGREE.
- 12:01:23 @johnwoodRTR Yeah, but you're doing "boots on the ground"!!
- 12:04:51 @johnwoodRTR At Stanford, fundraisers get less points for giving \$\$\$ than for working the phones during a campaign.
- 12:05:42 @thinkBIG\_blog If you don't know where you are, much greater chances for surprises.
- 12:07:09 @rickladd I mis-spoke. I meant irreplaceable during the period when they were leading the revolution-eg IBM in 50s, 60s, 70s.
- 12:09:01 @rickladd IBM: 50s-70s. Microsoft: 80s-90s. Apple: 80s and 00s. Google: 00s. (More or less.)
- 12:10:48 @Starbucker When "people" asked about "best CEOs," why don't they ever give non-profit bosses? Drucker said FHesselbein at Girl Scouts best.
- 12:12:54 @thinkBIG\_blog To your point, few train harder than Army Rangers, Navy Seals.
- 12:35:40 @AJBombers I don't find bombers in any form clever or amusing. (Maybe because I have some close friends who are U.S.army Rangers.)
- 15:06:40 @normantowler Done. Love Ian Rankin.
- 15:07:40 @WVLeadingSmart I think I even endorsed the book. Did a program with Rick in Sao Paulo yrs ago.
- 15:08:41 @wallybock Ah, the WELL! (Needed a little programming smarts those days.)
- 15:10:12 @brandcowboy I sort of agree, but "noble" and Jobs as a person ....
- 15:11:32 @brandcowboy was thinking more these two titans, paired for the ages. So whole life legit. Like Rockefeller, Carnegie.
- 15:12:28 @AJBombers I guess the timing, with Times Square today, is a little off.
- 15:43:43 @brunoaziza Nice company! Thanks!
- 15:46:36 Tom's annoying Sunday reminder: Have you scripted first few "plays" for next week? You can set tone for week by 10AM Mon if you work at it.
- 15:49:40 @jeffjarvis Most anything by Edward T. Hall.
- 15:53:55 @Salutations Life consists of series of stories w/ beginnings, middles, ends: "My weekend with Aunt Maude." "The week of May 3, 2010." Etc.

Monday, 3rd of May.

- 07:35:48 @eschreyer Thanks. GREAT POST. I wish a jillion people would read it-and take it aboard!
- 07:36:28 @Iconic88 Sounds pretty good ...
- 07:37:44 @teradee Thx for nice start to my day.
- 07:39:43 @RyanRancatore Yes! And the luck of living through every moment of it in SF/Peninsula!
- 07:42:53 @RyanRancatore Did you read Walsh's Post-humous, "The Score Will Take Care of Itself"? Terrific. (His son Craig assisted.)
- 07:44:18 @mcarpenter21 Thx!
- 07:47:10 @kevinmcdougall Beyond my remit! Brown and his American colleagues prob kept econ disaster from being a lot worse. But that's not enough ...
- 07:49:10 @Greytdog Agree.
- 07:50:39 @Greytdog Frightening. Easy to imagine events which would call upon our self-sufficiency.
- 07:51:38 @Iconic88 See my Blogpost on this later today.
- 07:52:53 @EmbracePetIns Human immune system starts to weaken around 30. allergies get worse and ..
- 07:54:24 @Iconic88 Why don't you call it "up above," and us "down under"?
- 08:39:36 @Iconic88 As a Kiwi Tasman Sea-front landowner, I could not more heartily agree. (Though I promise not to gaga over the All Blacks in 2011.)
- 08:41:47 @Iconic88 Plus South Pacific the musical stars my beloved U.S. Navy Seabees. (Did I tell you about my RAAF experiences in Vietnam ... )
- 08:44:01 Just re-read Kristof/WuDunn's "Half the Sky: Turning Oppression into Opportunity for Women Worldwide." THE BOOK IS CHANGING MY LIFE.
- 09:07:37 @sandymaxey It is such a graphic description of girls by the millions in sex slavery, etc; and I want to figure out how to get involved.
- 09:08:49 @sandymaxey I am ... OBSESSED ... by the awfulness-tragedy of it. As the authors say, it is many times worse than global terrorism.
- 09:11:07 @Iconic88 Aussie pilots nuts, and I loved them! Serious points to follow. (We needed to go places you shouldn't. RAAF always up for it.)
- 09:12:29 @Iconic88 Golden Bay, on the Mainland!!
- 10:11:40 @sandymaxey The book is unique for its kind; last chapter is "What You Can Do."
- 10:16:21 @KristinKnight not about "issues for women globally." IS ABOUT THE MURDER OF MILLIONS OF GIRLS A YEAR AND MORE MILLIONS IN SEX SLAVERY.
- 10:59:28 @tnvora JFK on pub speaking: "Don't open mouth unless intend to change the world." Blogging same. (Not to suggest 1.000 batting average.)
- 11:00:56 @Howardmann Or vice versa.
- 15:26:57 @chrisbrogan Thanks; that wonderful cover Webber commissioned made a huge difference!
- 15:29:00 @VincentHunt Umm, that's pretty god company for a kid from a little community near annapolis MD!!
- 16:39:52 @iannarino Love it!!!!!! (You're serious, I'm presuming??)
- 18:06:06 @IdeasCulture Thx!!
- 18:07:04 @iannarino Holy shit! (Sorry, that's all I could think of.)

Tuesday, 4th of May.

- 09:39:26 @mvanhoozer My equivalent: EXCELLENCE is not an aspiration. EXCELLENCE is the next five minutes.
- 09:40:42 @JohnLusher Thx!
- 09:43:02 @Iconic88 Or Bill Parcells: Blame nobody. Expect nothing. Do something.
- 10:55:30 I'm hardly the first to say it, but the most complex problem can be reduced to a single page if you bust a gut. (Demand that of yourself.)
- 10:57:35 @djsartin Ah, if weren't for all us old people on Medicare ... (And bad guys who plant bombs at Times Square.)
- 10:58:20 @djsartin YES!!!!!!!!!!!!!!!!!!!!!!
- 11:07:49 @TheEntertainer Must be Karma. I'm sitting at my computer wearing a Ritz Carlton Marina Del Ray sweatshirt!
- 11:10:48 OKAY!MOBSESSEDBUTWHYAREWESITTINGONOURASSESWHENEVERYDAYTHOUSANDS OF GIRLS ARE THE SUBJECT OF GENDER CIDE AND THOUSANDS MORE ARE SOLD INTO SEX SLAVERY?
- 11:29:17 @BadGeniubut I'm happy as can be if you have 11 appendices with a ton data. (I'm a data-nut.) But 1 page for the statement.
- 11:33:20 @avinkline You made my day!!
- 12:20:29 @jimmon80 5 X 7 card max :-)
- 12:21:34 @RandysRules Nicely, if nastily, said!
- 17:00:20 @Martha\_McBride Alas, the denigration of poor old "management" is, I fear, very misguided.

Wednesday, 5th of May.

- 10:13:44 From "Half the Sky": New Brazilian Cable TV ntwk features soaps starring empowered women w/ few children. Birthrates drop among poorer pop.
- 10:14:11 Newly redesigned Bloomberg Businessweek mag wins \*\*\*\* from me.
- 10:14:56 Bloomberg Businessweek/0503: Sustained sitting pub health prob. Great antidote/s: Work standing up, use new treadmill desk ("addictive").
- 10:16:26 it's not too late it's never too late. Note to self, now inked on back of both hands: HYDRATE A\*\*\*\*\*E.
- 10:17:11 If it's not too late it's not too late. Note to self, now inked on back of both hands: HYDRATE A\*\*\*\*\*E
- 10:17:31 Pleeeeeeease reply if I've talked you into buying "Half the Sky" by Kristof/WuDunn.
- 10:18:31 Peerless trio: "Enough!" (Jack Bogle). "Half the Sky" (Nick Kristof/Sheryl WuDunn). "Whole Earth Discipline" (Stewart Brand).
- 10:19:17 Lousy enunciation? Or, still, lousy VR software? Request 411 for # "Green Door Spa" (haircut) yields "Yankee Dollar Store."
- 10:20:53 @Iconic88 Wee batch on GB/Patons Rock, but bizarrely un-crowded, even by Kiwi stds.
- 10:21:24 @WayneTarken Yeeeeeeesss!!!
- 10:27:49 @CliveBooth Typically useless voice recognition software for 411 service. Translates "Green Door Spa" as "Family Dollar Store."

- 11:26:08 @TheEntertainer Oh yes!! The theater of ridiculous human foibles, starring 6 billion+ self-important souls pursuing nothing in particular.
- 11:27:04 @AmberCadabra Ods are on the elephant eating you first. Whoops, they're vegans.
- 11:28:28 @AmberCadabra Life's rules: #1: Never piss off Mama elephant when the kid's around. #2: See #1.
- 11:30:32 @LeadToday Or as my friend, the late Harry Quadracci (Quad/Graphics), said, "Tom, life is too short to work with jerks."
- 11:32:07 @sanderssays "Fail. Fail again. Fail better."-Samuel Beckett
- 11:33:38 @TheEntertainer Nope, don't like it. LOVE IT!!!
- 11:34:50 @TheEntertainer And as you say: truthful, edgy, full of shit.
- 11:35:41 @Fraserstrategy Thank you!
- 12:05:41 @senseantisense Waaaaaay over 140 characters.
- 12:06:35 @yogeshmalik David Kelley, IDEO: "Fail faster. Succeed sooner."
- 12:07:45 @mgobe I love Wired. 1 Wired is enough.

Thursday, 6th of May.

- 10:38:00 @Martha\_McBride Where I get confused is that implementation = "last 98%." And imp is as much about mgt as about ldrshp.
- 10:39:15 @Martha\_McBride I mis-spoke in last Tweet. Truth is, I have no idea what diff is between mgt and ldrshp. (I am serious.)
- 10:40:15 @iannarino Fabulous! I will look forward to it!
- 10:41:16 @markwing "Projection of inner strength to the marketplace"--nice phrase.
- 10:43:13 @publicwords I'd say at least 4 or 5 conversations.
- 10:47:35 Funny thing about Arizona law: Wonder how long Latino population's memory will be when they reach pinnacle of power in 10 or 20 years?
- 10:50:03 @Martha\_McBride Well, I see good mgt and good ldrshp as same thing. Classic def mgt is "accomplishing goals through others."
- 10:51:15 @Martha\_McBride Assuming everyone is fully engaged in goal-setting and milestone design, etc, then ldrshp = mgt.
- 10:51:36 @Martha\_McBride So is managing.
- 10:52:25 @Martha\_McBride Can you say at end of the day, "Spent 3.6 hours leading today, 5.4 hours managing"?
- 11:46:54 @oceanshaman Read it. Analysis great. Disagree mostly with conclusion. It's as much/more about sustaining culture as it is about systems.
- 11:51:48 Is Arizona's law the first Jaime Crow legislation?
- 11:56:02 I am doing a general clean up. I now have well over 30 re-usable grocery shopping bags. Never rem to bring to the store.
- 12:00:00 @foxjust Indeed.
- 12:02:30 @pdptx Life is too short to respond to bullshit remarks like that.
- 12:03:35 @eaglesdontflock Border a mess. Status quo unacceptable.
- 12:05:26 @pdptx Are you speaking of Arizona? I guess I'm a lefty like Jeb Bush and Arnold

Schwarzenegger ...

- 12:26:39 @oceanshaman Agree, but we can't confuse the two. Culture pure emotion. Enduring culture supported by brilliant systems = Nirvana.
- 12:29:11 @pdptx I lived in blessed "Rainbow California" for 35 years.
- 12:31:10 @pdptx Sick.
- 12:32:22 @kendh I think Durango CO is the 1st place not to have any disposable bags at the grocery store!!
- 12:33:07 @bonniemann I've got 'em in the car too; doesn't help :-)
- 12:35:00 @persuasionfox From what I hear, I feel sorriest for the cops!
- 16:06:25 @avinkline It'd be a legacy that'd work for me!
- 22:39:12 @AlinskyDefeater "Rules For Radical" best project management book written; as such, nothing to do with politics.
- 22:40:39 @AmberCadabra Useful for the "good guys." Equally useful for the "bad guys." Standard technology standoff.

Friday, 7th of May.

- 07:40:02 @MADconsulting I have no idea what diff twixt 2 is! Mgt = Accomplishing things through others. Ldrshp = Accomplishing things through others.
- 07:41:52 @AlinskyDefeater Hardly! I'm saying RFR can be used in a totally a-political way as a proj mgt primer.
- 07:42:22 @daveklonke Thank you, Dave.
- 07:47:37 @MADconsulting A "manager," 19, of 3-person shift team at Wendy's can exhibit all leadership traits Gandhi/Mandela used to change world.
- 07:49:34 @TheOnlineMom Thank you for the Tweet. I thought it was Thursday!
- 07:51:11 Financial news reporting on Wall Street is mesmerizing. One more time, technology run amok.
- 07:53:08 Friend driving PA to VT listened on Bloomberg to the WStreet meltdown. Said he nearly ran off the road 3 or 4 times. Esp when Jim Cramer on.
- 07:54:54 @MADconsulting About the same ratio for world leaders!
- 07:56:56 Wow, 290K new jobs created! Light at the end of the tunnel? (Should give DJAI opening boost?)
- 07:58:46 @oceanshaman Very nice! (Never read DMcC's Truman; on my shelf though.)
- 08:00:36 @oceanshaman Yeah, but were you driving 70mph :-)
- 08:04:02 @FrancisAdams14 Easy. Those who'd stopped looking (hence not counted) start looking again. Arcane accounting!!
- 11:50:27 @MADconsulting Several of you really have it in for poor "managers." Dilbert? Childhood [early 20s] abuse from manager?

Saturday, 8th of May.

- 10:07:29 @iannarino Fantastic! And thanks a million times over :-) :-) :-) ...
- 10:11:05 Gloomy day. Read headlines/papers & wonder: Have we gone from "Life is nasty, brutish and short" to "Life is nasty, brutish and long"?



- 10:12:48 @Earl52 Kindness. Decency. Thoughtfulness. Flowers. Appreciation. Thank you. Smile. Spend the day on these "little" BIG things??!!
- 10:14:00 F&\*^k the big things. Obsess on the "little" stuff that'll make the day a "little" better for one or two people.
- 10:17:20 Thought of the day: You (readers) prob do something nice for yr mom Sunday. HOW ABOUT SEARCHING OUT UNAPPRECIATED MOM, GIVING HER A HUG??
- 10:19:38 @SabrinaInc Not a trace of sarcasm. Gloomy about big stuff, fall back on my own advice.
- 10:24:03 @FrancisAdams14 Lost couple pals to lingering cancer lately. Wonder if they mighta been better off eaten by tiger in the bush 10 secs flat.

Sunday, 9th of May.

- 06:22:43 @triniconnect And thank you for the kind words!
- 06:24:48 Hey Moms, You are immortal! My mom officially "passed" at 96. But believe me she's as much a tactile presence as she ever was!
- 06:25:18 Dads are dandy. MOMS RULE!
- 06:26:53 No matter how much you appreciate your mom, she's under-appreciated. It's the iceberg bit, the 90+% beneath surface that matters so much.
- 06:28:21 Hug your mom today. Hug your best pal's mom when you visit him today. Hug a random mom on the street.
- 06:29:20 To young tweeters and middle-age tweeters, from an old tweeter, hug your mom while you can.
- 06:30:40 @Orrin\_Woodward We disagree. I'll stick with Woody Allen. Not half, 80% :-)
- 06:34:04 @KathyBuckworth Indeed. And may they continue their rise to OFFICIAL power.
- 06:36:03 Mom reading? Isobel Coleman, "Paradise Beneath Her Feet: How Women Are Transforming the Middle East." (Economist magazine recommends.)
- 06:46:33 World's best Mothers Day recognition: More Moms in global leadership roles!
- 06:48:01 @KathyBuckworth Planetary dominatrix?
- 17:26:55 Home from family mother's day in CT. De-compress by brushcutting. 530PM. Snow.

Monday, 10th of May.

- 07:58:22 If Obama is a socialist, he's surely a failure. The top 1% of Americans by wealth control 1.3 times as much wealth as the "bottom" 95%.
- 08:00:24 @TomBarrett\_GWI Plus a significant upward revision of prior 2 months.
- 08:02:33 @HectorGDiaz Comparing one of my books to DM from God is outrageous-and sure as heck gets my week off to good start. (Keep up the outrage!)
- 08:03:55 With the stroke of a pen, it appears the Arizona governor has greated the greatest surge of Latino voting registration ever.
- 08:05:35 @lisacle USNMCB NINE, 1966-1968. (Alas, MCB9 has been de-commissioned, though the Seabees are doing their ususal great work in Afghanistan.)
- 08:09:02 @newtwebb My point is that I'm a frothing, certified, Ayn Rand-reading capitalist who thinks our wealth distribution is out of control.
- 08:11:43 Per some responses, this capitalist pig (me) thinks you're a little weird if you don't think our

wealth distribution is a little too skewed.

08:12:41 @talkmarketing Your son is da man!

08:15:53 I'm frustrated. We did bring world the iPad. But in developed world we're #1 in divorces, incarcerations, bankruptcies, % no health insur.

08:20:28 Friend w/ 2 young kids says she buys my "excellence always" act, but sometimes merely surviving next 10 min all she can manage. I say: AMEN!

08:23:33 @brandexpression You missed point. To claim we're drifting twrd socialism in country with such skewed wealth distribution wealth is insane.

08:25:32 Are we having a tin-ear epidemic? You can be a frothing capitalist flat-taxer and worry about current skew in wealth distribution.

08:26:38 Anybody who is incredibly well off (eg me) and thinks "I deserve it" is one sick puppy!

08:30:19 @tinkugallery Guess too early Monday for irony. Meant as joke. (If whackiest Dems' dreams came true we'd still be way right rest-of-world.)

08:31:26 @RedScareBot No shit sherlock!

08:34:46 Another stupid Gen X article, this in NYTimes ystdy. Starts with usual elitist premise that all the world graduated from Ivy League schls.

08:39:25 "Brilliant" Richard Thaler article NYT ystdy. Makes argument against military draft based on efficiency. Are all economists brainless?

08:41:49 Natl Safety Council: 1/4 car crashes involve cellphones. 645K injuries, 6K deaths. (Source: Boston Globe.)

08:45:24 @rogerfields I am delighted to have my wealth confiscated to build bridges and pay & arm cops and soldiers and sailors (esp sailors!).

08:48:04 @Odegard Spoke at St Francis Univ, Loretto PA, a couple of weeks ago. You are right. St Francis said undeserved % is 100.

08:50:19 @brandexpression Well, good for you. I personally didn't deserve it in any way, shape or form.

08:56:23 @TheEntertainer Done.

08:59:26 @brandexpression Of course.

09:12:37 @DenVan Clearer to you than me. I "deserve" nothing. I labor. I try to be of use from time to time. I deserve ... NOTHING.

09:13:21 @DenVan Part of prob is "earned." Substitute "have been paid."

09:14:28 @Odegard So ... give me a hint :-)

09:54:17 @rogerfields Over beer bet we'd mostly agree politically. Like most, I'm centerist. My case, lft-center social issues, rt-center econ iss.

09:56:08 @rogerfields Greatest fear: Either party with significant edge. Both parties scare the shit out of me.

09:58:22 @rogerfields Re earlier comments, my biggest concern re skewed wealth distn is loss perception fairness, w/o which neither side can govern.

09:59:17 @rogerfields With huge wealth skew, MIDDLE CLASS feels screwed. Middle class is everything!!

12:22:49 @dporter1 I agree; that's not my argument. I am merely taking note of perceived insanity 1% > 95%.

13:17:43 Civet got all our chickens a few months ago. 20 newbies arrived this morning, via USPS, from, of course, Murray McMurray in Webster City IA.

- 13:18:38 Once you've eaten eggs hatched a few hours ago you are spoiled for life.
- 13:19:36 Murray McMurray. EXCELLENCE personified.
- 13:20:38 So much Excellence around, so little of it hits the "management guru" radar.
- 13:21:59 @CharleneBurke Thx Charlene. BIG WHOOPS!!!!!!!!!!!!!!
- 13:24:19 @dporter1 Alas, we have no choice. Hence through activism we perhaps can help Feds do it better. Can't wish 'em away. That's total cop out.
- 13:28:44 @dporter1 Feds tax &, among other things, redistrib 2 FDA, NTSB, etc. None perfect, but unfair de facto label all Fed civil servants losers.
- 13:31:25 @dporter1 Lotta good rich folk, but, again, PERCEPTION something's amiss. (To annoyingly quote myself, "Perception is all there is.")
- 13:33:09 @CharleneBurke I, uh, have egg on my face.
- 13:38:05 @dporter1 So much old "fresh" stuff in chain grocery stores has lost half its nutrients, let alone taste.
- 13:40:24 @jdrnichigan When seeking Excellence, benchmark against local superstars in any biz or non-biz endeavor, rather than giant competitor/s.
- 13:44:27 @acharrell Indeed, several of you have caught me out. Weird, definitely, but don't chew raw baby chicks for breakfast.
- 17:06:31 @tejenkins C'mon gang. Lighten up. I've already done my mea culpa about 10 times.
- 18:53:56 @benhailey1 Good phrase. They are "game changing." (Relationships often stronger after an effective "I'm sorry" than before the boo boo.)
- 18:55:01 @BillEduTheater We think so.

Tuesday, 11th of May.

- 06:52:44 @Iconic88 Hats off to her this chilly but lovely VT morning.
- 06:53:50 @Iconic88 Kiwis rule! Agree with your logic 100%.
- 06:56:50 @BillEduTheater I bow to your expertise. We have sealed the damn thing like an Intel clean room.
- 07:00:41 @BillEduTheater Weasel probably right. Been reading up on Mustelids and Viverrids since your tweet.
- 08:32:38 "The gift of attention is the most precious and envied of all." (The Power of Kindness, Piero Ferrucci) Observe your attentiveness today.
- 14:04:11 Local VT contractor. Accident @ 50. 4 hr lines @ viewing last night. 1,500 at service this AM. Good friend to all. Grt work. 1,500 for you?
- 14:06:34 European leaders figure out issue psychology, not economics. (Duh.) "Overkill" response heard round the world. Bravo! (Like USA 18 mth ago.)
- 14:10:48 @geoffliving Go Nats! (First major league BB game, 1950, Washington Senators, Grtith Stadium.)
- 14:12:53 @wallybock "Also"? You meant, "hi-po should first and foremost be about character," right?
- 14:14:32 @mjasmus And you don't have to be a meditator. "Amateurs" [like me] can practice silence to great advantage.
- 14:15:27 @Jorgesalesgenie The phone.

- 14:16:10 @HarryTucker Amen!!!!!!!!!!!!!!
- 14:18:39 @SuzyWelch 10 loud screaming joyous cheers! (And it's good business!)
- 14:19:13 @AmberCadabra Amen!
- 14:23:08 People really don't want your advice. That's why you MUST become a FORMAL student of "helping." (Start with Ed Schein's book, "Helping.")
- 14:25:07 @arnehull Agree.
- 14:27:13 @kcbeth True listening TOTALLY draining. (And TOTALLY rewarding.) (All ages.)
- 14:29:50 @josvandongen You have a point!
- 14:32:35 @anthonyunplug And one that connects with the PRECISE EMOTIONAL CONTOURS of their life.
- 15:31:43 Last year, Americans had lowest taxes in 60 years. Fed/statelocal/property combined 9.2% total personal income.
- 15:34:36 @lucgaloppin No idea what you're saying? Cases seem equivalent to me. Strong, if reluctant, leaders in both cases take bitter medicine.
- 15:38:26 @arnehull Lower beats higher. Suspect in 1950 top 1% paid higher share total than today. I believe top Fed rate in 1950 may have been 92%.
- 15:38:52 @engagethem Nothing good!
- 17:24:49 @dporter1 True.Re who pays, I mentioned in earlier Tweet that top marginal Fed rate until Eisenhower/'53 was 92%, Ike lowered it to 70%.
- 17:27:29 @newtwebb Laugh if you will, but you can start with today's USA Today, front page.
- 17:29:42 @tedcoine If you are a boss-leader, you are 100% in politics. Love it or leave it. Politics: The art of getting things done through people.
- 17:31:00 @davidzinger More or less than you use on your kids? :-)
- 20:01:34 @tomb123 Believe it or not, VT state income tax > CA. (Paid CA tax for 35 years.)
- 20:03:00 @edwardswa You'll have to dig for ultimate source, but it's page 1 lead story in today's USA Today.
- 20:03:50 @tomb123 @lisacle LOVE ... "having the servant's heart."

Wednesday, 12th of May.

- 04:28:33 @jurgenappelo Why so hung up on these 2 words? You promote people to all "in charge" jobs based on leadership potential. PERIOD.
- 04:29:47 @jurgenappelo My last Tweet ever on this silly topic: Leaders = Managers = Leaders = Same.
- 04:32:18 @edbatista But regardless of your purity of spirit, you still need to LEARN-STUDY, like a great pianist, HOW to EFFECTIVELY give help.
- 04:33:42 @edwardswa I didn't say non-existent. Re Fed take, sure you aren't including business taxes?
- 04:40:33 @edwardswa Wow, we were asked to make all sorts of sacrifices besides blood during World War II; top tax rate was 94%.
- 04:41:23 Do you have a training course on the business value of kindness?
- 04:41:59 Is kindness per se a keystone of your customer service training?
- 04:42:49 Do all your managers understand that kindness begets kindness: Kindness to staff begets kindness to customers?

- 04:43:35 Stress and unkindness are close mates. How, explicitly, do you deal with his FACT?
- 09:45:43 @chrisbrogan Just one :- ) (But ... THANKS!)
- 09:47:55 @newtwebb USA Today took up investigative journalism 15 years ago; not mainstay, but good work. Editor John Hillkirk, biz guy, superb.
- 09:49:39 @WDYWFT HCIST. How can I support them?
- 09:52:09 @edwardswa Like most important issues, you can muster 27.638 tons of "serious refereed Research" on each side of the issue.
- 09:54:10 @edwardswa Bigger debate than 140 characters. Some say FDRs main booboo was fighting the deficit in '37 rather than INCREASING the stimulus.
- 09:55:36 @edwardswa That's inappropriate dismissiveness of a group of very bright people. (In my opinion.)
- 09:56:46 @mpawlo I knew you had it in you :- ) [NOW SMILE, DAMN IT!]
- 09:58:26 @edsaiani Agree. But to take your argument to the extreme, you just dismissed about 100% of training.
- 11:34:22 @edwardswa I stand corrected :-)
- 15:14:45 @ProfMac1971 Well, combatting clearly "a good thing." But also a damned profitable thing! (Nothing "soft" about Kindness on the P&L.)
- 15:16:01 @joyofbeing Kevin is very near the top of my biz "heroes for our time" list.
- 15:44:34 Local contractor whose funeral I mentioned ystdy. Loved to engage with everyone. And so many said, "the greatest smile."
- 15:45:46 At funeral ystdy, opening hymn Amazing Grace. Hymn is wonderful. The word-idea "grace" is soooooooooo powerful.
- 15:50:06 Kindness. Decency. Graceful. Thoughtful. Appreciative. Caring. All are "people words," all "repeat biz" words, all "higher profits" words.
- 15:51:51 @ChrisFerdinandi At Mayor George Moscone's and Sup Harvey Milk's memorial service in SF (I was there), Joan Baez sang AG. Not many dry eyes.
- 15:59:27 @ChrisFerdinandi I'm merely old, my man.

Thursday, 13th of May.

- 10:47:30 @PointSouthKOA Re Wm. Wilburforce, I try to steal only from the best!
- 10:50:31 GKChesterton: "The madman is not the man who has lost his reason. The madman is the man who has lost everything except his reason." (Amen!!)
- 10:51:57 "Madman not man who's lost his reason. Madman the man who's lost everything except his reason." THIS DESCRIBES MY PROBLEM WITH ECONOMISTS.
- 10:52:51 @RonSupportsYou Start by acknowledgement.
- 10:54:02 @RonSupportsYou Never use stress as an allowable excuse for being abrupt, in-attentive, unkind.
- 10:58:40 @RonSupportsYou Local contractor I tweeted about whose funeral attended by 1000s had permanent small biz stress-but his smile always engaged!
- 11:03:24 @curtrosengrenYup. Was new to me. Agree or not, it makes you think.
- 14:55:22 Benjamin Disraeli: "Read no history-nothing but biography, for that is life without theory." Translation: IT'S ALWAYS ABOUT THE PEOPLE.

- 14:58:05 @RonSupportsYou Thought I was following you; an now.
- 15:01:08 @CoachClaudine Not "a" story. Your calendar is ... THE ... story.
- 15:02:51 @CoachClaudine Long before G. Washington and the cheery tree, the calendar said: "I cannot tell a lie." Axiom: CALENDARS NEVER LIE.
- 15:05:08 @socialtechno Many years ago I went through a lengthy "Disraeli period." Amazing person.
- 15:07:33 @ruthbeckersc There's a great quote to the effect that, "If you want people to swallow bitter medicine, first you've got to make 'em laugh."
- 15:29:10 @socialtechno Given your locale, Twitter name, are you by chance associated with the Tavistock/Sociotech gang that changed the world?
- 15:47:01 @wallybock Henry Ford on innovation (more or less): "The best position is to be the first person to be second."
- 15:48:57 @Iconic88 Forgiveness is efficient. You don't have to waste precious energy carrying your anger around.
- 15:51:11 @CatherineKaputa None of us are close to totally "authentic." (Thank God!)
- 15:53:15 @CatherineKaputa "Authenticity" beyond a certain point is over-rated. All of us have a "secret jerk" we carry around inside; keep him there!
- 15:54:59 @Jorgesalesgenie but, alas, the best of custom CRM can not atone for a bad "culture" re customer love.
- 15:57:09 @jonhusband I'm a little more sanguine than that. Original Tavistockers changed our language at least a little bit.
- 17:22:53 @socialtechno I'm old guy, studied Tvsk 1970, Thorsrud/Oslo, var Swedes, etc. New framework sociotech systems-many of us thought valuable.

Friday, 14th of May.

- 08:54:20 @tseamon Love haiku. Prob with list is "it's all about you"-story, energy, etc. Missing: Pay attention to others' body language. LISTEN!!
- 09:00:54 @marketingisus Wow.
- 09:01:43 @hbmadigan Thx.
- 15:54:18 Lack of Accountability World Cup: Three oil-spill participants running neck and neck with GSachs et al. A-C-C-O-U-N-T-A-B-I-L-I-T-Y????
- 15:57:33 ONLY Vermont flaw? Everybody has ski racks; from long distance one always seems to be tailed by cop cars. (Not that I ever exceed spd lim.)
- 16:01:21 Check past week's calendar. Time allotment consistent with espoused 2010 priorities? Or were distractions [even important ones] the winner?
- 16:02:10 This weekend, create calendar for next week that has tight links to your top priorities.
- 16:04:35 Thorny problems this past week? Skip the weekend email bout. MAKE A COUPLE OF P-H-O-N-E CALLS TO DISCUSS BLOCKAGES-MISUNDERSTANDINGS.
- 16:06:09 @DanFeliciano Nice. (By which I mean I agree.)

Saturday, 15th of May.

- 11:06:32 Drucker: "1 'secret' exec effectiveness: 1st things 1st, 1 thing at a time." Next week's calendar:

BE A MANIAC ABOUT YOUR "ONE BIG THING."

- 11:07:11 "Speak the affirmative; emphasize your choice by utterly ignoring all that you reject."-RWEmerison. Msg: FOCUS ONLY ON THE POSITIVE.
- 11:07:33 Reagan: OPTIMISM IS INFECTIOUS. Msg: No matter your qualms, move forward with unbridled enthusiasm and energy.
- 11:07:55 Energy and enthusiasm are success imperatives. But: "ENERGY AND ENTHUSIASM" ARE NOT NECESSARILY NOISY AND FRENZIED.
- 11:08:18 Reagan on communication: UNWAVERING FOCUS ON THE AUDIENCE.
- 11:08:40 TP on communication: All good speakers are first and foremost good listeners. (Unwavering sensitivity to audience "vibes.")
- 11:09:08 TP on communication: Empathy. Empathy. Empathy. (You must walk in their shoes.)
- 11:12:23 @redsoxfanatic86 That's all I do. REMIND OF THE OBVIOUS. Not an original thought in 45 yrs as a professional.
- 11:14:18 @drummerprAnd I was very fortunate to have examples like B&J's to make my message credible.
- 11:18:57 @webby2001 Thanks for the kind words.
- 11:21:33 @stevefarber Thanks, cousin Steve!!!
- 11:46:25 Gawd, milestones important. Couldn't keep at brushcutting on farm w/o little victories! (Called 'em "small wins" in dissertation in '77.)
- 11:48:06 VT. Peak of Spring. Rare instance when word "breathtaking" truly merited.
- 11:49:57 How can Spring not make even the least religious "sorta believe"-the shock of explosive rebirth. (At least in cold climates.)
- 11:51:16 @oceanshaman "Ordinary people," the true "first responders."
- 11:52:13 @bryanthill "Small wins" by a country mile!
- 15:37:02 Know how gov't restates employment #s? Me too. Line to sign family book for our local contractor who passed away 7 hours long, not "just" 4.
- 15:38:32 Personal trick. With any important email, I write as Word doc, then paste. Working on word doc causes me to be more deliberate than email.
- 15:40:20 @JCX Religious or not, a little mysticism never hurt anybody. (My science training in top 1%.)
- 15:43:18 @RandysRules With my stepson in Telluride 2 wks ago; serious snow.
- 15:46:44 @CatherineKaputa Good news. Branding way overdone. So it has to be really really good-SUSTAINING EMOTIONAL CONNECTION-to work.
- 22:12:51 @JCX You've missed my point. I agree with you-and there's still lots of room for a touch of mysticism.
- 22:14:49 @HSchiefelbein Not that big a deal. No ironclad rule. Just stuff I sorta-kinda want to be a little careful with.
- 22:15:45 @tedcoine Great to hear that!
- 22:16:57 @mbhide Wow. Thanks!

Sunday, 16th of May.

- 07:59:17 @chris\_harris0n Love it!

- 08:03:56 @c\_suyog Hope we meet, hope I'm in your geat country soon. India's amazing modern saga deserves at least as much attention as China.
- 08:04:36 @mbhide Thank you!
- 08:06:01 Spectacular-amazing-stupendous Sunday morning in Southern Vermont. Only 2 weeks to the beginning of our summer Sunday farmers market!
- 08:08:14 Vroooooom, vroooooom, almost time to start thinking about scripting those first few "plays" to launch a great week.
- 08:09:01 Make tomorrow's first meeting pass the "excellence standard."
- 08:10:38 Call 2 customers before 10AM tomorrow, ask what you could do in next 48 hours to move relationship 1 or 2 baby steps toward Excellence.
- 08:11:31 @Chuck\_Bell\_ You ARE the man!
- 08:24:58 @RonSupportsYou Agree, but are exceptions. Wendy Kopp, Teach4America: Think big, start big. Needed insta-momentum to get great applicants.
- 08:36:17 @Iconic88 This is a very PRAGMATIC observation.
- 12:15:58 @etlapp Yes, Rutland FM a winner.
- 12:18:55 @RonSupportsYou I agree, it's almost a religion with me; but that makes me even more interested in exceptions like Ms Kopp..
- 12:22:36 @timoreilly I always rage when I see the phrase "work-life balance"-as if your work has nothing to do with your life.
- 12:44:03 @shefaly Among other things it's (all together) called "a life"-no two people parse it the same way, thank God.
- 13:49:33 @dsearls Don't get it. Split-level homes were most popular suburban homes in USA in 50s, 60s.

**Monday, 17th of May.**

- 10:42:57 RGreenleaf/"The Servant Leader Within": "True leadership emerges from those whose primary motivation is a deep desire to help others."
- 10:43:28 Servnt ldr Final Exam: "Do those served grow as persons, become healthier, wiser, freer, more autonomous, more likely to become servants?"
- 10:44:41 @marketingisus RPOV.8 adapted with credit from Seth Godin!
- 10:45:13 @JoeLooch Thx!
- 11:34:29 @rogerfields Baloney. More like 78%. 79% makes people look like BS artists. 78% okay.
- 14:37:25 Tom has a few new posts up at the blog today, including one highlighting Robert Greenleaf's The Servant-Leader Within <http://is.gd/cdxOZ> ^SD
- 17:44:34 @HerzogIND No, my colleague Shelley Dolley is posting only about subject matter at my blog, [tompeters.com](http://tompeters.com). (And like logistical stuff.)
- 17:45:45 @rogerfields Thank you, Roger!
- 21:42:28 I'm not afraid to admit it. I backed up my Twitter account using <http://backupmytweets.com/>

**Tuesday, 18th of May.**

- 08:53:47 Farewell my 1st MLB hero, Phillies Robin Roberts. Iron-man era: 3 starts/5 days, 305 complete games; Phils notched 301 CGs in last 25 yrs.



- 08:54:16 WSJ (5/17) reports that research shows only good predictor of biz growth is entrepreneur's growth goal. (Industry, etc, irrelevant.)
- 08:54:38 Big Boston Globe/Sunday article on spread of "MBA Oath" as antidote to business misbehavior. To say I'm skeptical is gross understatement.
- 08:55:16 No place to store nuclear waste. Off-shore drilling likely toast. Electric car impact marginal. "USA Energy independence" #1 oxymoron?!
- 08:55:43 JUST ASK! Roosevelt-Kennedy-Reagan said up to us as individuals to get off our asses. Bush, Obama, others not asked us to do a damn thing.
- 08:56:27 "I was also going to give grad. speech in Arizona, but with my accent, I was afraid they'd try to deport me." /Schwarzenegger at Emory.
- 08:56:46 Our gorgeous, sonorous Baltimore Oriole is back at Grey Meadow Farm!
- 08:57:39 Navy/McKinsey shaped me post-university. Navy retains my reverential respect. McK, post Skilling/Enron and Galleon, leaves me in despair.
- 08:58:35 When the shit hits the fan, we always centralize. Which always makes things worse. (See confirming Ross Douthat op-ed in Monday NYTimes.)
- 09:02:46 @arnehull Asked SOLDIERS liberate Iraq, post-9/11 asked us go shopping. (Sorry, asked for ZERO sacrifices except pay for DOD supplements.)
- 09:03:37 @sarahlance Generic, no oomph to it. Each president has asked for that.
- 09:05:32 @christiansarkar In my opinion, afterthought, not major theme.
- 09:08:03 @mjakubik Smar-ass :- ) (You're Tweeting someone who attended birds' "Welcome to Baltimore" [from St Louis] parade in 1953!!)
- 09:09:38 @JimHunt As I often say, Jim, I often get credit for this; Ralph Nader actually said it loooooong ago.
- 09:12:52 @arnehull As 2-tour Viet vet I honor soldiers and their families, but the average American not asked for much. (I'm pretty much pro-draft.)
- 09:32:27 @vincent\_tobias Not sure. But impeccable ethical stance I remember seems to have been abraded. (I have talked some of the guys abt this.)
- 09:56:25 @RonSupportsYou "Just" a smile to a harried fast-food clerk is a HOME RUN. Aim high. TEN\*-a-day-kindnesses!! (\*And count 'em!)
- 09:58:54 @vincent\_tobias McKinsey and I had our problems, but the integrity of the institution was always an inspiration.
- 10:38:16 New blog posts from Tom today include one on the proliferation of absurd data (great story about Gregor Mendel) <http://is.gd/ceKSm> ^SD
- 10:53:20 @RichardPosey That, for me, is a keeper!!
- 12:11:51 @Ben\_Ricci I've used that quote dozens of times, and it always makes me laugh like a lunatic.
- 12:14:22 @faithmight I don't disagree, but he has not challenged millions upon millions of us to specifically step up to the plate.
- 12:16:34 @faithmight I've worked very hard for 35 years on things I think matter. But my life is pretty much the same as it was on 9/10.
- 12:20:41 @faithmight Dad too old go to war 1941, so taught classes Ft Meade to Army finance guys, community air warden, etc. Must be analog today?
- 12:22:13 @faithmight I'm looking for something like 100% meaningful adult participation in war on terror, pursuit of energy independence, whatever.

- 12:23:36 @zefrank And take valium so you can "watch slowly."
- 12:25:14 @businessdocme To significant degree, the closer you get to the "bottom," the more interesting the life stories! (This is Iron Law.)
- 12:26:06 @SmartBrief "Processed" is in general a "4-letter word."
- 13:02:06 @mmurray One dealbreaker, Tweeted before, comes from Quad/Graphics Harry-Larry Quadracci: "Life is too short to work with jerks."
- 13:03:52 @cherylcra "The bad news, women must be twice as good as men to get the job. The good news, it's not very hard." (prob MThatcher)
- 13:08:05 @armano I vote for "revolting." No equivocality. (And yes, I did once lose a kid at O'Hare and it was awful.)

Wednesday, 19th of May.

- 09:11:43 "The Cold War," JLGaddis. "Awe"some. For FOUR-ZERO years lived 1 hour fm annihilation. Mega-chess match on wobbly board; close calls galore.
- 09:41:50 "The Cold War," JLGaddis. "Awe"some. FOUR-ZERO years lived 1 hour from annihilation. Mega-chess match, wobbly board, close calls galore.
- 09:42:35 Brits toss Churchill rt after war. Bush-Obama-Govt saved us from total financial catastrophe. Now we turn on Washington big time. Ho hum.
- 09:43:04 I'm world's worst party host. Glom on to ONE person, talk for hours. (Did it-AGAIN-last Saturday night. Susan fit to kill.)
- 09:43:36 Bloomberg Businessweek better and better. Ripped 7 articles from latest, 1 total from Fortune, Economist.
- 09:44:02 Must read: "The Rational Optimist: How Prosperity Evolves," by Matt Ridley. Trade, connections foster innovation. Trade 80,000 yrs old.
- 09:45:04 Ridley/Rational Optimist: Progress via innovation. Innovation via intellectual capital. Winners have-will depend on winning icap race.
- 10:34:57 @Ed Tongue nowhere near cheek. No strong Paulson-Bernanke intervention, good chance market 3000, unemployment 20%, EU DOA.
- 10:57:40 @Ed Totally agree, 100 cascading factors. But we were still on precipice and needed WMD to pull back.
- 11:22:23 @Ed Rem Bernanke to Congress, no strong action, "On Monday there will be no economy. BB hardly hyperbolic.
- 13:50:50 May be some dupes. Trouble earlier.
- 13:55:01 @Ed Rem Bernacke to Congress on a Friday: If no action this weekend, no economy Monday. BB not given to hyperbole.
- 13:57:29 Ridley/Rational Optimist: Progress via innovation. Innovation via intellectual capital. Success has-will depend on winning intcap race.
- 13:58:07 Several stories: Japan not keen on immigrants. Will more or less counter catastrophic demographic shortfall with ... ROBOTS.
- 13:58:36 Love simple stuff. One way increase tanker fuel efficiency: blow bubbles under the ship, reduce friction!
- 13:59:07 Hopkins starting new biz school, will take advantage med school, etc. Won't be aimed at feeding consultancies, Wall Street. (BloombergBwk)

- 13:59:37 Welcome to the club! Soaring wages denting Chinese appetite for manufacturing! (Bloomberg Businessweek)
- 14:01:14 @nntaleb Like language training. Speed increases if you work with other bozos, learn from their errors.
- 14:03:05 @nntaleb Awful CO in Vietnam deployment #2; learned at least as much ("to-don'ts") from him as from great CO on deployment #1..
- 14:08:31 @iannarino "Decentralization" is another word for "entrepreneurial economy."
- 14:09:21 @iannarino Hayek called capitalism "spontaneous discovery process." I.e. Decentralization.
- 14:10:39 @iannarino Decentralization on paper only works if truly "statistically independent tries." (I.e. if all same backgrounds, works less well.)
- 14:11:43 @iannarino Decentralization = Democracy. (Godawful mess, less worse than all alternatives.)
- 14:13:35 @nntaleb Robust, I should think, to the extent that examined cases are small enough so that cause and effect can be mostly understood.
- 14:16:17 @superfactory I think story selection better, too.
- 14:33:19 @Ed I agree. Don't forget Greenspan, B Clinton, Rubin, Summers.
- 14:34:39 @RandySpangler In Search of Excellence meant to demonstrate that USA still had a little bit going for it!
- 14:36:07 @RoyOsing Amen! Roy rules!
- 14:41:23 @nntaleb Bob (Up the Org) Townsend said make list all things you hated that bosses did to you. A list of opposites = your mgt philosophy.
- 14:48:54 @iannarino One has to be careful. USA benefited at start from duo: Jefferson (decentralizer/entrepreneurial) & Hamilton (centralizer/).
- 15:34:12 @Ed Among other things, he pushed Clainton not to require transparency re derivatives in '95, I believe.
- 16:45:30 Taking control of your career is not an option. You must. New video up at tompeters.com: <http://is.gd/cgCGk> ^SD
- 16:48:29 Tom reads a new section from The Little BIG Things. Attitude: <http://is.gd/cgCPj> ^SD
- 21:47:38 @sjnatale Thank you! Whadda job-hotel GM. As tough-wonderful as it gets! (Makes biotech look like a cakewalk.)
- 21:48:40 @tonkawaman Marshall great. So is Tuck :-)
- 21:50:51 @tonkawaman Will be fascinating to observe the response over next 10 years.
- 21:52:27 @TheEntertainer Now that's the perfect definition of a great attitude!

Thursday, 20th of May.

- 11:15:34 "We make our own traps." "We construct our own cage." "We build our own roadblocks."-Douglas Kennedy/"State of the Union." (Truer words )
- 11:16:00 Another great read: "No One Would Listen: A True Financial Thriller"-Harry Markopolos, (HM is the Madoff whistleblower the SEC ignored.)
- 11:16:26 Joys of surgery. 1975. In hospital 10 days. Did all my dissertation statistics. BY HAND. Matchless feel for distributions of data points.
- 11:17:07 Beyond the China hype: "China's Century Is Not Yet Upon Us"-Joseph Nye/FinTimes/0519. Nye is brilliant, seasoned observer/Please read it!

- 11:18:57 @debbieweil Looking forward to it. Will be coming casual-no K Street meetings :-)
- 11:20:17 @Iconic88 How about a version in Nelson????
- 11:22:34 @andersindset My first "Brand You" speech was in London almost 20 (!! ) years ago-still a tough nut for many to crack.
- 11:23:40 @DavidFCox Schroeder's cat, right?
- 11:25:47 @JoeLovesToSell A bit equivocal. McKinsey Institute study said many/most would not be hired as engineers at Fortune Global 500 companies.
- 11:31:25 @Note\_to\_CMO At age 67, this is about my 3rd "U.S. decline inevitable" cycle (1960, 1980,2007); beware shortchanging American resilience!
- 11:33:10 @CommonCause 4 cheers for John Gardner!
- 11:36:45 @normanmarks "If it ain't broke, break it"-I think Charles Garfield was father of that phrase in 80s??
- 11:49:40 @dporter1 I think it's a > 140 character discussion, but there is a good case for your assertion.
- 11:50:23 @dporter1 Surely not an iota of evidence that we're making better decisions, I'd say.
- 12:52:59 Let's not quite write off USA. WSJ: Craig Venter+ have developed 1st synthetic cell, man-directed genetic instructions, can reproduce self.
- 14:20:11 @HerzogIND I just get sooooo tired of "the Chineses horde is at our door, send your kids to the cellar now" crap.
- 17:12:21 @urbinamdmdm And your reasoning was ??????????

Friday, 21st of May.

- 10:27:42 Curious where Tom spends his summer? Check out this post: <http://is.gd/cj8ep> Oh, and he talks about innovation too. ^SD
- 11:46:10 Richard Clarke's "Cyber War" truly chilling. Ability to bring any nation literally to its knees unquestionable.
- 11:46:29 Richard Clarke's "Cyber War" is gripping saga of an unrelenting gloves-off battle going on behind closed doors all over the globe.
- 11:47:14 Dinner w/ 9/11 unsung hero. He's silent, but his wife provided details. (Financial services exec, calmly oversaw evac building near WTC.)
- 11:48:27 Talking 9/11, Times Square, blackout decades ago. New Yorkers, like Londoners, very resilient lot. Many of the rest of us, not so sure??
- 11:48:54 RESILIENCE one of my favorite topics. I contend it's largely ignored as a formal "strategic variable" in biz performance.
- 11:50:35 "1/3rd rule: For every 3 hours spend at work must spend 1 hr+ outside office on prof development." (Markopolos/"Nobody Would Listen") YES!
- 11:52:25 @naterosenberg Grueling, but fun actually. Took 3+ days.
- 11:55:18 @jdrnichigan True, but have wonderful hilltop sitting place with wonderous AM & PM light. (But, boy oh boy, I do love dock-sitting!)
- 11:56:14 @marpowell Thx!
- 11:58:07 @RonSupportsYou Mega-thanks!
- 11:59:17 @anagoelzer VT loves you!

- 12:02:24 @DrewWoods49 Innovation. Entrepreneurial oomph. China labor costs soaring. Jobs to immigrants? I though 99% of us, like me, were immigrants?
- 12:03:26 @YunhoJang At some level, damn near anything. See new post tompeters.com, up within the hour.
- 12:04:55 @socialtechno Can't help, but can tell you I heard it first at McKinsey, 1975, though McK not origin either.
- 12:06:10 @DanielPink Are you in town 26th??
- 12:06:45 @ToddWeissCFA Thx!
- 12:09:30 @bizshrink Been haranguing on this/related topics since 1996. I'm tryin'.
- 12:55:52 @anagoelzer Vermont!
- 12:56:55 @BradleyGauthier Thank you!
- 14:21:33 New posts at tompeters.com today, with one about ROIR - Return On Investment in Relationships <http://is.gd/cjond> ^SD

Saturday, 22nd of May.

- 09:58:47 WHY NOT TREATED AS UNEQUIVOCALLY #1 STORY 21st CENTURY: "Venter is creaking open the most profound door in human history."/FT/Oxford prof
- 09:59:15 VENTER SYNTHETIC REPRODUCING CELL CREATION MAY BE #1 STORY IN MY LIFETIME. OR IN HUMANITY'S HISTORY TO DATE.
- 09:59:44 VENTER SYNTHETIC REPRODUCING CELL CREATION STORY IS "THE BIG ENCHILADA." WHY SO LITTLE FUSS?
- 10:00:49 @martijnsjoorda Great stat! Totally new to me!
- 10:04:12 @HerzogIND "The 59-Second Employee: How to Stay 1 Second Ahead of the 1-Minute Manager"-spoof book when 1MM first hit it big
- 10:06:08 @gregorylent Very critical waystation.
- 10:07:13 @RandySpangler I believe they did.
- 10:08:14 @RandySpangler I'm not the Oxford scientist who said "most important ever," but I think it is of profound importance.
- 10:08:44 Is Craig Venter a bigger deal than Jobs?
- 10:13:56 @jshuey Very kind.
- 10:14:49 @CharleneBurke @jshuey Agree!
- 10:15:37 @TheEntertainer And the color is ...
- 10:16:36 @CharleneBurke Like Moore's law, this stuff accelerating; substantial consequences sooner than we think.
- 10:27:48 @TheEntertainer On my writing desk is Ganesh-much better inspiration. (In biz I call it: Boss = CHRO/Chief Hurdle Removal Officer.)
- 10:29:00 @RonSupportsYou I support the war and am terrified at same time-no outsider ever succeeded in Afg.
- 10:30:33 @BFMack Of course I know it's a silly question. Just part of my Jobs-not-only-human-being-on-earth campaign :-)
- 10:32:18 @ibobbyk Both promoters. Let's not get stuck in "pure scientists" trap; I'd guess 50% Nobel laureates as good at self-promotion as science.

- 10:33:39 @mbdy EVERYBODY is incremental! Short-term, of course. Long-term, profound significance.
- 10:37:32 @BFMack I'm great Collins fan. We disagree trivia, agree important stuff. These ideas my life's work; wider their distribution the better.
- 15:43:32 @kinghuli But, up close, Venter is a force majeure.
- 15:45:11 @HerzogIND Forgetting the non sequiter, many people said of thriving on chaos, "Oh my God, you wrote my autobiography."
- 15:45:41 @leighleighsf Not "no," but minimal.
- 15:50:01 @RonSupportsYou I'll have to work on my history, but that's not my [ever so slight] understanding re Brits, Alexander.
- 15:50:38 @iannarino With, arguably, exactitude.

Monday, 24th of May.

- 10:42:26 As usual, Nicholas Kristof nails it w/ tragic Africa story "Moonshine or the Kids?"/NYT/0523 . Answer in the main: PUT WOMEN IN CHARGE.
- 10:42:53 Is it only my age? In an era of 500M Facebook users, Peggy Noonan makes a good case for the power of being ... LEFT ALONE. (WSJ/0522)
- 10:43:19 Brilliant/frightening: Simon Schama: "The World Teeters on the Brink of a New Age of Rage." (FT/0522)
- 10:43:41 Peter Goodman/NYT0523 says new bill 1200 pages of rules evasion of which creates 1200 mega-ops for new financial "innovations."
- 10:44:31 "1 ape 45K years ago into planet dominator. Answer: epochal collision of creativity"-new tools begat new tools. (Matt Ridley/WSJ/0522)
- 10:45:31 1 person at a time: "very sensitive how people feeling at moment" "how impact each pers you're with individually"-ACosslet/CEO Cont Hotels
- 10:45:59 Monthly/Quarterly/Annual evaluations: TOTALLY DIFFERENT APPROACH/YARDSTICKS FOR EACH PERSON. (Damn it.)
- 10:46:36 "For my money, I would always rather make a deal with people I like who treat me well."—Donald Trump, endorsement "The Power of Nice"
- 10:47:17 "If you didn't have big enuf failure, he'd fire you for not having tried hard enough."/HMarkopolos on his Army boss/"No One Would Listen"
- 10:50:16 @chrisbrogan (In my heart of hearts I think it's way above 50%.)
- 10:54:51 Old Tweet missing end great quote:"If you're going to tell people the truth, you better make them laugh; otherwise they'll kill you."-GBShaw
- 10:56:00 @egobillot I'm talking down & dirty politics.
- 14:43:10 @JoeLovesToSell Thanks very much, but hope that now you're chowing down on pasta.
- 16:39:26 @keithferrazzi I do a riff on lunch as answer #1 to all cross-functional communication problems in my new book.
- 16:46:50 @mattbish .Remember politics is the art of the possible. (In 40 years, never seen a piece of legistaion that made all my dreams come true.)
- 16:50:13 @sanderssays Surely you jest, dearest Tim :-)
- 16:54:12 @bigbrightbulb 1966. Lived in Oxnard Shores. Sunday's off. Trip to LA. Route 1 all the way ... at 70MPH. (Them was the days!!!)

- 16:55:38 @\_robin\_sharma People who are really fit have a hard time having a bad day, even on bad days.
- 16:57:05 @BaerDesignGroup Thanks! Was designed for myself-ie my own short attention span!
- 16:57:43 @egobillot What, are you trying to make my day? (You succeeded.)
- 16:58:48 REMEMBER: Excellence in implementation = Excellence in politics.

Tuesday, 25th of May.

- 08:56:53 In DC tomorrow night? Tom will be at Sweets & Tweets. <http://ow.ly/1qy9KV> ^SD
- 08:59:05 New Cool Friend interview with Ed Schein. It's an in-depth look at helping. A consultant's must-read. <http://is.gd/coBKX> ^SD
- 10:55:04 Ah, my beloved Subaru: U.S. 2010 sales up 41%, greater than BMW, Lexus, Volkswagen.
- 10:55:43 Sebastian Junger/"War": Soldiers "fight for each other"/"courage was love." Not esp patriotic, religious, interested in army or their war.
- 10:56:17 "Economist" stars C.Venter! Cover/0522: "And Man Made Life." E.g.: "a Rubicon is crossed" ... "more profound than detonation 1st atom bomb."
- 10:57:29 Forbes/0607/BP CEO: "extraordinarily successful" spill response""if win hearts/minds impacted communities rep be enhanced not diminished."
- 10:58:00 Forbes/0607: Keith Bloomfield, CEO Forbes Family Trust: "I mean, who isn't committed to being rich?" (TP: Gosh, and here I thought ...)
- 10:58:37 Forbes/0607/Brit historian Paul Johnson: End 21st cent econ prowess: India-USA "neck-and-neck," China "poor 3rd," Russia/Eur "also rans."
- 10:59:33 Dear Tom, don't wallow in "I told you so." Forbes publisher/0607: "Great design" #1 tool for company's success. (Hmmm, I said that 1985.)
- 11:00:18 Vanguard founder Jack Bogle's book, "Enough," due out in paperback on 6/1. For me, it has truly biblical properties. Buy/give away 10!
- 11:00:54 My #1 bizbook 2009 was George Whalin's "Retail Superstars: Inside the 25 Best independent Stores in America." GREAT STUFF FOR EVERYONE!!
- 11:02:05 @FoundOnWeb Cool!
- 11:03:57 @DamraMuminovic I owe him for agreeing to do the interview!!
- 11:04:52 @thefragrantmuse I'll be there mid-June. We have to cross paths!
- 11:35:45 @DrewWoods49 Hope you stole me blind! That's the concept!
- 11:36:51 @DrewWoods49 Yikes and WOW and thanks.
- 11:37:53 @Leadershipfreak Thanks! (And, hopefully, a man after his time-reminding people of the timeless truths.)
- 11:39:10 @CoachBru PROOF POSITIVE THAT ANYTHING CAN BE MADE INCREDIBLY SPECIAL! (Also great primer on "experience marketing.")
- 11:40:21 Who woulda thunk. (Not me.) Just passed the 4K tweet mark!
- 11:41:21 Tough as nails. For years used mine as ATV!
- 11:42:44 @85BroadsNewYork I think I used that as epigraph for one of my books.
- 16:01:21 On Tom's blog: a lesson in leadership (<http://is.gd/cp1n9>) and a reminder that relationships are everything (<http://is.gd/cp1rT>) ^SD

16:09:02 @culturebroker You, not me, are the only judge of that.

Wednesday, 26th of May.

02:43:40 @aimqld Thank you. From you all, especially great compliment!

02:45:02 @lisasartfulhome in other words, my 25 year campaign a failure :-(

13:34:57 @GrayMediaGabe That's all I do for a living! (Since In Search of Excellence.) Remind busy folks of the obvious!

13:37:31 @DavidFCox Disagree. Lifelong learning as hard as ever. Requires curiosity and passion to dig and absorb and master.

13:39:06 @jdrMichigan I've come to the conclusion: WE ARE/BECOME WHO WE HAND OUT WITH. (Hence manage the hell out of your "hang out with" portfolio.)

13:41:32 THE ATLANTIC MAGAZINE THIS MONTH/JUNE IS WALL TO WALL TO WALL TERRIFIC!

13:44:25 @toddschnick I blame the Hummer I was behind! (Every time I'm behind a Hummer I see imaginary bumper sticker: "SCREW ENERGY INDEPENDENCE.")

13:46:16 @steveroesler YES!!!!!!!

13:47:34 @REcrab I thought "top kill" meant firing the entire team at the top :-)

13:50:53 @hrheingold "Reputation management" means ONE thing, courtesy David D'Alessandro: "IT'S ALWAYS SHOWTIME."

14:20:37 @mjgeek True! But we need to worry about how cool our mega-connecting is ... and forget that ... "last 98% ... IMPLEMENTATION.

14:21:40 @mjgeek Turning a vast network of connections into down & dirty implementation is backbreaking work!

14:24:31 @mjgeek Sure, but effective digging turned into useful stuff requires mega-selfreflection and, eventually, laser-like focus.

14:25:12 @mjgeek It takes time time time to ... INTERNALIZE.

14:25:59 @jdrMichigan And it is just that, a classic portfolio!

14:27:54 @jdrMichigan Hmmm ... H.O.W.P.M. ... Hang Out With Portfolio Management :-) :-(

14:58:53 @mjgeek Whoops, me too :-)

15:00:26 @jdrMichigan If portfolio contains a significant share of "cool" and "freaks," then the odds of WOW go way up.

15:00:55 @jdrMichigan Like your triad.

21:54:25 @csread61 Courtesy DAVE WHEELER commenting at my blog.

21:58:04 Debbie's event ... GREAT! Love interactions w/ smaller group. So much ... PURE FUN ... chat w/ people as we all wrestle with this n' that.

22:00:36 @Brylski Brush cutting on my farm, and occasionally forget to wear gloves!

22:03:11 @Brylski Beats Oprah trying to wipe off a birth mark with a handkerchief :-)

Thursday, 27th of May.

08:48:35 To hear about the terrific time Tom had at the Sweets & Tweets event in DC last night, check out #sweetevent or <http://is.gd/crAmN> ^SD



Friday, 28th of May.

- 07:34:55 New video at tompeters.com <http://is.gd/csYCG>. Tom defines Excellent organizations: they should be no less than cathedrals. ^SD
- 10:28:17 @MADconsulting I use it all over the world, and see no reason for gratuitous insults!
- 11:51:06 Tom's thoughts on Memorial Day: <http://is.gd/ctgd3> ^SD
- 16:48:28 @MADconsulting I wholly agree, it's just that I have to pay special attention to little things that might upset some people.

Saturday, 29th of May.

- 11:27:26 Overheard staffer 3 times/1 day Ritz Carlton/Tyson's Corner: "I absolutely can." How about making your service motto: WE ABSOLUTELY CAN!
- 11:27:59 "Experience is not the best teacher. It is not even a good teacher. It is too slow, imprecise, ambiguous."-biz strategy guru Russ Ackoff
- 11:29:05 Zappos #1 of 10 "corporate values": "Deliver 'WOW!' through service." Make next week yr microscope: How do you MEASURE up on WOW! Service?
- 11:29:36 USAToday/0527: "A Tale of 2 Strong Banks in 1 City." KC's UMB #2 Forbes best 100 larger banks; neighbor Commerce #3. Sane! Conservative!
- 11:30:16 "The Third Billion," Strategy+Business mag. Econ transformation as 1B disenfranchised women enter workforce! (Me: Women = Econ story #1.)
- 11:31:00 @unmarketing Ya think ...
- 11:52:18 @additiyom NNTaleb would presumably salute this as well.
- 11:55:27 @TomBarrett\_GWI You [CEO] have no obligation to like Twitter, but you do have an obligation to try it. WHAT IF .. it was a "game-changer"?
- 11:56:38 @HerzogIND Thanks!

Sunday, 30th of May.

- 07:27:31 @maltaee AND ... if you take ... ONE SMALL STEP ... TODAY! (Better yet, the next ... THIRTY MINUTES.)
- 07:29:35 @srdill Both.
- 07:31:30 @wdjacobs And back to ya with the THANKS!
- 07:33:15 Sure it's a tautology, but what could be more glorious than a late May morning on the farm in Vermont, Susan's early flowers in full bloom.
- 07:34:38 How can I live w/o Dennis Hopper?
- 07:45:49 @kennypmusic Maybe I'm too old :)
- 07:48:30 @CecileRay Dennis Hopper, Bill Nighy, John Cleese ... bring a smile or 20, no better tribute.
- 07:49:26 @maltaee If I felt I were a "guru," first I'd quit, then I'd shoot myself.
- 07:51:33 @albaharna Worry is seeing the world as it really is-they say depressives are, in fact, the realists.
- 09:22:34 @maltaee "Master" what I'm doing? Never. A few relatively informed hunches about human

organization/behavior, sure. Mastery, never.

09:24:16 @maltaee 6 "renown" cardiologists have 6 diagnoses of same problem. They are "well informed up to a point"-but "expert," never.

09:25:29 @REcrab Dreams of "energy independence" get farther and farther away.

Monday, 31st of May.

15:17:05 Memorial Day thought. Yorktown decisive battle of Revolutionary War. Arrayed against the Brits: 9,000 Americans. 29,000 French. Merci!

15:20:55 Regulation of this and that is essential. BUT IN 2010 WE SEEM TO DEMAND PERFECT PROTECTION AGAINST EVERYTHING. "Worrisome"++++

15:23:31 Read about creating virtual representations of individual Afghan villages. IS THERE TOO MUCH IS/IT AT PLAY IN AFGHANISTAN? (Case for "Yes.")

15:25:30 Thinking about things I really believe (list forthcoming). Perhaps #1: There is no "rationality." ("No" = NONE.) Or ...

15:26:24 Thinking about things I really believe: UICs >>> ICs. (Unintended consequences far far exceed intended consequences.)

15:26:57 Thinking about things I really believe: "Thank you" goes a loooooooooooooooooooooooooooooooooong way.

15:27:29 Thinking about things I really believe: "I'm sorry" goes a loooooooooooooooooooooooooooooooooong way.

15:28:21 Thinking about things I really believe: SHUT UP AND LISTEN. (Listening is #1 mark of respect. #2 ain't even close.)

15:29:02 Thinking about things I really believe: Frowns kill. Smiles seduce.

15:29:49 Thinking about things I really believe: YOU ARE TOTALLY A REFLECTION OF WHO YOU HANG OUT WITH.

15:30:34 Thinking about things I really believe: Often as not the cab driver has a more interesting life story than I do.

## June

Tuesday, 1st of June.

- 07:43:27 Just discovered how "far out" I was when coding-using oil-field simulation models on my "portable" TI Silent 700 in 1976. (50 pounds?)
- 07:44:46 @vcolon And I in turn have lifted ideas from many, many others-hopefully always with attribution.
- 07:46:36 @IvanHernandez\_ Thank you for the kind words about Little BIG Things; health report good.
- 07:47:45 Very good doc's report in D.C. last week. At least somewhat related to 6 weeks totally off the road-1st time since 1974.
- 07:49:28 Conversatio at dinner Saturday (with senior E&Y partner) on road stress; agree it's cumulative and invidious, deadens soul as well as body.
- 07:50:41 Am in a TOTAL funk. This is week of 50th H.S. reunion. AT LEAST I TWEET :)
- 07:52:49 @NumericPoet We obviously have different cab drivers. People from Ethiopia, Nigeria, Libya, etc. Makes me realize what I am: A SPOILED BRAT.
- 07:54:40 @edwardswa Bloody brilliant!
- 07:56:09 @tericee Thank you!
- 07:57:47 @katierosman If you're trying to make my day Katie, you're succeeding!
- 07:59:07 @OneLife One quote says, approximately, that we BECOME the half-dozen people we hang out with the most. (For better or for worse.)
- 08:02:27 @DoTheWoo No comment.
- 08:05:08 @TheBaumGroup Agree there are grt stress mgt tools-I use many of them. BUT: Not enuf if you've been out 150+ nights a year for 35 years.
- 08:08:18 @industrialist Classmates include 4-yr Vietnam POW ...
- 08:09:40 @RonSupportsYou Smiles rule! Teeth matter! (You floss, I presume??)
- 08:11:39 @blackswanreport Agree, lots of rationality if you can fully specify context; but that limits us to pretty uninteresting places.
- 08:13:11 @sreardon Don't forget #4: EXECUTION!
- 08:17:03 @kenblanchard Or change the life of one person within 50 yards of you in next half hour. (See 1MM!)
- 08:18:08 Un-plug. Next 30 minutes ... FACE TO FACE.
- 08:19:24 If any CEOS tuned in ... GET THE F^&% OUT OF YOUR OFFICE ... RIGHT NOW. NOW = NOW.

Wednesday, 2nd of June.

- 09:31:14 "Blessed is the man who, having nothing to say, abstains from giving wordy evidence of the fact."-George Eliot
- 09:32:19 "The important work of moving the world forward does not wait to be done by perfect men."-George Eliot

- 09:35:05 "I'm proof against word failure. I've seen behind it. Only failure ought fear is failure of cleaving to purpose we see to be best"-G Eliot
- 15:34:47 @AmberCadabra Duly noted.
- 15:36:30 @bigbrightbulb Nice.
- 15:38:25 @normanmarks Nice application :-)

Thursday, 3rd of June.

- 12:15:51 New link roundup at tompeters.com: <http://is.gd/cBfwM> ^SD
- 12:25:02 @oceanshaman ??????????????????????
- 12:27:18 @SmartaHQ Hate term "business guru." Economist mag started it long ago. Can't get anyone (in my line of work) who'd I.D. self as "guru."
- 12:32:50 @Iconic88 Fabulous/Thx!! Author Bill Taylor fabulous also. Sounds akin to Griffin Hospital Derby CT, and the "Planetree Alliance" they lead.
- 12:33:59 @0neLife But forgetting sooooo much harder than learning-especially, God help you, if you've been successful!
- 12:39:22 @oceanshaman Best cure I know 4 hours hand-brushcutting on my farm-bloody but unbowed. Re-enforces my Spamalot T-shirt, NOT DEAD YET.
- 13:51:07 Tom's three new blogs on epigraphs <http://is.gd/cBkLz>, service <http://is.gd/cBkMk>, and corporate values <http://is.gd/cBkNP> ^SD
- 17:03:28 @dweinberger Am looking forward to reading-absorbing this. Nuc power, nuc weapons ... it is ever thus, alas.
- 17:04:10 @martijnsjoorda Ian is a longtime resident, and deservedly so.
- 18:03:22 Service is a beautiful word.
- 18:04:47 Service is a beautiful word. About character and community (and profitability).
- 18:06:25 Service is a beautiful woerd. NOT ... "Wow service" or "raving fans" or "experience." "Just" ... SERVICE.

Friday, 4th of June.

- 08:45:31 @RandysRules At their best. (And, my thing, every-"department"-as-PSF. (Idea not getting traction I'd hoped for. Ignore it, get outsourced.)
- 08:49:14 Susan asks me copy article send to her colleague. I do. S: "Thanks, where's the picture [opening page]?" She laughs, "So typical of male."
- 08:50:35 I love Vermont: Dirt roads!! Several main roads are dirt!! Couldn't live without 'em!! Happy weekend!!
- 08:59:27 @anthonyrstevens Yipee!! Thx!!

Sunday, 6th of June.

- 08:27:13 Aniversary 66 of D-Day. Among other things, amazing management-political job by DDEisenhower keeping Allies on one course.
- 08:29:44 Coach John Wooden, who died at 99, had enough management wisdom to fill a book-in fact

there has been an amazing amount written about him.

- 08:31:53 Fascinating conversation w/ great pal about pursuig "great goals" versus "merely" behaving decently and helpfully among one's neighbors.
- 08:34:09 If you work in upper floor of bldg w/ elevator, whistle a cheery tune tomorrow A.M. May piss some off, may launch great days for others.
- 08:35:23 Work (WORK!!) on "cheerful" tomorrow. That's not "tactical," it's strategic!
- 08:39:03 Can you achieve "pos mental attitude"? I don't much care. Smile, bring flowers Monday AM to someone who had good week last week regardless.
- 08:41:11 @robertbrook That's why I used the words "WORK.AT" If 'tis strategic, 'tis worth as much effort as concocting a great marketing plan.
- 08:42:00 @KathyBuckworth That's kinda fun!
- 08:42:58 @DebbieJBrown Which was a novel idea to the likes of Patton and Montgomery, great generals that they were.
- 14:13:08 Biz and kindness can co-exist! President of my speakers bureau took his Mom NVirginia to Annapolis, visited MY MOTHER's grave, sent photo!
- 14:15:08 @Chuck\_Bell\_ Thx!!
- 14:20:12 @michaelombardi 35 yrs Bay Area. Friend of Walsh (not close buddy). Adored Madden. Lucky me, kid with Ewbank/Unitas, then Raiders/49ers.
- 14:20:57 @michaelombardi That other Lombardi and Wooden had a lot in common. (I think.)
- 14:21:38 @DavidFCox Your quote brought tears.
- 14:29:46 @martijnsjoorda I do, I agree.
- 14:32:10 @RonSupportsYou Which is why one can take that overused word, authenticity, far too far.
- 14:34:30 @toddsattersten Getting ready takes a ... LIFETIME!
- 19:08:38 @thevirgolounge NZ early January 2011, for 2 months. Golden Bay.
- 19:14:46 @tomhood To them: Be yourself. Women's strengths being recognized as never before. Women's ability to engage others huge differentiator.
- 19:17:31 @tonkawaman Incredibly inspiring-cool-succinct picture of where we might be next year this time. (Then you can have lengthy back up docs.)
- 19:18:18 @tonkawaman I'll try again: Strategy = Picture.
- 20:33:05 For the love of God and the sake of future entrepreneurship, please leave your kids gobs of unstructured time this summer. I beg you.
- 20:35:55 Self-congratulations: Paperback edition Jack Bogle book, Enough!, is out. On top cover: "Foreword by Bill Clinton, Prologue by Tom Peters."
- 20:36:51 @tomhood And that's awesome too!! Thx!!
- 20:39:30 @michaelombardi I'm great fan of "The Score Will Take Care of Itself." (Loved details of what he did when took over our pathetic 49ers!)
- 20:41:39 @michaelombardi Re Walsh associates, I went to little high school near Annapolis, called Severn; it was Paul Brown's first coaching job.
- 20:43:31 @thevirgolounge Regardless of your nature, I think this is one arena in which, with rigorous practice, significant change is possible.
- 20:44:42 @IsCool Imagine, me writing SMALL books.
- 20:47:46 @gaylegifford Absolutely! I'm opposed to settling down too quickly. Though I'm planning to do

so on about my 75th birthday :-)

20:52:08 Lot to say for irreverent slash and burn clean up. Been at it all day. Clears the mind!

20:54:36 @michaelombardi Love to see it somewhere along the way.

21:05:05 @JMikeSmith I understand it's been done over entirely. It/interactivity was 1st of its kind in my early SF days.

21:05:44 @anagoelzer Far more important I'm trying to treat it well ... for once.

21:09:24 @michaelombardi I had one great coach in my lax career, Ned Harkness. Learned more (he took over mid-season) in 1 month than prior 15 years.

Monday, 7th of June.

04:47:36 Must read, on WikiLeaks.org, "No Secrets," by Raffi Khatchadourian.

09:50:26 @anagoelzer I'm an idiot. Failed to mention ... New Yorker.

09:51:22 Boston to Tinmouth. Lots of construction delays. Love 'em! Means construction employment!!

09:52:19 @oceanshaman Rose early to drive 173 miles Boston to Tinmouth.

10:57:51 @cubanalaf Why do they EVER use those words ... especially "guru"?

10:58:59 @debbieweil Wish I could come Debbie.

11:43:38 "No Secrets"/WikiLeaks story Tom mentioned: <http://is.gd/cG5db> ^SD

15:17:52 New PDF from Tom: Excellence Oath & Credo <http://is.gd/cGiIU> It's a must-read and must-strive-for. ^SD

Tuesday, 8th of June.

10:42:37 Ystdy NYTimes "At Issue in Gulf: Who Was in Charge?" This amazing piece is the 1 & Only case study B.Schools will need in the future!!

14:47:37 @ptrcksmth Big article, I believe in, I believe, Wired about 6 months ago at least.

Wednesday, 9th of June.

07:21:38 @LeonPoggioli Yes, but I'd add Total Professionalism at all times!

07:22:41 @anagoelzer And Tim wasn't even high when he said it!

07:24:00 @anagoelzer Unfortunately, women have to be twice as good as men to get a job. Fortunately, that's not very hard. (maybe Margaret Thatcher)

07:24:44 @jdrnichigan Great.

07:26:39 Brushcutting a true addiction. Up and out at 5:00 A.M.

07:28:17 Brushcutting success same as biz success: Start project, then discover what it is along the way; invariably better than what was dreamed of.

07:29:54 Prior tweet "stolen" from F.A.Hayek: Economic success is "spontaneous discovery process." F.A.Hayek #1 enemy of the "master plan."

07:31:23 Anger at BP is not [as some have suggested] anger at UK. If it'd been Exxon we'd be even more pissed off.

07:31:57 Exxon may be best operating company in the world among the biggies.

- 07:35:54 @lanSanders Disasterous to shoot off his mouth early on w/o evidence.
- 07:36:22 @lanSanders Where is the chairman? (Who is the chairman?)
- 07:36:59 @lanSanders I think Blair would have spoken up on this, eh?
- 07:39:06 @michaelombardi I know Parcels is not beloved, but love his "Blame no one. Expect nothing. Do something." (I.e., your choice to act.)
- 07:40:57 @lanSanders I admit I don't blame the new guys from steering clear of this land mine.
- 07:43:05 @michaelombardi I seem to remember, which surprised me, LTaylor saying that a lot of the guys weren't that team-win focused.
- 07:43:23 @lanSanders Agree.
- 07:45:47 @georgetalbot You're in the middle of it. Do you agree?
- 07:58:34 @michaelombardi When I do "2-a-days" (4 hours+) brushcutting, I do sometimes pass up the walk, but otherwise yes, though tough in VT winter.
- 08:01:45 @michaelombardi Did you know: First Excellence "presentation book" titled "Three yards and a Cloud of Dust" w/ photo Mark van Eegan on cover?
- 08:02:19 @michaelombardi Went over to Raiders HQ to get a picture!
- 08:03:05 @georgetalbot Wow! Because BP jobs so important, or what?
- 08:04:09 @michaelombardi Wasn't he QB when they beat SF 49-3 in playoffs nad just about killed dear Joe?
- 08:05:50 @michaelombardi Yeah, there was a time when they had best record in NFL over 20 year period, right?
- 08:07:35 @michaelombardi I maxed out at 701 days. Since then one in the low 300s.
- 08:08:56 @michaelombardi Sometimes I walk 200 or so "laps" on my hotel floor, in unsafe-to-go-out places like Angola.
- 08:10:47 @michaelombardi Alas, there is such a thing as "too long in office." Hopefully the AI D memory will be positive.
- 08:11:41 @michaelombardi I remember the stories of Davis going to the hospital evey day to visit D Stingley.
- 08:12:53 @lanSanders He's aged, not you :-)
- 08:14:30 @minutrition Thanks for the feedback. (The "oath" was 40 years in gestation.)
- 08:17:05 @michaelombardi That's a pretty heavy charge sheet!!
- 12:31:11 I'm happy w/ Dow 10,000. Econ shaky, esp job creation; at 11K+ bubbling. Love 15K in couple years, but stability at sane # works for me.
- 12:31:43 David Brooks/0607/NYT. BRILLIANT. Why liberal arts important. Read about The Big Shaggy!
- 12:32:06 "Wherever there is a human being, there is an opportunity for a kindness."-Seneca
- 12:33:52 @georgetalbot Dear God in Heaven, he didn't say that, please tell me he didn't ...
- 12:35:17 @georgetalbot The following is not a sarcastic comment: WHERE DO THEY GET THESE GUYS WITH SUCH TIN EARS? (High IQ, approx zero EQ.)
- 12:35:46 @michaelombardi I believe it, alas.
- 14:26:12 @ptrcksmth No, except it was a major mag.
- 14:29:34 @ptrcksmth Google CISCO's ORGANIZATION STRUCTURE, and you'll find a ton of stuff.
- 14:31:30 @georgetalbot It's not fair of him to make it so easy for you guys :-)

Thursday, 10th of June.

- 07:58:29 @marketingisus Bogle or Forni or Kristof.
- 08:00:15 @treveryoung 1st presentaiton on the topic, about 5 or so years earlier, to British Treasury senior staffers, believe it or not.
- 08:02:57 @ProfMac1971 All true, but you forgot obscene demand.
- 13:38:00 Looking for something to read? Tom's book picks of 2010: <http://is.gd/cKrvD> ^SD
- 13:43:39 New video from Tom, Leadership: Building Success. <http://is.gd/cKrQT> ^SD
- 18:13:21 @DrewWoods49 Now that's a new one for me. I think I like it. A lot, in fact.
- 18:20:52 @EmilyBennington Muhammad Yunus or Wendy Kopp.

Friday, 11th of June.

- 04:12:23 @treveryoung I figured it would ....
- 06:42:19 Can't wait to read: Maddy Dychtwald' "Influence: How Women's Soaring Economic Power Will Transform Our World for the Better"!!!!
- 06:43:57 Speech to Cornell alumni today in Ithaca. (John M. Olin lecture.) AM TERRIFIED!
- 06:46:10 Speech msg: Kindness-Thoughtfulness-Decency-Listening-Appreciating are GREATEST profit elixers. (And good for the soul along the way.)
- 06:46:46 And I'll plug Jack Bogle's "Enough."
- 06:47:37 @PaulSchwend I luv Harvey!
- 06:50:23 @wallybock And one under the pillow :-)
- 06:52:11 Yanks and Brits in the World Cup tomorrow. Average American query: Who's pitching, a righty or a lefty? Good slider or not? Hummer?
- 06:54:00 @DavidFCox Oneself is the only interesting competition. Ever.
- 06:55:30 @DavidFCox No speech has gone well so far, but, yes, maybe today ...
- 07:00:10 Re Cornell: Im still the same ball of fears & worries I was when matriculating in Sept 1960 as a lad from a wee town in Maryland ...
- 07:00:58 @MADconsulting Well done, Peter!!!
- 07:02:44 @MADconsulting "When ever anything important is getting done, it is being done, I have observed, by a monomaniac with a mission"-PD
- 07:03:33 @Ed Your math stinks. Well OVER 100 years ago :-)
- 07:05:01 @Earl52 FYI: The idea of "intrinsic motivation" is mostly BS; we allllllll need-crave others' approval!
- 07:06:06 @coachbrianw Oh my God ... a MILLION MILLION apologies-and I mean that!!!!!!
- 07:09:55 @DATkinson4PC Love it that NO airport is "Louis Armstrong Airport" instead of "BankAmerica Airport New Orleans" or some such.
- 07:13:40 @Ed But there is something to say for naivete. If lots of "wisdom," lot fewer entrepreneurs!!
- 07:14:13 @MADconsulting "Almost"? No exceptions!
- 07:20:46 @michaelombardi Laxman here/Cornell. But luv that other alma mater/Palo Alto U. wins D1



Sears Dir Cup ev year; athletics-academics do mix!

09:12:17 Regardless of weather you've gottagetoutandwalk. I just took 1 hour walk-and-sit ... and totally revised speech. NEEDED THE SPACE.

09:14:08 @margaretmolloy Moi? Savvy at SM? Holy smoke! I'm the rankest of rank amateurs!

09:15:17 @coachbrianw But still ... INEXCUSABLE :-)

09:18:53 @michaelombardi Re college sports, rather be in Palo Alto than LA today!

09:21:22 @jonathanfields Precisely!

09:22:41 @michaelombardi There's a lot to .... "'Best' is the enemy of 'better.'"

15:07:23 Weekend listening: Tom reads the "Initiative" section of The Little BIG Things  
<http://is.gd/cLRG4> ^SD

19:39:05 Lovely day at Cornell with great folks. I am a very very lucky guy to have been associated with this extraordinary institution.

Saturday, 12th of June.

03:57:38 Great fun at Cornell yesterday to focus on my engineering background. We're a strange lot, but being around fellow engineers is a joy.

04:01:49 @OneLife Thank you!

04:05:37 @Billy\_Cox Have to respectfully but firmly disagree. Almost all my passions have been pleasant surprises discovered along the way.

04:07:27 I so firmly believe that action is [almost always] the first priority. Through action I discover new interests and am open to surprises.

04:09:33 5AM. Time to start my 5-hour drive from Cornell to the farm in Vermont. Brushcutting calls, my summer passion.

10:40:03 Sub-Zero is not a refrigerator; it is Tony Hayward's EQ.

10:41:57 @RandySpangler Raining like the dickens when I got to VT 30 min ago. About to head out brushcutting anyway.

10:42:54 @RandySpangler Love the Blue Ridge. Family used to take the drive there from Annapolis over and over.

10:45:37 @jockstrap SNAFU city! (And "F" never stands for "fouled.")

12:38:52 @roundtrip Wouldn't disagree in theory, but, alas, so many follow the plan slavishly regardless of the gyrating "facts on the ground."

Sunday, 13th of June.

09:36:56 "Mobs Burn Villages, Slaughter Uzbeks in Kyrgyzstan" (Ever wonder about humanity?) (Doesn't this mock the word "humane"?)

09:40:22 @Billy\_Cox Annoying little clean-up project for my wife 3 years ago morphed into my no-baloney "calling" on the farm and more.

09:45:01 @Andy\_Lawson (1) Fills me w/rage. (2) Makes me feel hapless. (3) My "calling" absurd. (4) "Tomorrow'll be a better day" = Snickerworthy.

09:45:44 @SubasPokharel "Human rights advocates"-whaddabout you and me?

09:46:34 @roundtrip As long as the plan does not become a noose!!!!

- 09:48:49 Too extensive planning can lead to self certainty and surpress surprise or make surprise an annoyance rather than an opportunity.
- 09:50:44 @KatTansey Hope your right. Ever been in the midst of a mob on the move? (Review the Hitler-Nuremburg doc footage.)
- 09:52:35 Anyone who equates any definition of what's up in the USA to Hitlerism is a totally contemptible dimwit. I spit on you.
- 09:57:16 @Andy\_Lawson Well, when you read the headlines you might conclude that if all 6 billion of us stayed in bed world might be a better place.
- 10:01:06 @andreamv Inadvertently clicking on a headline about humans of one group "slaughtering" humans of another group.
- 10:02:32 @AbimbolaRA Ah, that helps ....
- 10:03:18 @AbimbolaRA God must love me, I've never seen Mr Beck live on TV.
- 10:04:15 @AbimbolaRA And to be fair to Hitler (God alone knows why), Stalin was numerically a bigger butcher.
- 10:07:58 @romiek My father never taught me the German he grew up with, alas; it wasn't a wise thing to do in USA at the time of my birth in 1942.
- 10:09:17 @KatTansey I honor you with all my heart.
- 10:38:43 A draw is a victory for the USA!!!!!!! BALONEY. A win is a victory. PERIOD.
- 10:40:00 @REcrab You Maryland boys are a tough crowd!
- 10:41:25 @romiek Thank you!
- 10:42:23 @REcrab What are the \*\* for? :-)
- 10:49:51 @tomjedrz I honor criticism of anything or anyone. I do not honor contemptible stupidity. Not to mention ignorance.
- 12:32:10 @costrike Doubtless. I don't like ties in anything.
- 12:35:13 Dedicated my speech at Cornell to "socialism." Every penny of my tuition was paid by the United States Government. (Department of the Navy.)
- 12:37:26 @BioCascade Lovely. Disraeli source of almost as many great quotes as Mr. Churchill!
- 12:40:08 Sunday afternoon! Have you scripted first few "plays" for Monday A.M.?
- 12:43:36 @markacarbone Don't be silly. Avowed capitalist with 35 years solid gold credentials. Just having fun with my speech :-)
- 12:45:41 Re "Socialist" tweet. Speeches are meant to be fun for all. Gotta play around!!! No laughs in first 2 minutes, you're dead meat.
- 12:47:53 @markacarbone The military is socialist! Paid for collectively. Service provided undifferentially to all citizens. Right :-)
- 12:49:58 @markacarbone Looks these days like the heart of capitalism is government regulators. Bought and paid for by the people they regulate.
- 12:51:32 @RedScareBot What's unreconcilable? Being a capitalist and noneless accepting government money during my 4 years in the Navy?
- 12:53:11 @RedScareBot There's no such thing as pure capitalism. Greenspan tells us his dream of enlightened self-regulation, alas, foundered.
- 12:55:10 @markacarbone Jack Kemp and I had a lasting love affair!
- 12:56:56 @REcrab Easier said than done. Non-MD restaurant couldn't do a soft crab right if it hell froze

over.

- 12:57:24 @REcrab Loved my Mom's softcrab sandwiches!!!!!!!
- 12:58:14 @REcrab We used to prowl the shores of the Severn with crab net looking for "peelers."
- 12:59:43 @bigbrightbulb Nobody gets their 1st 100 omlets right :-)
- 13:02:14 @markacarbone Guess to be true capitalist I should've had fundraisers to obtain pocket change during my Navy days; returned the govt checks.
- 13:04:21 @AGNewHaven Oh dear, of dear.
- 13:05:25 Some people take themselves far tooooooooooo seriously. (Tragic, but also humorous.)
- 13:10:11 Humor is arguably the most powerful tool for change in the world. (Using it well no cakewalk!)
- 14:44:00 @IanAspin Related: Jon Stewart seen as #1 news source for a big demographic.
- 14:48:03 @REcrab Amen re deep fry. Should be criminalized.
- 14:49:32 @REcrab I keep ordering soft crab at restaurants because I love it. Am disappointed 100% of the time but keep getting suckere punched.

Monday, 14th of June.

- 08:42:55 Am I last hear? BP rents boats doesn't need fm struggling fishermen to keep media fm getting boats? Fishing capt's confirm devil's dilemma.
- 08:43:16 Peggy Noonan/WSJ/Saturday laments-decries evidence that our preparedness for a Twin Towers II event is questionable-unpardonable.
- 08:43:34 Agree Friedman/NYT for once: ONE LONGTERM ANSWER ONLY. USE LESS RESOURCES.
- 08:43:59 Use less resources: I'M FINALLY GOING TO GET OFF MY ASS ON THIS.
- 08:44:19 I admit late to party on horror of spill; but it is indeed a ... HORROR. (Even in a world where lotsa shit going down.)
- 08:44:35 Celtics-Lakers meeting in a major-league sports final for 12th time. No other 1-on-1 rivalry (in USA) even close.
- 08:44:51 Msg to Cornell alums this past weekend: WE ARE A-L-L LUDICROUSLY LUCKY TO HAVE GONE TO SCHOOL HERE.
- 08:45:09 TOUR OF ENGINEERING SCHOOL PROJECTS WITH DEAN. Yikes, I don't understand 10% of what I see.
- 08:45:29 As I look at Cornell engineering projects, I see innovation projects galore. USA success need: risk-seeking entrepreneurs and VCs.
- 08:45:49 To significant degree entrepreneurial behavior driven by ... IMMIGRANTS! (I watched this for 30+ years in Silicon Valley.)
- 08:46:09 ENGINEERING [like medicine] A MORAL DISCIPLINE. Some engineers at BP et al derelict in their duty. Duty = Duty.
- 08:46:33 B Gates, Jmelt formally call for 3X more govt funded R&D in energy-related areas. (Historically, govt funds high share of risky R&D.)
- 08:46:54 TP not "engineer gone soft" by emphasizing "people stuff." Instead "engineer gone HARD." People stuff = Implementation stuff = "Last 98%."
- 08:47:15 Repeat: Execution/implementation requires fanatic attention to politics. What is your "political agenda" this week re corralling supporters?
- 08:47:33 Each Sunday make a separate "POLITICS TO-DO LIST." Execute. Evaluate.

- 08:47:51 Each Sunday make a TEAM politics to-do list. ALL participate in, say, explicitly garnering allies. Measure!
- 08:48:10 Have you explicitly kept someone in finance informed about what you're up to this week?
- 08:48:27 How's your "close friends in finance" roster development going?
- 08:48:45 Finance bad name right now. But finance folks equal importance to innovation as entrepreneurs and inventors.
- 08:49:01 Every act of crappy service is a potential business opportunity. Bring it on!
- 08:49:26 Umpire who blows baseball perfect game profusely ... APOLOGIZES. Apology per se turns goat into hero. (Anybody paying attention?)
- 08:49:43 Speech to Cornell alums emphasizes ... ECONOMIC POWER OF KINDNESS. (Apparently well received.)
- 08:50:00 Repeat: Kindness and firmness and relentlessness are not incompatible. Kind people are not pushovers.
- 08:50:35 Modification: Kind people can be pushovers. But so can pricks.
- 08:50:56 Why do I dwell on kindness-listening-whatdoyouthink-appreciating/thank you-apologizing? BECAUSE I AM AN IMPLEMENTATION FANATIC.
- 08:53:11 @suparabbit Agree!
- 08:53:58 @ProjectImprove I'm dead serious.
- 08:54:43 @sandymaxey Sure, but you still gotta live with them.
- 08:55:21 @tedcoine Beautiful!!
- 08:59:09 @VilluArak Pent up weekend energy. :-) :-(
- 11:34:38 An update from Tom: <http://is.gd/cP14k> ^SD
- 14:31:00 @reiniervdh Finance DEPARTMENTS that invariably must approve our projects.
- 14:32:23 @UBERFANdotcom Indeed, genuine. The guy was devastated. (We'd think BP's Mr Hayward would feel the same, eh?)
- 14:33:09 @bruceserven Agree X100!
- 14:35:24 @swallinga We are all politicians if we want to get things done. (Not referring to elected officials.)
- 14:37:58 Need be careful in our definitions. Politicians not "scumballs," they are your neighbors spending 10 hrs/week on local school board.
- 14:49:39 @msinfestation I think we're off track here re my point. Getting your next project IMPLEMENTED is a pure political act!
- 14:51:04 IF YOU DON'T COTTON TO POLITICS YOU DON'T COTTON TO GETTING THINGS DONE. PERIOD. (There is ZERO room for debate on this.)
- 14:51:44 Child rearing is pure politics, surely in the teen years :-)
- 14:52:29 There are bad politicians. There are also bad chefs and bad docs.
- 14:54:25 @kimboandersen I have most beautiful pictures from my last visit Mauritius. Use one as desktop background. Fisherman heading out at dawn.
- 14:56:12 Fascinating at Twitter and Blogosphere to see immediate deterioraation of dialogue if something EVEN seems to be political.
- 14:57:25 The politicization of non-political comments is why I will eventually quit tweeting and blogging. Don't need the agro.

- 14:58:53 @Wernz\_ At least a dozen times starting in 1995. Love it! Once did a big "students only" gig with thousands in attendance.
- 15:00:21 @AGNewHaven Alas, disagree. Peer coverup in medicine is far too prevalent. Bad apples keep practicing for decades.
- 15:00:43 @AGNewHaven Do agree re chefs.
- 15:01:29 @RichardPosey "polemics and demonization"-nice [if sad] word choice!
- 16:18:35 Can't wait start Maddy Dychtwald's "Influence: How Women's Soaring Economic Power Will Transform Our World for thre Better." Arrived today.
- 16:19:21 Shampoo + Kleenex definitely best glasses cleaner. (Some swear by dish soap.)
- 16:21:59 @ProjectImprove Change is all about aggravation. Agree. But political (re "left" and "right") invective is not my beat.
- 16:24:17 @DavidFCox New one to me-go Pete! (My argument, having had smidgeon of Freudian exposure, is one person alone is political-id vs. ego, etc.)
- 16:25:00 @Andi\_Roberts Cheaper the better!
- 16:26:26 @rogerfields I hope my politics are inconsistent.
- 16:27:05 @marialet37 True, but tiresome ...
- 16:27:57 @Wernz\_ Longish story. Punch line: Wanna succeed? Get up earlier than the next guy!
- 16:29:25 @SindyMartin It's a good reason to make LISTENING Core Course #1 in ... EVERY ... professional school.
- 16:30:35 @RichardPosey Yeah, that is a Grand Slam walk-off home run!
- 16:42:40 Talk about incivility. FBI apparently about to release 2,000 pages related to Ted Kennedy death threats. Wadda world ...
- 16:43:18 @Idennison Gotcha!
- 16:43:48 @Idennison How about 14 yr old sipping Scotch?
- 16:44:57 @Andi\_Roberts And tommorow I'll nonetheless get a zinger from Kleenex for not using the trademark sign!
- 16:45:47 @ericwilbanks Re T-shirt, only 100% cotton I presume :-)
- 16:47:07 @CharleneBurke Put it on w/fingertips, rinse w/super hot water, spin and polish :-)

Tuesday, 15th of June.

- 07:45:21 @tonkawaman Agree. We get precisely what we deserve.
- 07:47:04 @tonkawaman To some extent amusing. Those who want "small govt" most seem also to most want govt to fix what's broken.
- 07:48:21 @Billy\_Cox Agree w/o shadow of doubt.
- 07:49:44 @Billy\_Cox It's why I suggest "faking" kindness-the response will be so overwhelmingly positive that soon you'll be doing it for real :-)
- 07:52:26 @DavidFCox We all have internal & external politics abeting or thwarting our projects; or doing both. So: BE PROACTIVE ... NOT OBLIVIOUS.
- 08:11:40 STEVE FORBES(06.28) calls the possible return of "mark-to-market" accounting "economic bubonic plague." I HEARTILY AGREE.
- 08:50:04 Just had one of the best interviews I've ever had, with a journalist from Sao Paulo.

- 08:55:32 @pedrowloff Not the journalist, but the interview was organized by HSM. (A "global best" organization, working with them > 20 years.)
- 08:56:46 @matthewbennett Good questions, good follow up questions, obvious prep by interviewer.
- 08:57:31 @mkohpotts Better listener, not to be confused with "suck up."
- 08:58:29 @kkostuck Urge you to read Steve's editorial. Logic impeccable.
- 09:02:17 @createpei The fact that on 0615.10 there's no market in Phoenix for high-rise rentals doesn't mean the \$100M building is worth zero.
- 09:07:17 @createpei Yes, cath 22!!!!
- 09:07:54 @createpei Cheat like hell without it, ridiculous valuations with it.
- 09:08:13 @createpei Agree!
- 09:09:27 @createpei Gotta be a middle ground.
- 09:25:41 @kevinokeefe Running a complex blog expensive, am reducing costs. Blog open for business, comments closed, policing expensive. Use Twitter!
- 09:27:58 @createpei I believe there is a [more or less] universal way to conduct businesses based on character and respect.
- 10:34:23 Dedicated, long-time tompeters.com staff, Cathy Mosca, is leaving <http://is.gd/cQjf0> ^SD
- 10:35:04 Comments closing at tompeters.com <http://is.gd/cQjln> ^SD
- 12:37:50 @GoInfluence Now reading. Superb!
- 12:39:07 @Danny\_Bentley Ah, Great fun a Pajaro Dunes!
- 12:40:08 @ljuti Wow!
- 12:41:24 @feistywoman Beautiful!
- 12:43:10 Funny thing, when (apparently) Exxon and Chevron say they doubt they'd have had the BP problem, I mostly will believe them. GREAT operators.
- 12:43:48 @Danny\_Bentley Moi :-)
- 12:46:14 Comments ending at tompeters.com for fiscal reasons. But Twitter great [alternative] conversational vehicle.
- 12:47:38 Some don't cotton to Twitter. Fine enough. But I believe it is possible to have full-fledged "conversations" despite 140 char limit.
- 12:48:57 @LeaderSherpa NEVER TOOK ONE PENNY FROM EITHER ONE OF THEM. C'mon.
- 12:50:16 @LeaderSherpa Of course the principal contractor is responsible for vendor actions, morally if not legally. (They picked 'em.)
- 12:51:37 @PointSouthKOA Hardly defending them, but "We will plug it now" would be a simple lie. (We've had enough of that, I'd think.)
- 12:52:26 @BetterEldercare But if you work your butt off can be pretty complete, eh?
- 12:54:25 @unmarketing It means it takes a lotta bucks to manage a complex site. Among other things, 24/7 spam patrol-and the bastards are tricky.
- 12:56:02 @GoInfluence Thx fror researching and writing. (Women's growing/decisive influence been my passion since 1996.)
- 12:57:39 @katgordon Will read. I agree.
- 12:58:21 @Shonlshour Some will of course take GREAT exception to this :-)
- 12:58:40 @brandcowboy thx

- 12:59:22 @ElinaGrigoriou Good lord, yes. I go around talking in Tweets ....
- 14:01:30 @Berylloeb Full-fledged meaning whole thoughts. You can achieve coherence. (Which is not to boast that I do.)
- 14:02:35 Twitter can also be good for your vocabulary; if you are being economical, must find precisely the right word to convey a thought.
- 14:04:10 @stephenshapiro Maybe the 1-page business plan people will do the 1-tweet business plan? (Hint: I'm serious.)
- 14:19:18 @marialet37 You mean swearing and talking in grunts ....
- 14:47:00 @martijnsjoorda I have long loved that one.
- 14:49:40 @ProjectImprove Gotcha! Got mine down to 1 punctuation mark! Took 18 months, but ended up w/ RED exclamation mark, with specific Pantone #.
- 14:51:27 @rudygodoy Often takes longer to write a 140-character tweet than a 500-word blog post.
- 15:22:07 Best benchmarking: "Trivial" plusses and minuses that occur in everyday life.
- 15:23:00 Best benchmarking: "Little" things in dealing with people today that make you/them happy or sad.
- 15:23:50 Best benchmarking: "little" design items on the Web or in the grocery that make you smile or frown.
- 15:26:22 Tomorrow morning, half hour meeting, each report good or bad act of service in "real life" in last 24 hours. WHAT CAN WE LEARN/DO?
- 15:28:35 @unmarketing Ted Williams supposedly 20/10. (Explains skill as fighter pilot-ace in WWII and Korea, also .406 batting average.)
- 15:31:09 @Greytdog And they're looking at us, giggling, knowing that millions of us will buy guzzlers in next 36 months.

**Wednesday, 16th of June.**

- 09:01:51 1840s farmhouse. Leaks like a seive. Called insulation guys this morning. I'm off and running, Mr President!
- 09:02:43 @munner2010 Agree re quoting, with rare exceptions.
- 09:04:02 @skyjack Love it I.
- 09:04:17 @skyjack Love it II.
- 09:04:36 @skyjack Love it III.
- 09:06:26 @PointSouthKOA All that I agree with. (Diff from earlier catastrophes is that we/they really don't know how to fix it.)
- 09:08:00 @CKLSFolly We gulp oil. Push them beyond measure to drill. Drilling tech ahead of fixing tech. (And ... BP has a rotten record.)
- 09:10:11 Gulf/Wall Street: We hate govt regulations. And then we hate it when govt regulations don't work. (Nobody accused man of being rational.)
- 09:11:14 @rubikfinancial Not clear; mostly means they would have done things differently up front.
- 09:12:53 Gulf: MAKE NO MISTAKE WE OIL GULPERS DE FACTO PUSHED DRILLERS TO THE LIMIT. (And, it turns out, beyond.)
- 09:40:28 @marktis Multiple forces to be sure. But, 1st and foremost, I blame me me me me me. (For starters, I log 100K to 200K air miles per year.)

- 09:42:32 @gfriend Disagree. We de facto do. (Just as Mexico's drug cartel horror driven by U.S. demand.)
- 09:43:58 @rogerfields If we put a drill rig every damn block, we'd still be dependent on Middle Eastern oil. That's my #1 prob.
- 09:46:12 Bottom line: My use of petroleum-based products is irresponsible.
- 09:48:18 I devoutly believe in capitalism. I believe, frankly, in consumerism. But I also believe that we suffer from "I want it all"-ism.
- 09:52:19 FYI: Note to capitalists/entrepreneurs. THERE ARE TRILLIONS OF \$\$ TO BE MADE FM INNOVATING OUR WAY TO SUSTAINABILITY AND OIL INDEPENDENCE.
- 09:53:40 Oil independence/sustainability is the ... MOTHER OF ALL ECONOMIC GROWTH-INNOVATION OPPORTUNITIES.
- 09:55:47 If we are not ... UNEQUIVOCAL LEADERS ... in sustainability/oil independence innovation ... WE ARE IDIOTS (and deserve our commupence).
- 13:44:06 @rogerfields If we could just get the price of oil back to, say, \$110, then we could attack the tar sands!
- 16:34:44 @RayAckerlund How'd it go???

Thursday, 17th of June.

- 07:45:23 Don't expect Exxon's CEO to show up at a Tea Party. Despite \$19,200,000,000 profits 2009, EM paid \$0 U.S. taxes & got a \$156,000,000 refund.
- 07:51:48 1 prob Americans (me) have "soccer" explained by average score after 1st 14 Cup matches of 0.8 to 0.8 (1.6 GPG), 7 of 14 ties. Sorry :-)
- 07:53:02 @newtwebb Eventually, but not sure what you mean??????
- 07:54:44 @jefferywilson Steel rims, of course. Never trusted the modern sort; I'm an old Conestoga wagon guy.
- 07:57:57 @DaveUrsillo I'm spoofing myself as "action"-seeking American who likes 8-6 baseball games, 32-27 American football games, 5-4 hockey.
- 08:00:07 Kindness. Thoughtfulness. Appreciation. Listening. Apologizing. Power words. Profit words. All free for the doing. (Start next 15 minutes.)
- 08:02:01 Next meeting: PAY CLOSE ATTENTION TO YOUR AND OTHERS' LISTENING HABITS. (Perhaps have a friendly colleague observe, report.)
- 08:04:54 David Brooks' "The Larger Struggle" (NYTimes ystdy) is equivalent of bachelor's degree (or PhD?) in econ and government in < 1,000 words!
- 08:05:56 @DaveUrsillo Thx!
- 08:09:45 @wimrampen As silly a generalization as I've heard in long time. (But not against having scored more points than other guy at end of game.)
- 08:10:41 @wimrampen On the other hand, maybe you're right ...
- 08:14:07 @joegreenz I live for statistics. I am unable not to be calculating. We all have our passions :-)
- 08:15:53 @joegreenz My God!! You don't understand!! It changed baseball when OBP became a major measure!! Surely you get that!!
- 08:36:12 @RichardPosey Not only that but the football injury problem when you get to high school is very troublesome.



- 08:37:17 @joegreenz Agree. And then there's cricket .....
- 09:22:55 @BrhaspatiAsc And our friends in China/Japan/Germany would, conversely, help themselves-the rest of us if they'd open their wallets a bit.
- 09:23:11 @sifu\_al Thank you!
- 12:17:27 @thomsinger I'd forgotten that, but you're right.
- 12:19:53 @GITANAJAVA I love the backstories (actually, the "front stories") & love baseball, lacrosse and American football, among the major sports.
- 12:26:26 @bruceserven VT legislators Sen BSanders and Rep PWelch trying to address issue; report I read from P1 of the 0616 Rutland [VT] Herald.
- 12:27:57 @thomsinger The key is not great dreams, but what I've called "small wins," immediate actions which begin to shape the "brand promise."
- 13:04:31 Say it ain't so: BP Chairman refers to concerns "small people" Gulf environs? Maybe dismissive instinct partially explains carelessness??
- 13:54:58 New video, Excellence: Language Matters. Are you measuring whether things are "Insanely Great"? <http://is.gd/cT8bC> ^SD
- 16:20:40 @LeadershipNow Agree in theory, but I've seen some amazing compartmentalizers.
- 16:22:40 @GITANAJAVA I'm a strong believer in "end runs." Skip over, under, work around 'em, isolate them.
- 16:24:35 @Peter\_Lucash Get your point, but at a time like this, chairman ought to be parsing every syllable. (Besides: It f-ing well does matter!)
- 16:26:01 @Peter\_Lucash C'mon my ass. Call the primarily affected folks "little people," and you try to blame it on "translation error"?
- 16:26:41 @Idennison Maybe the same fate??????
- 16:27:46 @JoePritchard One could argue at this moment that "thoughtless" is the worst sin of all.
- 16:29:09 @PointSouthKOA Rather bad timing ....
- 16:30:59 @JeffHarbert He's a Swede. "Little people" would have been worse. Insulting the victims, inadvertently or not, ain't on for a chairman.
- 16:33:21 What's with screwed up tweets #s????? My 4,500 is suddenly 1,075??????
- 19:07:56 @david\_brady Maybe longstanding dream mixed with crappy job. Anger/rage at the way things are. By accident. Chance meeting with backer. Etc.
- 19:09:50 @armandoalves Stephenfry!
- 19:12:09 @RonSupportsYou Thx.
- 19:14:14 @lisacle Am following you again! Never give up on Oxnard! Anchors aweigh!
- 23:15:29 @KHeslerINDY Thx!

Friday, 18th of June.

- 05:41:08 @industrialist Ah, so you're holding BP stock too :-)
- 05:44:05 Great boston Globe article on Kobe Bryant's insane level of preparation and prior-game analysis.
- 07:00:28 Afghan news beyond depressing. Petraeus strategy doesn't appear to transport well. (Once more, experience ain't so great a teacher.)

- 07:01:25 Are you in the midst of a project that depends upon history repeating itself? Think seriously about this!
- 07:02:08 @johnmaxwell Talk about bad timing/content for a quote!
- 07:03:58 @jeremyporter ARE YOU COMMUNICATING FACE-2-FACE? (MAKE LUNCH TODAY MATTER!!!!!!!!!!!!!!)
- 07:05:18 @alighthead Surely you're not suggesting stats are reality? (Love stats. Limitations are severe!)
- 07:06:03 @shapeofwinner Right on!
- 07:06:56 @FoundOnWeb And it's virtually impossible to tell the difference!
- 07:08:45 @the\_other\_mj "Tweet like a pro." Why? Life is more than hyperlinks; sometimes you gotta do the heavy lifting. I'm doing you a favor.
- 07:09:18 @TundeUsidame No
- 07:14:31 @ErikMVermeulen Hey, can't let everything slip by. I've got a rep to protect :-)
- 08:32:22 Cong "savaged"Hayward: BP causative worst enviroflop since meteorite wiped dinos(ironically dead dinos = oil); deserve all shovelable shit.
- 08:34:03 @RonSupportsYou That ain't no lie.
- 08:36:24 @RonSupportsYou Don't forget Volcker. Carter appointee. Caused great recession, but his monetary control set stage for 20 great years.
- 08:37:33 @RonSupportsYou Nixon-Reagan diff approaches to Soviets, in retrospect good combo, I believe. (Both tough.)
- 08:39:18 @LorenSan Stop it = Sell BP to Exxon.
- 08:51:24 @LorenSan Hardly disagree, but BP still deserves all the shit we can shovel.
- 08:53:40 Theme: Congress sucks. Fact: USA dec of independence 234 yrs old in 16 days. Congmen always blowhards. Cong & 44 presidents done okay by us.
- 08:54:54 @RonSupportsYou True. But that does not negate the effectiveness of his foreign policy. What's your point?
- 08:58:28 @RonSupportsYou Reagan-Clinton did oversee bubble that W inherited. (Though that does not mean I don't mostly support their econ policies.)
- 09:00:18 @benjaminbach It is ever thus. Like the trainride-trainwreck called divorce. Ah, we frail humans.
- 09:00:59 @RonSupportsYou Which does not negate the usefulness of his foreign policy.
- 09:03:24 @RonSupportsYou Am delighted trash W's foreign policy, but there's widespread blame for crash, like our luv affair w/ home ownership.
- 10:36:06 Being in a super-focused mode is no excuse for being rude. (Take a deep breath and use a civil tone-language.)
- 10:36:56 Being in a super-focused mode is no excuse for being rude. (Whatever you're working on, you're gonna need others' help to get it done.)
- 10:40:10 @benjaminbach Practical advice, get involved in community-local politics where you may make a big difference. (School board, etc.)
- 10:41:20 @LeadershipNow That's why the deep breath.

Saturday, 19th of June.

- 08:53:11 @Stephen\_P\_Brown Exceptions, but most of us not "world top 10"; unless certified Steve Jobs

level genius, can't get away w/ Jobs' rudeness.

Sunday, 20th of June.

- 11:01:38 40 years down the drain! If THayward really went yachting, then my years of trying to influence leadership behavior were a total waste.
- 11:04:05 If person you delegated to does job "only" 70% as well as you would have done it, consider yourself 70% ahead of the game, not 30% behind.
- 11:04:45 If person you delegated to does job twice as well as you would have done it, consider yourself a leader.
- 11:05:50 No matter how grouchy you feel, showing your grouchiness is a loser's strategy. (TRAIN THE HELL OUT OF YOURSELF ON THIS.)
- 11:07:03 Repeated second guessing, regardless of the correctness of your assertions, is the #1 demotivator.
- 11:10:22 Only way person delegated learns is through screw-ups. Your job is to hold your tongue unless safety/quality/human abuse about ot occur.
- 11:12:29 @wallybock Well, Wally, it does make you wonder ....
- 11:14:49 @AGNewHaven When will leaders-ALL LEADERS-learn that way things look as important as way things are. GWashington/BFranklin got it Big Time.
- 11:16:07 Leaders under pressure MUST take breaks for all our sakes. BUTINVISIBILITY IS THE WATCHWORD..
- 11:17:20 @oceanshaman SEE BLANCHARD-1 MINUTE PRAISING IN "1 MINUTE MANAGER."
- 11:20:07 @michaelombardi Not example of my work, but example me/my colleagues inability to get through to, especially, leader selection committees.
- 11:21:59 @michaelombardi Per selection, picking Ryan Leaf over Peyton Manning. (Or the VA Tech QB 49ers picked-Walsh said conned by arm strength.)
- 11:23:03 @tedcoine HOW COULD BOARD HAVE PICKED HIM?
- 11:25:42 Got a recruiting or promotion decision coming up soon? Keep Hayward in mind. (Smart people chose him, what did they miss? Will you?)
- 11:29:21 @michaelombardi Ah, the great man was a wordsmith, too!
- 11:30:51 @oceanshaman Spoof book at the time: "The 58 Second Employee: How to Stay 2 Seconds Ahead of the 1-Minute Manager."
- 11:31:39 @oceanshaman Spoof book on In Search of Excellence: "In Search of Competence."
- 11:33:11 @wallybock Gotta learn from those "inconvenient " "no" votes, too!
- 11:49:37 @bizshrink I know, but the yachting bit really got to me ....
- 13:35:59 @minutrition Arguably no. Yachting rich elitist sport. In clean water. Wearing Rolls Royce cap. Stuck his finger in Gulf folks' eye.
- 16:46:52 6 favorite quotes: Ready. Fire. Aim. (Ross Perot)
- 16:47:43 6 favorite quotes: Reward excellent failures. Punish mediocre successes. (Phil Daniels, Aussie bizman)
- 16:48:14 6 favorite quotes: Fail. Fail again. Fail better. (Samuel Beckett)
- 16:48:57 6 favorite quotes: You miss 100% of the shots you don't take. (Wayne Gretzky)
- 16:49:47 6 favorite quotes: Blame nobody. Expect nothing. Do something. (Bill Parcells, football coach)

- 16:52:35 6 fav quotes: U.S. Grant routed day 1 Vicksburg. Sherman comes to his tent, "Bad day, Grant." Grant: "Lick 'em tomorrow." (That's my #1)
- 16:53:03 6 favorite quotes: Lick 'em tomorrow. (U.S. Grant)
- 16:53:40 Leadership's "2Rs": Relentless. Resilient.
- 16:55:14 @OneLife Churchill: The key to success is going from failure to failure without losing your enthusiasm.
- 16:55:34 @michaelombardi Nice!
- 16:57:01 @ConversationAge Muhlenberg was great fun!
- 16:59:50 Kind of company I love: Aquatic Parts Co. (Biggest in world at distributing pool & spa parts!) (Was behind APC truck on Rt2 Boston ystdy.)
- 17:01:32 @michaelombardi But Newman was prettier and made better lemonade :-)
- 17:02:26 @OneLife Enjoy!!

Monday, 21st of June.

- 11:12:52 Tom's take on an article about economists by Anatole Kaletsky: <http://is.gd/cXNCF> ^SD
- 11:13:40 Tom takes BP engineers to task: <http://is.gd/cXNJx> ^SD
- 11:39:51 Toot toot. My own horn. Please do let me know what you think of my blogpost on engineers' "sacred" disciplinary responsibility. (Re BP.)
- 11:41:36 Brand you. Not about fluff or "personal market positioning." About: (1) Doing great WORK. (2) Having a wide-deep-growing NETWORK.
- 11:43:20 @chiprodgers The only thing my colleague Shelley Dolley tweets about is the content of new blogposts or videos or audio at [tompeters.com](http://tompeters.com).
- 11:44:37 @ducttape Thanks for a great interview!
- 11:45:45 @samuelhorowitz Thanks for the kind words, good Monday morning elixer.
- 11:46:43 Hey KIWI pals, what a day: (1) tie Italy in World Cup. (2) Better yet, days are getting longer!!!
- 11:49:45 @Air1Paul Last meeting: Was it "excellent." Life lived one hour at a time. EXCELLENCE is the next meeting-or it's nothing at all.
- 11:50:56 EXCELLENCE is the next meeting. Or it is nothing at all. (EXCELLENCE is about now, not some mythical future state.)
- 11:53:15 @manavecplan Yes. Love comments. Hoping to migrate comments to Twitter.
- 12:41:54 @DrCesa I think it was Bernard Baruch who said, "Every night before you go to bed, forgive everybody of everything."
- 12:43:05 @DrCesa Grudges are more corrosive then any acids concocted from bits of the periodic table.
- 12:45:22 @2healthguru What can he do about medical errors at Brigham & Women's, his home port?
- 12:46:46 @2healthguru Last visit to B&W an internal medicine doc prescribed, 12 hours hence, an MRI. Whoops, I have a pacemaker, which he knew.
- 12:48:59 @2healthguru Same visit B&W, computer spit out test result. Whoops missed followup test (also B&W) which clesred up 1st test uncertainty.
- 12:49:27 @2healthguru Get thine own house in order, doc.
- 12:52:14 @cubanalaf Unless, um, your assumptions are faulty :-)

- 12:55:55 @IsCool Agree with implicit point, but some things you gotta do because you gotta do 'em. (Not everthing measurable in numeric ROI terms.)
- 12:59:01 Beware cutting all "little" "distractions.". Most breakthroughs come from "inefficient" "little" detour that leads to ... which leads to ...
- 12:59:59 @gerryman5 Agree re all professions, it's just that I'm an engineer.
- 13:52:49 @2healthguru Agree entirely!
- 13:53:22 @GarethKane Alas, damn few of the boxes were ticked.
- 13:54:31 @IsCool Agree. Been fighting this for years, defending IT departments since 1980. (Biz sense yes, but not the only dimension.)
- 14:33:11 @gerryman5 Yes, talked w/harried young lawyer big firm. Suggested she re-read her law school application-recall why she chose this path.
- 17:21:46 @tseamon Glib.
- 17:29:07 @gfriend Not charging us with a crime! But drugs dirty biz; ihigh demand breeds baddest of the bad. Taliban needs opium \$, big U.S. demand.
- 17:29:31 @GrayMediaGabe Thx!!

Tuesday, 22nd of June.

- 04:54:40 Not being critical of others, but Southwest employees swcore w/ Starbucks on the "good attitude" scale. (Albany NY, 5AM)
- 04:58:09 @Caperharry Cost containment reality for all, but does not in any way abrogate moral consequences of decisions.
- 09:19:42 New Atlantic cover: "The End of Men: How Women Are Taking Control of Everything." Argument persuasive, consistent with ton of evidence.
- 09:24:30 @john\_ryckman Strange. When SWA pilot said goodbye/thx at BWI, you felt as though he meant it. Most such messages don't connect.
- 09:25:30 @GrayMediaGabe ALWAYS remember re servant leadership, I'm riding on the back of Robert Greenleaf!!
- 09:27:23 @KTCaroline Of course it is a huge systemic issue, as I've said. But that does not relieve the current BP problem.
- 09:28:53 @howyourday Ever occur that if it's a waste, like a BP engineer who saw prob and did nothing, you shoulder part of blame :-)
- 09:31:56 @howyourday Ever occur that if it's a waste, you shoulder part of blame :-) (Parcells: "Blame nobody. Expect nothing. Do something.")
- 09:33:56 @bizshrink Not a matter of anti-men, a matter of fact re women's march to power in economy, governance, and boys marginalizing themselves.
- 09:35:04 @KathyBuckworth Agree with "duh." But the acceleration is breathtaking!
- 09:37:09 @wallybock Change. Change. Change. BUT ... we screw up the same old stuff (especially re people) day after day after day after ...
- 09:40:04 @howyourday ENORMOUS. EFFECTIVELY JR MANAGEMENT ARE THE LOGICAL CHANGE AGENTS. START BY MAKING YOUR OWN LITTLE GROUP BREATHTAKINGLY GOOD.
- 09:42:38 @howyourday EXCELLENCE always. If not EXCELLENCE, what? If not EXCELLENCE now, when?
- 09:46:48 Esp noteworthy in Atlantic article is ... ACCELERATION ... of the "women's takeover." (Eg, think

Fiorina-Whitman in CA, both Republicans.)

- 10:05:26 @stefanstern Damn, Stefan, meant to send you an email to say how much I like today's column! This tweet will have to do.
- 10:07:51 @AlbertCiuksza Re gender roles changing Yes! AND: No! (There's a lot to say for female power. Eg I doubt women ever catch up to us on violence.)
- 10:10:44 @howyourday You are faaaar too kind :-)
- 10:47:27 @stefanstern Only when I'm channeling William James!
- 10:47:58 @AlbertCiuksza Yup.
- 14:47:09 Few things give me more pleasure than Dan Pink's success. He is as good a human being as he is thinker-writer-presenter.
- 14:48:58 @Bowenventure Don't forget Dan's Free Agent Nation!

Wednesday, 23rd of June.

- 11:14:24 If people were rational, hence predictable, requirement for inspired leadership would mostly evaporate. Hint: People are irrational :-)
- 11:16:26 Russian press in Silicon Valley study knowledge econ. We decry loss "old mfg;" meanwhile Russia-China obsessed our POST-industrial model. Hmm.
- 11:18:11 Repeat re book from football coach Bill Walsh: "The Score Will Take Care of Itself." I.e., prep and org culture matter most. Think, um, BP.
- 11:22:13 @oceanshaman Apparent leadership shortage probably about the same as in, say, last several hundred years. "Need more-better leaders" eternal cry.
- 11:23:46 @egobillot Indeed. Black. White. No gray.
- 11:25:42 @GarethKane Amen! All INTERESTING things, good as well as bad, derived irrationality.
- 11:29:57 @acjoshi Blobpost at tompeters.com on this in a couple of hours.
- 11:32:48 @HerzogIND Wrong. If economists wised up, I'd lose my #1 source of humor in life. So here's to clueless economists, my favorite tautology.
- 14:05:17 @Earl52 Would you object if I substituted "overt" for "covert"?
- 14:10:04 @DavidRoads Rat psychologist in me disagrees. I get good at something not really like. Positive reinforcement per se causes me to like it.
- 14:12:10 I can give you guidance for doing a task, but unless you "discover" your own way of doing it you won't own it.
- 14:13:57 I ceaselessly wonder/fret: Am I doing what I'm doing because I love it-think it's important? Or to get or because of the applause?
- 17:36:31 @MonkyWitGlasses Agree re ego and service.

Thursday, 24th of June.

- 10:28:43 Southwest Airlines. Beauty of one type aircraft. Mechanical. Shift planes-gates. Pilots jump from 1 cockpit to next. No hassle.
- 10:29:10 Southwest Airlines: Beyond "the Starbucks smile," SWA crews seem to enjoy their work, each other's company. It's contagious.
- 10:29:42 "You didn't get what I was saying/writing" = I WROTE IT/SAID IT WRONG. (The receiver only

- mis-understands when the originator mis-sends!)
- 10:30:25 Ink the word "LISTEN" on your hand before your next meeting. (And/or "DON'T INTERRUPT.")
- 10:30:54 Effective communicating REQUIRES "wasting" lots of upfront time to establish rapport. ("Getting right to the point" usually disastrous.)
- 10:31:24 If you "got a lot across" in a presentation, odds are you got nothing across. If you got ... ONE THING ... truly across, you hit a home run.
- 10:35:22 From The Atlantic/"End of Men," on inflexibility: "Men seem 'fixed in cultural aspic.' With each passing day, they lag further behind."
- 10:35:48 From The Atlantic/"The End of Men": Numerous college women assume they'll be primary bread winner, guys "are the new ball and chain."
- 10:38:56 Speakers: "Over"use the word ... WE. You must make common cause with audience. When talking about screwups, lead with your own screwups.
- 10:39:24 "I need your help, and here is the way it's done." Congrats, you just won "De-motivator of the Week" award.
- 10:40:28 Getting "skunked" (BY A SKUNK!) is not one of life's great joys. (We have mega-skunks. Little IEDs.)
- 10:40:53 It's Thursday. 3 lunches down, 2 to go for the week. Has each lunch had a strategic purpose? (Wasting lunch = Mortal sin.)
- 10:41:10 LUNCH = Raw meat for change agents!
- 10:41:30 CONTRIVED OR REAL SOCIAL OCCASIONS = Raw meat for change agents!
- 10:41:54 CHANGE AGENTS WILL GO TO ANY LENGTH FOR A FACE-TO-FACE MEETING. (Written by one who appreciates/uses/thrives on "new media.")
- 10:42:24 It's Thursday: Have you had at least ONE lunch with someone new in another function this week?
- 10:42:53 The principle of unequivocal civilian control of the military is Holy Writ in the USA. And thank God. Obama had ZERO choice.
- 10:43:15 Stopped comments at my Blog. Am using Twitter and tompeters.com interchangeably.
- 10:43:59 1st cover story/In Search of Excellence/Inc./0783: I described book as "the kinds of things your mother used to say." Nothing's changed.
- 10:45:58 @\_robin\_sharma Totally agree Robin. As communicator it's #1 requirement to take precisely that into account as best I can.
- 10:46:42 @\_robin\_sharma Gotta understand each receivers politics (external, internal) ... as best I can.
- 10:50:28 @paulwiggins 3,000 speeches in 67 countries and 1 this week with no time for "wasted time" says my hypothesis is plausible.
- 10:52:04 @paulwiggins Trying not to be rude, but this single area where I claim pretty unequivocal expertise-those 10,000 hours of Gladwell's X10.
- 10:53:41 @paulwiggins I mean, you're joking right. "Get5 to the point" is total baloney.
- 10:54:46 @BillNigh + wrist, miscl other body parts in a pinch ...
- 10:55:39 @schulbs The military has a chain of command you don't screw with. Lotta generals fired for insubordination over the years.
- 10:56:43 @schulbs I'd hate to be McC's drunk staffers who mouthed off in the Paris bar.
- 10:57:55 @nerio123 True, but my vote goes to India's messy politics!!!!
- 10:58:25 @Wylieknowords Thx!

- 10:59:17 @MartyChambers Which one, there've been so many ....
- 11:00:58 @\_robin\_sharma I change probably 25-50% of speech on the spot in response to body language; it's why I love live events.
- 11:02:26 @paulwiggins National Speakers Association would disagree with me too.
- 11:04:33 @paulwiggins False. If goal is to induce change you do whatever it takes to connect.
- 11:05:45 @paulwiggins Businesss = Relationships. Relationships are not about efficiency.
- 11:06:26 @MartyChambers Sorrrrrrrrry!
- 11:07:54 @MartyChambers Managing the blog, or my blog, expensive. Am cutting back 80%. Simple cash flow issue. (Nearly decided to close whole thing.)
- 11:09:25 @paulwiggins Read literature on gender diff. Women "mess around"-but much faster on implementation because of time "wasted" on consensus.
- 11:10:07 @IanSanders Sounds like a deal! (Alas, no plans at the moment.)
- 11:12:55 @JacquesWerth Isn't instant trust an oxymoron?
- 11:35:29 @consultantlaunc Asking the wrong guy. "Yes" = Arrogance. "No" = Diffidence.
- 11:37:46 @paulwiggins And logistics and outcomes are a product of execution which is a product of relationships which are not about efficiency.
- 13:15:33 Interesting. From my speaking experience can come pretty quickly, though I mostly think the people who trust me trusted me before I arrived.
- 13:16:34 @JacquesWerth When somebody trusts me quickly, on second thought, it's probably taken me 30+ years and 16 books to foster that trust.
- 13:17:28 @JacquesWerth Trust is a radical new concept? (Sorry, don't believe in a "method" for achieving quick trust.)
- 13:20:33 @martibarletta Thanks Marti, but the genetically disposed rat psychologist in me still worries.
- 13:22:53 @Ed Perhaps I am trustworthy because I don't trust any theory starting with my own. Skepticism has pluses and minuses.
- 13:33:13 Ordered "In Search of Paradise: Middle-Class Living in a Chinese Metropolis." Chinese get wealthier, same aspirations as developed countries
- 13:35:13 @marialet37 I've discovered that one mostly converts the already converted :-)
- 13:45:11 @hrheingold Consistent the world over. It's about the only thing we "know for sure" in administering aid programs in developing countries.
- 13:47:29 @goldsmith Rocket science gave us Wall Street meltdown and BP catastrophe.
- 13:48:09 BP, Wall Street: Imagination outpaces execution. Message here?
- 16:15:29 @ProjectImprove Can't win 'em all ....
- 16:16:57 @phyllismufson That's why I used the quotes; it's actually the most important bit.
- 16:17:48 @gvmcmillan Good point.
- 16:18:55 @JacquesWerth I thought you said that it could be done quickly; if I mis-read, apologies.
- 16:20:15 @SweetSue Singing their only "ownership;" didn't conceive of ownership in terms of acres or the like. (Like social media???)
- 16:21:43 @Danny\_Bentley Among BIG banks, I'd not disagree. A lot of community banks are also exceptions.
- 16:23:30 70-68. I thought the NBA season was over.



19:10:26 Tom examines the word SERVICE and its beauty: <http://is.gd/d2MGs> ^SD

Friday, 25th of June.

- 09:14:49 Tom explains why who sits next to whom in your office can make a huge difference in this new video: <http://is.gd/d3BIY> ^SD
- 12:14:46 Blogged about McChrystal today; up in an hour or so.
- 12:18:21 @sanderssays For football or jaw jaw?
- 12:18:50 @scottlee84 Too kind :-)
- 12:21:05 @goldsmith Not all bad. Not all good. Ah, life.
- 12:22:19 @OceanClubHR Hopefully that's "wild" rather than "wile" :-)
- 14:18:22 @jshuey Basis for economy intellectual property. Appropriate laws still murky. Take 25 years of rich lawyers to sort it out. Agree?
- 15:42:46 @OneLife Thank you for the Friday afternoon "fix."

Saturday, 26th of June.

- 10:06:35 @helencrozier Sorry for interrupting the retreat :-( Thanks for the kind words :-)
- 10:28:17 @ClaireBoyles Thank you!!
- 10:30:39 @johnsonwhitney @marketingisus Operative word is indeed ... HUGE.
- 10:33:27 @jshuey China vows move fast up value chain. Economy = Intangibles = Insanely difficult to control ownership.
- 10:35:02 @saleswizard9 Demonstrate ability to motivate people, enhance group cohesiveness.
- 10:36:42 @jshuey Maybe lag a bit; if not, cut off more innovation to quickly. THERE ABSOLUTELY IS NO "RIGHT ANSWER."
- 10:38:23 @inspiremetoday From BP, seems as though a lot of rocket scientists have ability to go to the moon but not get back.
- 10:39:57 @stopafib Face-to-face with editors has always been of the utmost importance to me, and I refuse to classify that as an "age thing."

Sunday, 27th of June.

- 18:06:10 The assessment of whether a tease is cruel or not lies only in the eyes of the target—who more often than not says it is.
- 18:06:27 Laughs at others' expense = You are a jerk. (Laughs at your own expense = Bingo.)
- 18:06:49 How many of us are "hyper-sensitive"? Roughly 100%.
- 18:07:57 NYTimes paper edition directs us to web for more info on "notable" deaths. To those immediately involved, every death is very notable.
- 18:08:30 Renown science prof's husband died arrhythmia. She studied like demon. Appalled at MDs' suggests constantly counter to/ignorant of evidence.
- 18:08:59 Angry at self for anger at MDs. But: Sloppy re safety. Epidemic overtreat. Ignorance of/contempt for evidence. Non-coord other MDs.

18:10:08 Fact: So many heroes around! Great WashPost art/0622 on Sandra Seegars, elected chair, Ward 8 Advisory Neighborhood Commission (D.C.).

Monday, 28th of June.

04:01:59 @Iconic88 Business taught as "hard" discipline-hey, there's not even a focus on people!

04:06:30 @triceraHOPS With friends, absolutely. With "acquaintances," who we don't really know, questionable.

04:07:57 @jimmon80 Nicely said.

04:12:41 @cubanalaf You're right; pretty late start :-)

04:14:43 @alexkjerulf The cynic would say, "Yup, unemployment adds to your flexibility immeasurably." Good thing I'm not a cynic ...

04:17:45 Afghanistan makes Vietnam look easy!

04:19:15 Please: Take ... ONE MINUTE ... this morning and direct your thoughts to our soldiers and sailors and airmen and marines in Afghanistan.

05:40:01 Monday note to small biz owner's: You are the world's backbone. Hang in there, God bless-and WOW! your 1st customer today.

05:42:17 Monday note to small biz owners: Does your office-showroom-whatever blow our socks off with its look and feel and taste and touch?

05:42:49 Monday note to small biz owners: DON'T WASTE TODAY'S LUNCH!!

05:43:46 Monday note to small biz owners: Call (not email) ONE CUSTOMER before 9AM.

05:44:37 Monday note to small biz owners: Call ONE VENDOR this morning and thank them for an on-time delivery last week.

05:45:52 Monday note to home gardeners like myself: Hydrate!

05:46:26 Monday note to docs-nurses-techs: WASH YOUR HANDS!

05:47:53 Monday note to all of us: Work ... CONSCIOUSLY ... on your smile this morning.

05:48:16 Monday note to small biz owners: KINDNESS IS FREE.

05:49:32 Monday note to small biz owners: K = R = P. Kindness = Repeat business = Profit. (BE PROACTIVE ABOUT THIS!!!!!! NOW!!!!!!)

05:50:52 Thank you Mr Byrd for defining the meaning of service.

05:54:29 Consider: Tear up your necessarily long "to do" list. Instead spend the entire day concentrated on ONE thing that may make a big diff.

05:56:34 It's Monday. Monday = Fresh start. What will you do in 1st 10 minutes at work which smacks of Renewal-Excitement?

05:57:47 If you and your team can get "the attitude thing" "right" for the 1st 4 hours of the week, odds of a great week go waaaaay up.

05:59:05 @LeeJCarey Better yet, with Bad news. (By which I mean truth-telling if necessary.)

05:59:53 Optimism is the elixir of the gods. Patently false optimism makes you look the fool of fools.

06:01:39 Only fools "don't suffer fools lightly." Not everybody moves at your speed.

06:04:47 I'm reading the book "Matterhorn." Took 30 years to write. Some things don't happen overnight.

06:06:19 Eleanor Roosevelt: "Do one thing every day which scares you." THIS IS ESSENTIAL & FAR EASIER SAID THAN DONE!

- 06:11:46 The ... GEEZER MARKET/>70 is ENORMOUS. And hopelessly underserved. AND V. DIFFICULT TO IDENTIFY WITH. What might you do about it?
- 06:14:11 I'm 67 & don't identify with 75s. "Old folks" are indeed "different." And often make us kids uncomfortable. But what a biz opportunity! So??
- 06:15:51 There is no way to adequately describe how tough it is to get your arms around the "geezer market." But, again, what an opportunity!
- 07:00:12 @umairh With all due respect, that's the most absurd statement I've heard in a really long time.
- 07:01:09 @swagclub Yes!
- 07:01:42 I was just rude. Yikes.
- 07:55:08 @christopherhalo Sometimes I do a 5 or so tweets in Word doc; means I can review a few hours later to check tone. Helps round down rudeness!
- 07:57:25 @tdeletto Absolutely. But even if they didn't I'd still bow down to celebrate the effort. Good or not, monumental effort to make a diff.
- 15:06:58 Tom blogs about the practice of Excellence: <http://is.gd/d84Ok> ^SD
- 19:52:54 Surely someone must already have said this: BP/British Petroleum to ... BP/Beyond Petroleum to ... BP/Burst Pipe.
- 19:54:21 @DavidFCox Fantastic!
- 19:59:02 @jdistraction Million years ago, wonderful article in Harper's on how our dogs train us!
- 20:00:00 @LauraKennedy Don't we wish! Mostly determined by comparison to our immediate peers.
- 20:02:19 @mwurquha Publisher.
- 20:03:28 @TheJobQuest Agree, so not sure about your point???????
- 20:04:55 @MADconsulting Say more, please...
- 20:06:26 @JBWPhoto It's brilliant.
- 20:11:53 @stevefarber Thanks, buddy!
- 20:14:56 @StevenLGrizzle Small states like Wv and my VT elect 'em young, keep 'em forever, harvest the pork!
- 21:28:36 @TheJobQuest Agree.
- 21:29:28 @Caperharry Agree.
- 21:31:38 @Caperharry I blogged on approx 10 days ago. Professional engineers, like docs, have solemn responsibilities that transcend local pressures.

Tuesday, 29th of June.

- 02:57:21 @garywells60 Nice.
- 02:59:14 @Caperharry Defines crappy leadership! I'm coming at it from a somewhat idealized belief in the obligations of the profession.
- 03:00:58 @TheJobQuest Thinking about the likes of those strange polls that say lots of East Germans like to return to old days: crappy ... but equal.
- 03:02:57 @Caperharry Are you old enough to remember astronaut Frank Borhman joking from space about every part of his craft made by low-price bidder?
- 03:10:44 @karaweber Problem is getting too narrow. Job will be performed better if your interests are broad. Creativity comes from the periphery.

- 06:46:47 @max4974 Thx. Re-reads are a special thrill for an author!
- 06:47:16 @IanSanders Um, so did I ....
- 06:52:01 @IanSanders I actually had to do doyen as well ... (epigrammatic ... "terse and ingenious" per dictionary.com-how 'bout that! )
- 07:59:49 @Caperharry Be delighted!
- 08:00:24 @IanSanders Like that one better, a poet, hmmm ....
- 15:47:31 Women's takeover of everything accelerating. As in everything: WSJournal reports today that women are the most highly skilled beer tasters!

Wednesday, 30th of June.

- 08:02:11 @mkarun99 Because it's the most significant phenomenon that is occurring in the world. ("since the dawn of MANKind," as The Atlantic put it).
- 08:02:31 @mkarun99 They are.
- 08:04:10 @JoAnneBerg Your comment is completely fantastic!!!!
- 08:05:38 @oceanshaman Ah, no doubt :-)
- 15:28:33 @micksay We all get lucky if we keep talking long enough :-)
- 15:30:10 @derekfelton Not dismissing hard work, etc, but the Gods of Perfect [accidental] Timing were the wind in my sails.
- 15:33:04 @micksay Believe in network power, but depth of relationships as important as breadth. Also, 1st up, for God's sake-a terrific product!

## July

Thursday, 1st of July.

- 08:48:16 Many of you go weak in the knees over cool software. Some of us go bananas over supercool earthmoving equipment—once a civil engineer ...
- 08:48:43 Picasso was a great artist. But as good an artist as a construction-equipment operator with a neurosurgeon's touch?
- 08:49:58 SJobs "garden variety" genius 20 yrs ahead of his time (3% mkt share forever). Diff: He hung with vision until his commercial ship came in!
- 08:50:19 All the folks beavering away in Philly's July heat 234 years ago knew they'd hang if they signed! Talk about strong beliefs!
- 08:50:44 Magna Carta, Declaration of Independence. Matter of great principle? Or byproduct of the king screwing the land owners one time too many?
- 08:51:15 Doctors an hour late for an appointment. Contractors 3 days late with a small job. Late = Late. Inexcusable for any professional.
- 08:51:30 There is no such thing as "a little late."
- 08:51:56 What's worse than you being late for a meeting with your boss? Answer: Your boss being late for a meeting with you!
- 08:53:08 There is no greater gift than a fierce critic!
- 08:55:47 @ElinaGrigoriou I love stellar earthmoving equipment operators. (The best psss Gladwell's 10K hours test.)
- 08:56:36 @thebrandbuilder Fashionably late = Ego-centric twit.
- 08:57:12 @Sirkwesi If you can find 'em ....
- 08:58:47 @tseamon Or a non-troubled soul. How about "greatest gift"-all stop.
- 09:00:21 @cubanalaf "Wonder woman" boring idea. Virtually all women are wonder women! Now "wonder man"-one helluvan idea ..
- 09:04:48 @thebrandbuilder Key battle American revolution-Yorktown. Present: 9K American soldiers. 29K French soldiers. May God smile on the French!
- 11:27:22 Brand You: Everybody is a Salesperson. You are an ambassador to anyone outside your organization. <http://is.gd/dbwjV> ^SD
- 13:40:45 @micksay Love it.
- 13:41:14 @micksay Too kind.
- 13:44:36 @DAtkinson4PC (1) Appreciate it! (2) As the T-shirt I bought at Spamalot reads, "NOT DEAD YET."
- 13:51:48 @QuantCoach I'm all for bloop singles! (Prob 0.1 second late; so I'll allow 0.1 sec tardiness; presumably 0.12 = swinging 3rd strike.)

Friday, 2nd of July.

- 10:39:05 1937.

- 15:41:09 @micksay Missed that by 34 years! 1903!
- 15:42:30 @andrewbirt Wow! Thanks!
- 15:46:12 1937. Finally pulling out Grt Depression. FDR-Cong cut budgets, etc. Boom. Right back to quasi-depression-saved by Hitler-Tojo-arms making.
- 15:47:43 1937 parallel: How serious is growth slide? Is comeback assured. Time to tighten purse strings-or leave 'em loose?
- 15:48:32 I don't want a doubl-dip Great Recession. (We are/may be at "tipping point.")
- 15:53:51 We posted my July 4th message a couple of hours ago at tompeters.com.
- 15:55:48 @focuscom The only thing, alas, that got the economy back on track was war.
- 15:56:31 @JohnMMcKee1 I don't thought I welcome a strong military.
- 15:57:16 @micksay Yup. 5 miles, moderate hills today. (Georgeous day in VT!)
- 16:04:47 @MindshareVoice Cutting back on my activities. Overall mgt of blog not in the budget; this was one of several things reluctantly cut.
- 16:05:08 @CoachBru And thank you for that nod!

Saturday, 3rd of July.

- 10:16:55 @IanSanders Thx, Ian
- 10:17:21 @michaelombardi And to you!
- 10:20:48 @so\_on Sorry to lose you. But no plans to change style. When they come they come. It's the way my mind works.
- 10:26:11 Goal of more women in top spots not "gender balance." It's to change the nature of way orgs perform. (SHelgesen-JJohnson, The Female Vision)
- 15:29:29 There are very good consultants. But even the best should acknowledge their uncertainty varies between high, very high and stratospheric.
- 15:31:02 @VincentHunt Far from genius. Just write a lot. Bound to get something right :-)
- 15:32:32 @tedcoine Many days I'm not! (But many thanks!!)
- 15:33:59 @YvesHanouille Unless the consultant claims to know-which happens a bloody lot.
- 15:34:49 @YvesHanouille Depends on the type consultant-many hired for specific technical expertise.
- 15:35:08 @futurescape Well said!

Sunday, 4th of July.

- 12:08:03 @JoelHeffner True! (Plus something about "all hang together")
- 12:08:55 Special thanks to George III for pissing us off-and the French for saving our collective asses!
- 12:10:53 @tonkawaman Thx for the feedback!!!
- 12:15:24 @shapeofwinner In all fairness (though why be fair?), many-most English thought GIII was over-doing it.
- 12:17:31 @jonhusband And wrong in industrial age too!
- 12:26:51 Earthquake in Palo Alto: Stanford biz school says working effectively with people is important!
- 12:31:10 U.S. life expectancy, 2010 est: #49. Should we move to Bosnia (#42)? (Sorry, inappropriate July

4 thought.)

- 12:37:56 @stopafib Saloner is yet another economist-as-dean!
- 15:03:53 @stopafib Presume you're joking. There off 5 yrs in 70s; not 1 word of Drucker assigned. They wouldn't touch my stuff with a 10-yard pole.
- 15:06:33 @AlaniaT No surprise. Actually left out a word in Tweet. Twas new dean, economist Garth Saloner, who concluded that people matter!
- 15:12:12 Almost sparkler time. Old man (me) misses politically incorrect past when we blew off fingers on 4th w/brutes of unsafe firecrackers.
- 15:12:46 @brunoaziza Thanks for the great company you've put me in!!
- 15:13:05 @OneLife Great fun to do!
- 17:29:45 @ShannonPaul I don't want to mislead-I have all 10 as well, though a couple of close calls :-)

Monday, 5th of July.

- 13:52:17 Sailor's stolen small bag of nutmeg = Lifetime income; mid-size house with servants. (Economy based on trivial pursuits, circa 1575.)
- 13:52:47 Epic greed. Revolting violence and privation. Singleminded pursuit of frivolous product. Spice trade 1500s. (Intangibles economy old hat!)
- 13:53:11 Erving Goffman/1959, "The Presentation of Self in Everyday life." (Seminal psych book.) "Style" as important as substance in human affairs!!
- 13:53:28 If listening doesn't exhaust you-then you aren't listening.
- 13:53:48 Is your default response frequently sarcasm? If so, worry. A lot.
- 13:54:13 Open Zappos CEO Tony Hsieh's book "Delivering Happiness" to any page-odds are you'll find something of significant value!
- 13:55:43 @stanperry Thank you!
- 14:23:15 @jeremydhoine Agree. (F better than M)
- 19:43:06 @brenisphere The more interested, the more exhausting. You have to process so much direct/indirect information. I'll go to the mat on this.

Tuesday, 6th of July.

- 09:14:58 @josephg5 Respectfully disagree. Listening effectively requires every erg energy to process effectively. Listen wrong people easy-tune out.
- 09:16:41 @josephg5 Nothing that is done well is not exhausting. (I wanna die after a speech; I'm literally sick with exhaustion, cry sometimes.)
- 09:22:26 Remember: Even with longtime colleagues you only see a small fraction of what's there. Always be sensitive.
- 09:23:57 To be sensitive is not to be soft. Sensitive is a good idea in business because it works!
- 09:25:08 Internal customers at least as important as external customers-what's your "love and affection" strategy for internal customers this week?
- 09:44:33 @triniconnect All we have, as in all, personally or professionally, is the quality of our relationships!
- 09:46:13 @GeoffreyWebb More on "Chief Freedom Officer," please ...

- 09:49:21 Must be VT air national guard summer season. Like a warzone over my farm! (Hope BP didn't have maintenance contract on their altimeters.)
- 09:51:12 Brushcutting at 90F+ nasty, even with hydration-using a kitchen timer.
- 09:52:26 @RonSupportsYou "Great" article somewhere yesterday on corps setting up non-profits to receive earmarks! Ah, American ingenuity!
- 09:57:05 So sad history teahing stinks. In history, the "{backstory" is the real story-and fun.
- 10:01:07 @baldovski Bend pages, doodle, short or long notes-book looks like the dog got it by time I'm finished!
- 10:01:32 @RonSupportsYou Thx!
- 10:02:50 @michaelombardi Spot on! Esp because I do my brushcutting by hand!
- 10:04:46 @JoelHeffner Good teachers do indeed tell stories-hardly the norm in my experience. Usually the thread is linear.
- 10:08:08 @JoelHeffner Also, majority cirricula too wide. My love history 10th grade teach who spent half course on Gettysburg-taught us to deep dive.
- 10:09:38 @JoelHeffner Also, thx for your 28 yrs of service to our kids!
- 10:18:32 @JoelHeffner Very cool!
- 10:19:47 @JoelHeffner I wrote about it in The Little BIG Things. Speech = Edited string of stories.
- 10:36:30 Have you sought out and over-reacted to a customer (external or internal) problem today? (HUGE OPPORTUNITY.)
- 10:37:42 @tedcoine No master, but enough bad practice to have made the lesson stick!
- 10:38:00 @LeadershipNow Very nice.
- 10:39:42 @anthonybass Your Twitter pic has a football uniform. I lovet it when pros give an oppponent a hand up after a hit.
- 10:40:19 @JoelHeffner Wow! Now there's a syory :-)
- 14:01:00 @AlaniaT No idea.
- 14:02:13 @TisMeHonest Thank you for the EMPHATIC answer-it's the way I feel too.
- 14:03:43 @FoundOnWeb Nice! (Or, rather, awful-but-accurate.)
- 14:06:03 @mylestdavidson If you were in finance, it would be IS, HR, purchasing etc etc.
- 14:07:47 @tedcoine The only master in the world of organization effectiveness I can think of is James March.
- 14:10:30 @shashikolar Selfish?? You have me completely befuddled??? Reacting vigorously to a customer problem is selfish in what way???
- 14:11:49 @anthonybass I'd never use the word "just" before courtesy! Courtesy is as good as it gets!
- 14:13:50 @chuckwilliams2 More fools they ...
- 14:16:57 @bizshrink Goodness, written chapters on wm leaders in about 7 books, probavly 50 blog posts, and I'd bet 100 tweets, most recent last week.
- 14:18:21 @bizshrink Even have a decal on the computer I'm using that says, in red, "WOMEN ARE BORN LEADERS!"
- 15:06:18 @shashikolar Any thoughtfulness in business therefore impossible. While can come from heart, gonna cross your mind that it'll help the P&L.



Wednesday, 7th of July.

- 10:00:33 @TimLonghurst Thank you!
- 15:55:54 "Words" - the latest free section of The Little BIG Things read by Tom. <http://is.gd/dj9ml> ^SD
- 15:57:56 @wallybock Bless you X1000 for focusing on "working supervisors"--not sexy, but the heart of Excellence!!!
- 15:58:53 @Girardi\_HUNTER Back to Sao Paulo in late August!!
- 15:59:26 @jseral And thank you for the great comment!
- 16:14:38 I bet 95% of "strategies" fail not because the strategy is defective but because the execution falls flat.
- 16:15:57 Duh-of-the-day: If you run a 632-person outfit you are totally dependent on the fire in the bellies of the 631. By yourself you ain't shit.
- 16:38:07 @DonaldIDavies Well, for one small thing, business schools might start emphasizing "the people bit."
- 16:39:00 @denysmonteiro Well, of course-but I'm known for understatement :-)
- 16:40:07 @unorder Longer discussion needed. But too much clarity a problem. Success is mostly a function of Excellence at Plan B.
- 16:41:15 @QuantCoach Or too low.
- 16:42:05 Mega-congrats to our Dutch and Spanish friends!
- 16:44:32 @DonaldIDavies Earth wobbles on axis! Business schools discover importance of people! 6,000 quant professors fired across USA!

Thursday, 8th of July.

- 05:01:34 @fnbleadership thx
- 05:05:23 @HireTedBiz how about ONE to gazillions?
- 05:06:00 @Iconic88 Nice!
- 05:07:58 @DonaldIDavies Geniuses are, like all others, more often wrong than right. (I'm a hard worker, but I ain't no genius.)
- 05:09:53 Strategy versus execution/strategy and execution. What's the ratio of importance Sunday for Spain and the Netherlands?
- 05:43:54 Great people will create great strategies. Great strategies, if there are such things, will not create great people.
- 05:45:44 People. Execution. Action. EXCELLENCE. That's my last 45 years' work.
- 05:47:24 @HireTedBiz Larry Bird said he wanted his tombstone to read: He worked as hard at practice with no one watching as in the playoff finals.
- 05:47:56 @futurescape = Execution!
- 05:48:57 Sorry for the continued venting-It's just that I'm so distraught about the clueless Stanford b.school dean. My school!!
- 06:01:28 @\_robin\_sharma Be-Do. John Boyd. "Do you want to 'be' somebody-or do you want to do something?"
- 06:02:07 @tkpleslie Go Susan!
- 06:03:13 @dporter1 Started long ago. Love Stanford UNIVERSITY. Not so sure about Stanford B.School.

- 06:04:03 @harryallen Yes!!!!!!!!!!!!!!!!!!!! (Entire book by the woman who said it 1st.)
- 06:05:53 @micksay How about: "He experienced some success but never forgot his friends." (Frankly, don't know how well I'd do on that one.)
- 06:06:55 @aravindajju Does strategic plan per se devote at least 1/2 of its page count to execution? (Few do.)
- 06:10:10 @schulbs Even Google, go there 'cause "Cool place, so exciting." (Anyway, Google's strategy evolves-mostly don't have a clue, not possible.)
- 06:12:32 I once called super-org something like "latent potential machine"-fabulous people, ready to react to chance comes along, execute furiously.
- 06:14:12 @GHarpreet I think one's parents instill good habits, one stays open to the world, exposed to anything and everything, lets self catch fire.
- 06:15:46 Off to family weekend on the beach-60th birthday my sister-in-law.
- 06:18:54 @dporter1 Thx!
- 06:34:09 @alexkjerulf I appreciate cultural differences. But respect and appreciation and development of people is universal.

Friday, 9th of July.

- 06:37:27 @anthonyunplug Thx!
- 06:46:23 "If your boss demands loyalty, give him integrity. But if he demands integrity, give him loyalty."  
—John Boyd, military strategist, pilot
- 06:50:16 @Billy\_Cox I am a great fan of Issy's! (His book is terrific.)
- 11:04:19 Treat your employees like customers. Why? Tom answers in a new video: <http://is.gd/dIGtP> ^SD
- 16:06:51 "Social media" not "instant gratification," but "instant ... ACKNOWLEDGEMENT ... of my existence"-most powerful force in the world.
- 16:12:13 Fractals: Take single complex accounting transaction apart bit by bit-and you'll have a crystal-clear picture of corporate culture-values.

Saturday, 10th of July.

- 05:32:02 @tonkawaman Paper notes add flexibility. PPs, as I use them, add credibility-if audience sees a quote blown up on PP, bigger impact.
- 05:34:39 @bencarey Way you book a transaction displays such things as integrity, risk proclivity, meticulousness, all integral to values-culture.
- 05:35:53 @thefragrantmuse Central PA cooking this week?
- 05:38:31 @PialiRoy Checks in medicine, developed by Peter Pronovost at Hopkins, terrific. That docs "discovered" checklists in 2008 HIGHLY amusing.
- 05:40:00 @PialiRoy Checklists new to medicine. Used by civil engineers (my trade) for thousands of years, by multi-tasking moms for eons.
- 05:43:38 @futurechat Each wee part of the corporate landscape contains central elements of the whole.
- 05:56:38 Attention span: If spill capped next 96 hours (probable) will story de facto die in few weeks?? Bet it will, even in age of the blogosphere.
- 12:56:24 @thefragrantmuse Very few sidewalks, but cows turning directly into barbequed hamburger in

the pastures :-)

Sunday, 11th of July.

09:58:07 @tkpleslie Hopefully it wasn't hopeless :-)

09:58:35 @OneLife Wow!

Monday, 12th of July.

04:49:20 @JoelHeffner Not sure about the second part, but the 1st is surely true :-)

14:09:36 Powerful English econ mid-19 cent dependent opium trade/financial legerdemain -so much for "old days" where "mfg products" ruled.

14:11:57 Historically, dominant economies-Venice, Holland, Britain-based success on financial prowess, traders, navies, consumption of frivolities.

14:17:32 Reading "Nathaniel's Nutmeg: Incred Spice Trader Changed History," "All Tea in China: How England Stole World's Fav Drink, Changed History."

14:18:41 @josephg5 Agree, but act per se draining-all senses fully committed.

14:20:25 @JoelHeffner May be smidgen of truth to that. Also, I use PP for opposite of normal reason-to confirm oral story, not to push story forward.

14:34:44 @umairh Disagree. All forms of success artistic blend of impatience and patience. (Key word: Artistic. No reliable algorithm.)

14:36:25 @hrheingold Best "thinking tool"? 3 day silent zen retreat :-)

14:38:07 Try "Hamlet's Blackberry: A Practical Philosophy for Building a Good Life in the Digital Age," by William Powers (Powers is not a Luddite!)

14:38:51 @hrheingold I know, just couldn't resist!

14:41:56 @NickEggleton What?? I'm solid Brit-o-phile including service in Royal Navy. If I'm pissed Amer Airlines does that make me anti-American?

14:43:09 @hrheingold Me too, but I think I should try! (Old friend goes on occasional 8-day silent retreats.)

14:44:16 @oceanshaman Absolutely-drink, spices, smokes were causes of war, bases for dominant economies.

14:45:21 @oceanshaman Trade in baubles of utmost strategic importance for thousands of years.

14:51:03 @anagoelzer Agree, was focusing with my responses on 1st tweet which commented only on patience, impatience.

14:56:24 @IdeaGov Am going out in 90 degree heat in VT for 60 min or so brushcutting. Invariably do my best thinking in the process.

14:57:36 @NickEggleton Feel free to provoke. But on that one you happened to be flat out wrong.

14:59:11 @oceanshaman Indeed! Not to mention wolves, etc etc etc

17:29:20 @martibarletta Who uses the most salt on the lip of the glass, F or M?

17:33:48 @swichman Prof sports loyalty either way long gone. Days sports "loyalty" mostly days of players getting screwed by owners! Yeah Curt Flood!

Tuesday, 13th of July.

- 09:21:58 Not so many know how much George Steinbrenner contributed to American success in the Olympics-especially the Winter Olympics!
- 09:24:39 @wallybock Way back when, then Apple exec Guy Kawasaki spent 100 days per year on evaluations; said, done right, peerless development tool.
- 09:25:50 @wallybock McKinsey "secret" to effective evaluations: "Insane" amounts of time spent by senior people.
- 09:27:49 @inspiremetoday I imply I'm against planning. Not really true. I'm a worrywart. Worrying = Effective planning. (If not taken too far.)
- 09:28:30 Warren Bennis on effective teams: "Dreamers with deadlines."
- 09:28:55 Dream without effective execution is B.S.
- 09:29:57 Ted Levitt, Harvard marketing guru-of-gurus: Creativity easy. Innovation (implemented creativity) is the whole deal.
- 09:32:15 @odysseyshine Vermont is a gift from the gods.
- 09:35:55 @Starbucker Gives permission to be a wild eyed dreamer and a prick about implementation simultaneously.
- 10:10:14 @Trevthered Nice! Very nice!
- 15:34:39 @edbrenegar Book on teaching style: Didn't matter whether teach lectured or participative-teacher's enthusiasm for subject made the diff.
- 15:35:22 @smallbiztrends How much???????
- 15:36:41 @MuniPowerLobby I'm flattered.
- 15:38:14 @85BroadsNewYork Ever heard of "Rosie's Girls"?
- 15:38:45 @DrMollieMarti Love Mary Oliver!
- 15:47:18 @DrMollieMarti Invited to do public reading of favorite poem. Chose Oliver. Told "only dead poets." I refused to read.

Wednesday, 14th of July.

- 10:40:14 Re-read Marshall Goldsmith's "What Got You Here Won't Get You There." Absolutely fabulous-must be memorized :-)
- 10:43:26 Interview with Korean journalist. Introduced "XPS," 3 keys successful biz: Unyielding pursuit of eXcellence, People 1st, uperb biz Systems.
- 10:45:30 La Rochefoucauld: "The simplest man who has some passion persuades better than the most eloquent who has none."
- 10:46:21 @VincentHunt Wow! Tryin' to make my day? {You did.}
- 10:52:32 @VincentHunt Mark Twain said something like, "I can live for two months on a compliment."
- 10:53:43 @OceanClubHR Thx!
- 10:56:17 @tonkawaman Total agreement. Sense of humor imperative for success-but must NEVER be at others' expense!!
- 11:02:53 @85BroadsNewYork Google "Rosie's Girls." 3 week summer camps. Teaches girls basic skills like welding, plus more, confidence-building key.
- 11:09:26 Marshall Goldsmith: "We don't spend enough time teaching leaders what to stop." (TP: "To

don'ts" at least as important as "To-do's.")

11:09:52 @MegGuiseppi Yes!!!!!!

11:12:51 @MegGuiseppi She-conomy is fabulous!

11:13:48 She-conomy: Women make 85% brand purchases; 3% ad agency creative directors are women!

11:30:40 @Stephen\_P\_Brown "Not always" an accurate response to 100% of things.

16:10:16 @josephg5 For those who do it 1st, great opportunity to take marketshare from competitors.

16:11:16 @swaroop Says who?

17:21:17 Faking a smile and moderately good cheer on a truly bad day has a terrific side benefit-it makes you feel better in spite of yourself.

17:22:20 @Danny\_Bentley Not sure of true authorship. Ross Perot made it famous, but others said it before him.

18:34:38 @bonfollis Agree!

Thursday, 15th of July.

11:39:09 I'd hate to re-live my life ... but there are a hundred hundred times I was thoughtless I'd like to rectify.

11:39:42 Have you accidentally diminished anyone today by a hasty offhand remark? (If "no"--you are God , or look again.)

11:40:05 There are a jillion "trivial" ways to de-motivate people. (Most have to do with paying attention-or not.)

11:41:00 I bet you un-intentionally de-motivated several people today with an offhand remark ... (Maybe not, but are you sure ...)

11:41:31 If no milestones were reached today, you did a crap job of setting milestones. Most every day should bring at least one "small win."

11:41:59 You ... ARE ... who you hang out with. What does that say about your day? (Try and add at least one outlier to your portfolio of contacts.)

11:43:45 Speaking for Viet vets, Ambassador Holbrooke can go to hell for saying Afghanistan is about national security and Vietnam was not.

11:44:08 What ... PRECISELY ... will you have done by day's end to nudge forward your espoused #1 priority for 2010? (Tomorrow?) (This week?)

11:44:29 Any ... DEMONSTRABLY WORLD-CLASS ... 1st line manager training going on in your place today? If not ...

11:44:54 STOP. DAMN IT. What is your "2010 people development" track-record to date as of 15 July 2010? (PLEASE ANSWER IN EXCRUCIATING DETAIL.)

11:45:16 List two relationships that you have taken a very specific step toward repairing so far ... this week.

11:49:48 @itgEvangelist Had a house North Shore Kauai for a while; loved it!

11:50:56 @coachwoodruff Not at all criticizing, but most of us would benefit from "weirding up" our "hang out portfolio."

11:52:21 @thinkBIG\_blog Wow! I can reel off 25 without taking a breath. Some loose end I've let hang.

11:53:56 @michaelombardi Check your direct messages, just sent ...

- 11:57:21 @thinkBIG\_blog Well a bit more than "bolstered." Many important relationships are a bit ragged, some perceived oversight or the like ...
- 12:25:18 @LeadershipNow Well said ... rarely intentional.
- 12:25:54 @Loni\_Annie Scares me. Soooooo easy to get into ruts.
- 12:28:04 @kimboandersen :-)
- 14:46:59 @thinkBIG\_blog I said In Search of Excellence is "all about the stuff your grandmother taught you"-that got lost in the corporate shuffle.
- 14:48:28 @kamichat The more you give away free the more the fee stuff comes your way.
- 14:51:33 @JohnLusher Collect data, analyze-then go with your [informed] gut.
- 14:52:06 @thinkBIG\_blog Abe & Granny rule!
- 14:55:29 @JohnLusher Gut instinct gets docs in trouble again and again. There's very limited data on what works-and they often ignore what there is!
- 14:56:21 @kamichat But err on the side of freebies!
- 15:18:51 Perfect service record with a customer? Rethink that. Tom argues for the brilliant comeback in a new video: <http://is.gd/dtnmO> ^SD

Friday, 16th of July.

- 09:30:38 In conversation, beware a marketer who talks more than he/she listens. (Don't hire 'em.)
- 09:30:57 In conversation, beware a consultant who talks more than he/she listens. (Cancel their contract?)
- 09:31:18 The most important aspect of giving a presentation is ... listening. (All senses fully engaged.)
- 09:31:47 All biz presentations, even the most technical, must [1st & foremost?] assiduously consider political ramifications for each participant.
- 09:34:18 Still reading explorer lit: "Great" "Age of exploration" not driven empire dreams-but pursuit pricey frivolities—beaver pelts, silk, cloves.
- 09:34:46 Still reading explorer lit: Contrary to manufacturing-fanatics' prattle, idea of "soft stuff"-led economy is hundreds of years old.
- 09:35:37 Wow! Goldman agrees to one-half bil \$\$\$ settlement!! Susan: "Ah, equal to one director's bonus." (Perspective rules!)
- 09:36:26 Just took a look at "The Little BIG Things." Realized the book took 50+ years to write.
- 09:37:53 @ScottMaclver Agree, M more than F.
- 09:39:04 @GarySchneider I hope I listen as intently as I can to responses. (Pretty good response rate last time I looked.)
- 09:39:45 @elliottross Yup, more so for sales.
- 09:41:12 @chrysula Not because it's "cool" or "Gen X." But because promise of longterm employment same co. low, so must be prepared to sell yourself.
- 09:42:36 @wallybock Longtime Aubrey fan-good call Wally!
- 09:43:34 @swichman Up in the air-or down on the farm?
- 09:46:45 @EwanToo Agree!!!!!!!!!!!! Awesome book!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!! (Better than ANY "thriller"-it is a "thriller.")
- 09:47:23 @chrysula Whoops, meant Gen Y.

- 11:30:33 @chrysula Actually when we talk GenX/Y, it's snobbish. Fact is, the 80%+ who work in small businesses NEVER had any form of job security!
- 11:31:30 @idsphotography Tell me about it :-)
- 11:31:51 @RenaissanceEgg Thx.
- 15:50:11 Networking. The new free audio section of The Little BIG Things. Read by Tom.  
<http://is.gd/duMj1> ^SD

Saturday, 17th of July.

- 16:21:54 "Life is occupied perpetuating itself & surpassing itself. If all it does is maintain itself, living is only not dying"—Simone de Beauvoir
- 16:22:10 "My life is my message."—Gandhi
- 16:24:56 @jamesstrock You can probably imagine the language I used in my first draft!

Sunday, 18th of July.

- 10:41:24 @WarrenWhitlock But as George Leonard said in "Mastery," we must also learn enjoy "plateaus"-often long gaps between performance leaps.
- 10:43:10 @avisfansler Which is why "Know when to hold 'em, know when to hold 'em" is usually crappy advice! (My fav word of all: RELENTLESS.)
- 10:44:27 @robertamiller Which comes less from "genius" than from tryin' a lot of stuff!! (Hi, Bob.)
- 10:47:18 @armano Guarantee: It'll never be "post consumerism." Has been otherwise for millenia. We warred over silk, spices, beaver pelts, etc, etc.
- 10:49:28 @DavidFCox Longer discussion required. Not one single soul in the history books, by definition, "fit in."
- 10:50:28 @WayneMansfield Please don't use the same word to describe me and Gandhi. He deserves better!!
- 13:02:11 If I had but one of my books to give away, I'd rather give it to small business owner at Lake Woebegone than CEO of Fortune 50 company.
- 13:04:39 @DavidFCox Re your 1st point: alas, except for humans-the only creatures to kill for frivolous reasons.
- 13:05:27 @WarrenWhitlock Yes!
- 15:40:02 SJobs press conf slide: "Antennagate: Not unique to iPhone 4." Translation: "We're no worse than the others." Way to go, Steve!
- 15:41:51 "Maybe it's just me," but I bet no more than 25% of teases are considered innocuous by the tease-ee. The rest ...
- 15:43:59 @philipjwright The Little BIG Things and Re-Imagine. Very different, hence 2 recommendations.
- 15:44:58 @malverson Biz authors sending books to CEOs of big companies mostly stroking their own egos.
- 15:45:22 @malverson Helping small biz is as good as it gets!
- 15:46:12 @WayneMansfield Thanks, Wayne!
- 15:46:42 @WayneMansfield And back to ya ...
- 15:49:01 @IanMatheson I doubt it, but everybody seems to be determined to follow BP & Goldman in to

the sewer when it comes to PR skills.

- 15:56:12 @IanMatheson Doubtless, but my choice as #1 prob is years of hyper-thick insulation from the real world.
- 15:58:34 Sunday reminder: Have you scripted your first few "plays" for Monday morning?
- 16:00:12 Are you stuck with a presentation or report? Show it to your spouse. Or: Even if "impossible," put it down for 2 or 3 days, even one day.
- 16:01:12 Call 2 insiders in other functions and 2 outsiders before NOON tomorrow-and thank them for their support.
- 16:01:47 Zounds. 5,001 Tweets. (How the hell did that happen?)
- 16:03:16 @Mitch\_M You mean wrong choice by of bride or groom :-)
- 16:05:02 @Odegard Exactly!!!!!!!!!!!!!!!!!!!!!!!!!!!!
- 16:07:47 @Ambal Not really. I mean, 1 minute at a time, first 3 or so "little things" you'll do in first couple of hours to set the tone of the week.
- 16:09:39 @complexified Amen. Probably same age in my case. (Uh, plus it backfires!)
- 16:13:15 Happy birthday, Nelson Mandela. What a role model for each of us.
- 16:14:23 How about sitting down with your kids this evening and telling them about Nelson Mandela ...
- 16:15:15 @howyourday :-)
- 17:12:05 @REcrab Most call "National" by the new name "{Reagan." Wish they's call BWI "Marshall."
- 17:13:16 @harttj2701 For starters, not that pathetic slide!

Monday, 19th of July.

- 10:46:48 I admit it: I am anticipating the "Mad Men" season op[ener this week-amazing press.
- 10:48:12 Stat of the day: 8 Afghan policemen killed ... per day. I honor their courage.
- 10:51:28 Classic unintended consequence: Dutch humiliate Brits/Spice Islands. Brits "diverted" to India-which becomes basis empire/world domination.
- 10:54:38 NYT/7-11. Hospitals copy factories. "Breakthrough" per heart doc: board with color-coded patient status. (Horrrifying that this is "new.")
- 10:57:01 Brilliant piece by Nancy Gibbs/Time/7-26: Presidents' greatest accomplishments invisible efforts to keep really bad things from happening.
- 10:59:20 Thoroughly confused by "Inception." Subsequently read many reviews. Raves, but clearly reviewers clueless as well.
- 11:01:18 @shefaly Read it. Admired it as I'm brutal public advocate for patient safety. But snickered at the stuff he calls "breakthroughs."
- 11:02:58 @shefaly Headline: "Hospitals discover Henry Ford. National holiday declared."
- 11:04:15 @2020rex About Eisenhower, LBJ, Bush. (Eisenhower exhibit A.) (I like Ike!)
- 11:07:06 @shefaly Of course translation is always key! My prob: I am appalled by docs' arrogance in general-translation should've occurred by 1985.
- 11:07:48 @shefaly I love the fact that a lot of this "new" stuff empowers nurses!
- 11:08:47 @shefaly Med schools need a core course, last year, called "Humility 101."
- 11:09:36 @shefaly Maybe docs will eventually start to believe in data! (Another national holiday.)



- 11:11:35 @2020rex And keeping the military, God love 'em, from starting about a half-dozen wars including, uh, Vietnam! (And Taiwan, Suez, Hungary.)
- 11:12:32 @2020rex All true. As Gibbs says, his image was a guy sleeping through 8 years.
- 11:14:34 @shefaly Re specialists, far too many-but indeed I know many who are humbled by their inability to make the difference they'd like to make.
- 11:16:32 @shefaly Dartmouth clinical practice group/quote approx: Send 20% of our specialists to Africa, health of both continents go up.
- 11:17:46 @shefaly I hope I am kind, but the doc thing, for first time in 40 years, often pushes me over the edge.
- 11:18:46 @shefaly Many, many preventable deaths from lack of commonsense safety measures on both sides of the Atlantic.
- 11:20:53 @CulinaryTourist I am more than willing to agree you "got it" I didn't! (Of course there's the possibility we aren't meant to "get it.")
- 11:22:08 @CulinaryTourist I went to late show, prob not so sharp. Went to see it again with a notebook/flashlight in hand-diagramming like crazy!
- 11:24:36 @luiss Safety, failure use outcomes evidence, failure produce outcomes evidence, failure put the patient 1st-such things top my gripes list.
- 11:26:54 Stat of the day #2: In Africa, death from malaria every 47 seconds. (Or was it death of a child from malaria every 47 seconds-not sure.)
- 11:46:40 @chickenyellow Lucky you! to me it's Schrodinger's cat.
- 11:47:24 @JulieAnnTurner Great article in FT Weekend.
- 12:54:55 @davidlarsson "Nathaniel's Nutmeg: The True and Incredible Adventures of the Spice Trader Who Changed the Course of History"-brilliant!
- 13:31:10 @rbx Virtually all professional schools: MBA, MD, LLB.
- 13:32:36 @rbx Only prob your analysis, per me: ALL med schools appear to teach arrogance. Only the top 25 b schools do, more or less..
- 13:33:36 @RonSupportsYou Agree. I was talking 1950s when Eisenhower was president.
- 14:43:29 @ProfMac1971 I think, on some issues like sexism, it suggests we've come a long way-that's encouraging.
- 16:28:07 @debbieweil Please say hello! Seth is as fine a person as he is a thinker-doer. He is also professionally generous-giving credit to others.
- 16:31:52 @chrisbrogan The trust agent idea gets more and more important with each passing femtosecond.
- 17:56:17 @AxelS Thx!

Tuesday, 20th of July.

- 09:47:03 @umairh Sometimes a few easy goals don't hurt-gives you a few quick victories that keep your morale up.
- 09:48:20 By brushcutting addiction teaches me a lot; eg 3 hours may mean 4 "projects" completed-nice feeling!
- 09:50:04 Brushcutting best (for me) example of FAHayek's "spontaneous discovery process" theorem. My mega-task keeps re-inventing itself as I go.

- 09:52:20 @Ed Like Reagan's "bombs away"-thank God we all lived through it! (Afghanistan maddening, but 40 consec year's on the razor's edge worse.)
- 09:54:09 Cold War taught resilience-B-52s always in the air, annihilation never more than 90 minutes away.
- 09:57:55 @IsCool Amen. Many (most?) "cool" ads are ad agency creatives preening for their peers-good news, they often lose the account.
- 09:59:40 @AbsolutePA Contador's an out-and-out shit--this from serious biker.
- 10:02:36 @chrisona IF I'm reading this right, it's elitist crap.
- 10:03:56 @chrisona Does this mean that if I give a speech to a mass audience I should dumb it down?
- 10:05:03 @toddsattersten You expect to much. 1 good idea in 350 pages for me is more than enough-hey, this ain't "literature."
- 10:05:58 @toddsattersten I still await the first bmanagementbook that could be called "literature."
- 10:09:51 @duncanhart Not my Cold War-odds of a stupid miscue not all that low. (More close calls than JFK.)
- 10:11:09 @LorenSan Either way, sweat works-then, of course, so does meditation. Key is dramatic, sustained change of pace.
- 10:12:03 @MrAlberts Amen! (Wear your safety glasses-I had a serious scare last week.)
- 10:13:20 @shapeofwinner Read William Easterly!
- 10:14:52 @Ed a real toughie.
- 10:19:24 Lost somebody's tweet re building follower #s. Am repelled by the idea. Idea is useful/enjoyable/provocative tweets. Followers derivative.
- 10:29:43 @chickenyellow Requires >140 characters, but I strongly disagree (and I was not until later an RR fan, and i am a GHWB fan)).
- 10:32:48 @RandysRules Good reply! And maybe T.E. Lawrence and USGrant's memoirs and the Federalist Papers (and John Cleese's meeting starters :-)
- 10:34:05 @chrisona I was tongue in cheek: ANY "dumbing down" is an out and out atrocious sickening pathetic insult!
- 11:01:57 @dporter1 Amen!
- 12:24:05 "Patient-centric care" new idea hospitals! Chat with our big-animal vet, "pat-cent care" automatic in his business-kick in the \_\_\_\_\_ if not!
- 12:27:21 Incredible things docs-hospitals learning: DATA IS GOOD/WASH YOUR HANDS/PATIENTS IMPORTANT/ OUTCOMES (not procedures) GOOD MEASURE.
- 12:30:57 @Earl52 Should only be eating crab, picked-taday corn & peaches in MD at this time of the year!
- 13:33:02 @benjyfeen Spoken like a true-blue participant in the Great American Healthcare Tradition-if in doubt reach for the chemicals :-)
- 13:34:56 @stephensapiro Slightly suspect. E.g. you can buy all of Dickens for a couple of bucks, God knows how many books.
- 13:36:15 @strategicsense And, Wow, what a year! Even economists acknowledge this several-million year old fact.
- 13:37:37 @strategicsense The keenest proof of irrationality in high places is economists' belief in rationality.
- 14:42:46 @AnnaBernasek talks integrity with @erikorama in a new Cool Friend interview at

tompeters.com: <http://is.gd/dzLX9> ^SD

14:43:12 @mkarun99 Total guilt. Relentless.

17:47:16 @HarryLyme We had fun with those shows!

Wednesday, 21st of July.

10:31:44 Wow! Unemployment in VERMONT now 6% and going down. Not too shabby! (Not that in general 6% is something to shout about.)

10:35:43 Fin regs 2,300pp. Health legis 183 new agencies. Couster-terr 1,200 agencies. David Brooks worries we're becoming a "technocracy." Agree!

10:36:45 Addenda to last post: Brooks says neither liberal nor conservative-"just "rule by technocrats of every flavor.

10:37:39 @Ed I think govt payroll down; not sure.

10:38:28 @RandySpangler Randy, in the bewst sense of the word: Duh! ('Tis always small biz.)

10:40:10 @BeeRich33 Seems about right, huge churn in USA. At one point we'd lost 6 mil jobs = created 51 mil, lost 57 mil.

10:40:59 @Ed Agree, "no longer seeking" is terrifying!

10:42:05 @Ed May not be true, mixed bag. VT always low unemployment, but always low average wages.

10:43:14 @Ed Bizarrely, even VT large # (legal!) immigrants-few USA citizens want to do farm work!

10:43:51 @BeeRich33 I think the churn is one of greatest strengths!

10:44:49 @jayjaboneta Sorry, no.

10:46:08 @playamaya Love to know what the "warning" was?!

10:47:26 @RandySpangler Agree as long as #s mean something.

10:48:31 @RandySpangler Typical web problem. Faked positive reviews of things. Faked negative. Etc.

11:09:58 @Note\_to\_CMO Interesting. Yes, mega-changes afoot. ENORMOUS Adecco's #1 client country for temps is ... FRANCE!!! who woulda thunk!

11:11:06 @gerald\_d Way over the top, my friend. Tut I was, I must admit pleased-great conversation tool.

11:13:04 @Ed I wish you well, Ed!! Yes, heavy duty outside work , if it's possible, beats many a med.. (Pls take care!!!)

11:14:47 @ScottMacIver Yeah, this financial mess hit just as whole idea of employment changing due to true global village, tech storming in, etc.

11:15:38 @ideaDistillery I'd guess about 15,000 flavors!

11:16:40 @KatTansey Al and his daughter are terrific! Al was waaaay ahead of his time.

11:17:29 @gerald\_d :-)

11:19:14 @playamaya Not at all, if no one is pissed off at you and if no one thinks you're a whack job, you qualify as a member of the living dead.

11:20:13 @Ed I think there's even some good science that says regular contact with soil has some chemical benefits.

11:30:19 @aanteladda Gawd, I'm 67 and still insecure-what's that mean? (Partially it means "you're [ALWAYS] only as good as your last gig.")

11:51:49 @SM\_Paragon I do, I do, I do!

- 11:56:02 @aanteladda Plato: "Be kind, for everyone is fighting a great battle." Mostly, gotta accept/get past others' insecurities.)
- 11:57:23 @aanteladda Ironically, highly qualified friend job hunting, says in this shaky job climate must assume all interviewers insecure.
- 16:57:18 @Iconic88 Absolutely. Mr Bush's HHR cabinet secretary Mike Levitt said "obesity more threatening than terrorism." Pure prevention play.

Thursday, 22nd of July.

- 10:31:27 Leadership A-Z: Can't do the work yourself. Therefore you must inspire others to excel. Q.E.D.
- 10:31:53 Leadership A-Z: Can't do the work yourself. Thence inspiring others to excel is "the all-important first 100%" of what you do for a living.
- 10:32:26 Don't especially like "vision." Prefer "portrait." E.g.: "Leaders paint portraits of Excellence." (Maybe just semantics.)
- 10:32:49 Mom lived to 95.9. Came across notes for remarks at memorial service. To the end: Engaged! Energetic! Curious! Positive! Loves a good party!
- 10:33:09 My old pal Barry Gibbons hates the word "empowerment," calls it "a fancy word for 'trust.'"
- 10:33:38 Recent conversations: We in no way, shape, form prepared economically for tidal wave of old folks engulfing us-10s of millions U.S. alone.
- 10:34:07 Tour de biker egregious head butt. Won't publicly accept accountability. Like Jobs-Antennagate. WHY HAS "ACCOUNTABLE" BECOME A DIRTY WORD?
- 10:34:29 If you ever catch yourself saying "That's not what I meant," it's a sure sign that you are a crappy communicator.
- 10:34:48 If someone "mis-interprets" something you say, odds are it's because YOU mis-read some aspect of their mental-emotional situation.
- 10:35:09 Some bosses say "but I'm not paid to be a shrink." There's a great pair of words to describe such bosses: Ignorant. Ineffective.
- 10:42:54 @DeniseHampson Lucky me, both my sons are cometic, rough & tumble bike racers!
- 10:43:17 @timage Precisely!
- 10:44:27 @KimberlyTaylor Makes you a crappy communicator. Most are lousy listeners, so it's 100% up to you to get past that!
- 10:46:38 @KimberlyTaylor Your choice. (Vision seems to me like God as shimmering image in the sky-too pretentious.)
- 10:48:19 @DeniseHampson Yup, we watch every night. Reminds that all is judgement. (Obviously I honor your experience!)
- 10:50:22 What about Contador an Schleck a couple of days ago?
- 10:53:59 @TIFFLS Agree about puposeful mis-interpretations (80% of the time?), but what you paid for if not to deal with willful mis-interpretations?
- 10:57:23 @ThatScottGuy Is it entirely their fault that they're living longer and staying active much longer?
- 10:59:00 @PhilGerb Nice!
- 11:00:22 @brandcowboy Part of my problem is that I associate "vision" with the likes of the saints!
- 11:02:27 @MochaMom365 Prune very carefully unless you are certain you aren't the problem!
- 11:04:01 @Idennison Agree 5%, disagree reason. Bigger reason is churn in jobs, huge # in between jobs

in buoyant economy.

- 11:07:04 @ThatScottGuy Living longer, dramatically improved quality of life! To write off boomers as selfish pigs is nuts-sorry.
- 11:08:32 @ThatScottGuy As far as I can determine, "excessive consumption" is hundreds if not thousands of years old.
- 11:10:21 @Note\_to\_CMO Agree, but that's a "state of nature"-boss' job is to deal with it!
- 11:20:05 @bigwags Rene Magritte
- 11:20:43 @ThatScottGuy Sincerely doubt that, but anything is possible ...
- 11:23:10 Re several comments, Plato, "Be kind, everyone is fighting a great battle." Bosses must deal with the raw maerial they have.
- 11:42:10 @inspiremetoday Indeed ... the one-minute manager got it spot on!!
- 11:44:54 @inspiremetoday "The deepest human need is the need to be appreciated."—William James
- 11:47:28 @inspiremetoday :-)
- 12:57:36 @treypennington Thx! I ain't in your league, but did just post my 5000th tweet-not too shabby for an old fart.
- 12:59:17 @treypennington As I said in my new book, I've used James quote in last 5 books I've written-and will do so again if it comes to that.
- 13:00:00 @lisacle I'm with Mr Gibbons-TRUST.
- 13:03:06 @bigwags Wait 'til you're 67 pal; if you "quarter-remember" it's a good day :-)
- 13:04:20 @brandcowboy I live to be stolen from. It's my raison d'etre.
- 13:11:55 @lisacle Very nice, Self-trust not necessarily come from within; occurs when leader builds environment where trying new stuff cherished.
- 13:13:17 @tedcoine Perhaps you will try to get new "material" over time-but your roster today is the only set of people who go out on the field.
- 13:15:58 @tedcoine Agree, but regardless of C-suite, it's my job as boss to make my little corner of the world sparkle & shine.

tom\_peters's twitter book.

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