

110% Success

David M. Shedd

ACCOUNTABILITY TEAMWORK
RESPECT FOCUS COMMUNICATION
CERTAINTY CUSTOMER SATISFACTION
FUNDAMENTALS
CONFIDENCE / AMPLIFICATION

110% SuccessTM

**Insights and Quotes to Move
You and Your Company
Forward**

David M. Shedd

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Chapter 5: A Successful Company Improves and Evolves

Section I: The Company is Focused on Daily, Continuous Improvement

1. Continuous improvement is fundamental

"The competitor to be feared is one who never bothers about you at all, but goes on making his own business better all the time." Henry Ford (Founder of Ford Motor Company)

"First and foremost what used to consistently keep me bothered nights and days alike is how to keep the work force motivated to stick to the objective of continuous improvement, to always remain constructively dissatisfied with the end result. In my view, this is what keeps a company competitive into the future. It is a culture characteristic that has to be instilled and sustained without the constant need to micromanage business results from the COO and/or the executive staff." B Mitchell White (Advisor to COO's)

2. Improve daily

"Every day, in countless ways, the competitive position of each of our businesses grows either weaker or stronger. If we are delighting customers, eliminating unnecessary costs, and improving our products and services, we gain strength. But, if we treat customers with indifference or tolerate bloat, our businesses will wither. On a daily basis, the effects of our actions are imperceptible; cumulatively, though, their consequences are enormous." Warren Buffett (Legendary investor and CEO of Berkshire Hathaway)

"Walk before you run. Small changes every day in areas within the team's control and where buy-in is strong is the best place to start and build momentum." Steven Bonacorsi (Operational improvement consultant)

When you improve a little each day, eventually big things occur... Don't look for the quick, big improvement. Seek the small improvement one day at a time. That's the only way it happens- and when it happens, it lasts." John Wooden (Famed UCLA basketball coach)

Section II: The Company is Effective at Managing Change

3. Change is recognized as being both necessary and inevitable

"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change." Charles Darwin (19th century English naturalist)

"To improve is to change; to be perfect is to change often." Winston Churchill (British Prime Minister during World War II)

"Change happens all the time and always will happen. And change is not always in the best interest of everyone. Some people will lose. But, without the change, everyone would lose." Howard Perlstein (Business transformation consultant)

"The only thing you know for sure is that if you do nothing, then nothing will happen. Nothing will change." Bill Watkins (Former CEO of Seagate Technology)

"It is not necessary to change. Survival is not mandatory." W. Edwards Deming (20th century American expert on quality)

4. Change is also acknowledged as being difficult even painful

"Only 30% of executive surveyed consider their change programs to be successful." *McKinsey and Company* survey

"Change is so difficult because discipline and self-control are exhaustible resources. When changing, we simply require too much of people, too much discipline, too much self-control. And so they give up and fail." Chip and Dan Heath (Co-authors of Switch and Made to Stick)

"The only person who likes change is a baby with a wet diaper." Mark Twain (19th century American author and humorist)

5. The company faces reality and sees the need for change early

“Sometimes the most difficult act of leadership is not fighting the enemy; it’s telling yourself and your friends that it is time to change.” Bill Gates (Founder and former CEO of Microsoft)

“Each corporate crisis is unique, though one thing they have in common is hubris (pride) that blinds the senior managers to changes in the marketplace.” Steve Miller (Author of The Turnaround Kid)

“The fall from greatness, though, was from lost discipline driven by a failure of leadership to listen, to continuously renew, to act sooner, and to keep the strategy fresh and great along the way. Like the popular buy and hold investment strategy, some of the companies seemed happy with average performance and overly reluctant to fix what wasn’t (clearly) broken.” Arthur Laffer (Economist and business consultant)

“When the pace of change outside an organization becomes greater than the pace of change inside the organization, the end is near.” John R. Walter (Former President, ATT)

“If you are failing at your job, figure out what your successor will do, and then do it before he is given the chance”. Gary Wendt (Former CEO of GE Capital)

6. The company works hard to escape “old thinking”

“Chains of habit are too light to be felt until they are too heavy to be broken” Warren Buffett (Legendary investor and CEO of Berkshire Hathaway)

"The difficulty lies not in the new ideas, but in escaping the old ones." John Maynard Keynes (British economist)

"You can clutch the past so tightly to your chest that it leaves your arms too full to embrace the present." Jan Glidewell (American author and journalist)

“Companies [are biased] to leverage what they have put in place to succeed in the past, instead of guiding them to create the capabilities they’ll need in the future. If we knew the future would be exactly the same as the past, then that approach would be fine. But if the future’s different—and it almost always is—then it’s the wrong thing to do.” Clayton Christensen (Professor at Harvard Business School)

"The great danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic." Peter Drucker (Author and management theorist)

7. The change reflects the change in the external environment

"The industrial landscape is already littered with the remains of once successful companies that could not adapt their strategic vision to altered conditions of competition." Ralph Abernathy (American civil rights leader)

"Do not confuse the stability of your mindset with the stability in the environment. Your mindset may be stable while the business environment is tremendously unstable." Ellen Langer (Professor of psychology at Harvard University)

"There are a lot of businesses struggling to grow today. But most aren't really trying. They keep doing more of what they've always done, and hoping for a better result! They don't accept that trends go in new directions, causing markets to shift. When markets shift, those who follow the trends do far better than those stuck trying to defend their past strategies." Adam Hartung (Consultant and author on business growth and Innovation)

"Should you find yourself in a chronically leaking boat, energy devoted to changing vessels is likely to be more productive than energy devoted to patching leaks." Warren Buffett (Legendary investor and CEO of Berkshire Hathaway)

8. A successful change involves the individuals on the team

"Change is a threat when done to me, but an opportunity when done by me." Rosabeth Moss Kantor (Professor at Harvard Business School)

"A change initiative can go wrong when the fix is determined by the experts and then rolled out to the whole system. This ignores people and their potential for contribution and engagement. So the answer is to go to one plant, do the work there, make it a star performer, and then apply it to other plants. Once one plant takes it on, and there is a dramatic improvement, people say 'Wow, what did you do?' Then the change initiative can be replicated throughout the whole system." Adam Farber (Partner at Boston Consulting Group)

"In practice, however, relationships and dignity are essential to making the most difficult changes and minimizing the fall-out from the changes." Howard Perlstein (Business transformation consultant)

"People often resent change when they have no involvement in how it should be implemented. So, contrary to popular belief, people do not resist change, they resist being controlled." Ken Blanchard (Author of The One Minute Manager)

9. Any change emphasizes changing the mindset and behavior of the people

"The hardest part of a business transformation is changing the culture – the mindset and instincts of the people in the company." Lou Gerstner (Former CEO of IBM)

"The core of the matter is always about changing the behavior of people, and behavior change happens in highly successful situations mostly by speaking to people's feelings... In highly successful change efforts, people find ways to help other see the problems or solutions in ways that influence emotions, not just thought. John Kotter and Dan Cohen (Authors of The Heart of Change)

"People need to want to change. People convinced against their will are of the same opinion still." Phil Batchelor (City Manager of Vallejo, California)

10. The change (even when big) is broken down into small, achievable steps

"A small win reduces importance ("this is no big deal"), reduces demands ("that's all that needs to be done"), and raises the perceived skill levels ("I can do at least that"). All three of these factors will tend to make change easier and more self-sustaining." Karl Weick (Professor at the University of Michigan business school)

"Incremental change is better than ambitious failure... Success feeds on itself." Tony Schwartz (Author of The Power of Full Engagement)

"Small simple steps is the path of least resistance for change." Richard Fast (Canadian entrepreneur and author)

"You can't move so fast that you try to change [a situation] faster than people can accept it. That doesn't mean you do nothing, but it means that you do the things that need to be done according to priority." Eleanor Roosevelt (First Lady of the United States from 1933 to 1945)

11. But, the change initiative does not take on a life of its own

"One challenge in change is the 'River Kwai Syndrome'. In the movie The Bridge on the River Kwai, the colonel was so focused on maintaining the morale of his men by building the bridge that he forgot the more important issue was to win the war. To the leaders of a change initiative, the success of the change initiative

can often become the goal in and of itself, thus overshadowing the more important issue: improving the overall business.” David Shedd

“Be careful what you measure, you may get it – and it may kill you. Complete focus on a metric is likely to improve the metric, but not necessarily the business.” Michael Hammer (Author of The Agenda)

Chapter 9: About the Author

David M. Shedd is an experienced President / CEO level executive, an author, an award winning speaker, and a business consultant. David's passion and mission in all these activities is to help move companies forward and succeed through an unrelenting focus on the fundamentals.



As an executive, David has more than 10 years' experience as President of an up to \$200M group of manufacturing and services companies. In this time, he has overseen a total of 19 different companies, including start-ups, business turn-arounds, and hyper-growth companies.

As a business consultant, David has advised more than 25 different small to middle market clients (both domestically and internationally) in delivering growth, improving operations, and developing people.

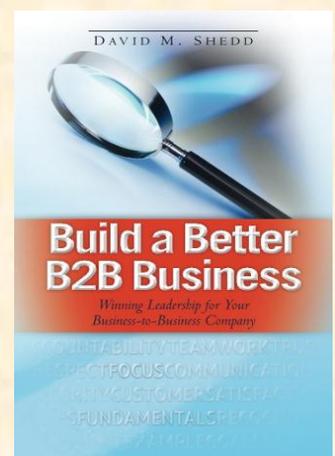
David holds a BA in Mathematics and an MBA degree with Distinction from the Wharton School of the University of Pennsylvania, where he graduated as a Palmer Scholar in the top 5% of the class. Prior to earning his MBA, David had broad international experience. He worked at the World Bank / International Finance Corporation, and he taught Mathematics and European History at an international high school near London, England.

David's first book, [**Build a Better B2B Business**](#), is available on Amazon.

David lives in Chandler, Arizona with his wife and three children. He invites readers to E-Mail him at davidshedd@cox.net and to visit his website at www.davidmshedd.com or www.110percentsuccess.com.

David's website is chock-full of information to help businesspeople move their companies forward. It contains:

- More than one hundred of his on-going blogs on business success and leadership.
- A bibliography (and book summaries) of excellent business, leadership and success books.



- Yet even more quotes on business and success.
- Referrals to other insightful business thought leaders.

If you have not already done so, [Click here](#) to sign up to receive a free copy of **“110% Success™: Essential Questions to Move Your Company Forward”**, follow David’s blogs, and receive David’s monthly E-Mail newsletter.

If you are looking for more hands-on, in-depth assistance, such as:

- Executive Leadership
- Interim Leadership
- One-Day Strategic Business Review
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- Business / Strategy Critique
- Personal One-on-One Telecoaching Calls
- Speaking
- Training Seminars

Then E-Mail David at DavidShedd@Cox.Net.

Thank you for your interest. I wish you the best of luck in building, growing, and improving your company, moving it forward and propelling it and you to greater success!

Achieve 110% Success™!

Success in business as in life comes from a consistent effort (yes). But, it also requires doing the right, wise and good things and being an intelligent, thoughtful and ethical person.

In *110% Success™: Insights and Quotes to Move You and Your Company Forward*, David Shedd has put together 110 timeless insights into business and personal success. Backed up by more than 450 quotes from famous (and not so famous) individuals across continents and throughout history, this collection will guide, inform, and inspire you to move yourself and your company forward.



DAVID M. SHEDD has ten years of success as President of an up to \$200 million group of companies, having led, improved and grown 19 different businesses. David's first book, *Build a Better B2B Business*, was published in 2011. David blogs regularly at www.DavidMShedd.com.

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