

Tom Peters

Re-imagine!
Business Excellence in a
Disruptive Age

Action Guide

An Enterprise Media Production

PREVIEW VERSION
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Not for Training use.

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Introduction

ABOUT THE PROGRAM:

In the revolutionary training program **In Search of Excellence**, Tom Peters described the approach he and Robert Waterman took to the research behind their best-selling book and video. In the introduction to the program, Peters said, "Looked at another way, [excellence is] nothing less than a 180-degree shift in the way we think about managing and leading. The models and metaphors of the past have been the manager as a cop, as a referee, as a devil's advocate, as a naysayer, as a "pronouncer." The words we found that seem much more appropriate at the excellent companies are the manager/the leader as a cheerleader, as a coach, as a facilitator, as a nurturer of champions. The drumbeat (and the drumbeat that has been so sadly missing) is it all comes from people."

Today, while much has changed in the world of work, much has remained the same. The critical importance of people remains unchanged, yet the way that successful companies march to that beat has shifted. In **Re-imagine! Business Excellence in a Disruptive Age**, Tom Peters will explore the ways that leading organizations are meeting the new challenges. As each case study in the program unfolds, viewers will gain an understanding of what drives success in this "new world of work."

ABOUT THE LEADERS GUIDE/WORKBOOK:

The learning structure for this video and workbook is composed of three parts:

- 1) Learning key concepts
- 2) Reviewing and discussing them in a group
- 3) Applying the concepts to your own organization

ACTION AGENDA - The video presents the key concepts behind dealing with change and responding to competitive pressures.

DISCUSSION - We have provided discussion questions as well as observations for debate to help participants reflect on the core lessons.

APPLICATION - Application exercises are included to allow participants to develop strategies for putting key lessons from the program to work in their own organizations.

HealthWorks & The HealthWorks Hummer

Several years ago, administrators at Memorial Health of South Bend, Indiana, passed along an assignment to its staff: "Let's do a better job at educating children about health." This assignment was part of a bigger vision of transforming South Bend into one of the healthiest communities in the United States by 2010.

Wanting to do more than the traditional approach of "printing a thousand coloring books and sending nurses to local elementary schools," Memorial Health picked up Tom Peters' *Project50*. They applied the "WOW!" methodology to REFRAME the assignment. The results were amazing. The first new project opened in 2000. It was HealthWorks! Kids' Museum, a 12,000-square-foot edu-tainment center that was designed to bring healthy decision making information to life. Its primary goal was to help children understand that the choices they make early in life really can impact the quality and length of their lives. Thousands of school children in grades K–6 visit this museum as an extension of the typically limiting health education courses in most elementary schools.

HealthWorks Kids' Museum was a good -- and exciting -- start. But it turned out that it wasn't enough. Middle school kids didn't respond to the museum in the same way as younger children. They thought it was too juvenile for them. The leadership at Memorial Hospital jumped on this new opportunity. They turned it into another WOW Project, hoping for another innovative solution. They got what they were looking for: The HealthWorks Hummer. This is an H1 Hummer that has been converted into a mobile classroom. Middle school kids love it because it is "cool." The Hummer has representational human body parts attached to it. It has a sophisticated sound system that allows it to burp and belch (which the kids love). All of this transforms middle school health education into something unique and memorable.

The final piece to the puzzle came when the leadership at Memorial Health hired a truly unique and diverse team of people to run the Museum. Innovation can't happen without the right people, and HealthWorks Kids' Museum and the HealthWorks Hummer are no exception. What the administration realized is that they needed people with diverse skills and backgrounds. In the program, you will hear from people with skills in nursing and stand-up comedy. You will meet educators, clinicians, and drama experts. The result of this strategy is evident. The team at HealthWorks is a wildly creative and enthusiastic group.

Will South Bend, Indiana, become the healthiest community by 2010? That remains to be seen in 2010 -- and beyond. But there is no doubt that HealthWorks and The HealthWorks Hummer are making a difference in children's lives. Kids are learning -- and remembering -- real messages about health, and the employees are committed and motivated. The energy and enthusiasm is palpable. These are truly WOW Projects!

TNT

In 1988, Ted Turner established the TNT network. TNT's mission was to challenge the established networks by providing premium programming to the cable audience. In addition, TNT was designed to provide a broadcast outlet for Turner's recent acquisitions, the MGM and Hanna-Barbera libraries. The vision worked. In fact, for TNT, the vision may have worked too well.

As TNT grew, many of the successful elements were spun off. In 1992, the Cartoon Network was formed. In 1993, the classic MGM library was spun off to form Turner Classic Movies. Each of these forced a change in TNT's programming mix.

By 2000, TNT found that it was being challenged by the proliferation of cable TV channels. TNT's general variety programming was delivering popular programs, but viewers didn't know what to expect from TNT. The brand power was on the wane.

TNT's executive VP and General Manager, Steve Koonin, decided that the network needed a focus. TNT had to become a destination that viewers would understand. When Tom Peters describes branding, he says, "Branding is not about marketing tricks ... it is about answering some simple (and yet impossible) questions: Who are you? Why are you here? How are you unique? How can you make a dramatic difference? Who cares?" Koonin knew what he had to do. He had to make TNT unique, different, and distinctive.

After researching TNT's audience demographics and viewing trends, the network found that results pointed in one direction: the Drama Viewer. The first of many challenges was to define Drama. Often people think Dramas are

depressing. At TNT, they took a broad vision of Drama. They wanted to focus on how dramatic events affect people. In that way, Drama could include competitive sports, action programming, and even certain kinds of comedy. Before TNT could really commit to this new brand, they had to break some big rules.

Rule #1: You don't cancel your top-rated program. TNT did so when it cancelled *World Championship Wrestling*.

Rule #2: A network doesn't limit itself. By choosing Drama, TNT did exactly that. This presented some unique challenges for the network's programmers.

Rule #3: Restrict information to the top of the organization. Steve Koonin and his team realized they had to communicate thoroughly, and involve everyone in this change for it to be effective.

How did Steve Koonin take this idea and convince his team that it would work? First, he took 200 TNT associates to a corporate retreat in Boca Raton, Florida. This was a pivotal moment. Koonin needed his associates to embrace Drama, or it would not succeed. After three days of exercises (one of which involved all 200 associates playing Beethoven's "Ode to Joy" with tone bars), everyone bought into the new brand. The employees of TNT went back to work with a new focus.

Converting a brand concept to a new corporate culture can be challenging, but it can also be fun. In the On-Air Creative Department, Michael Borza decided that he wanted to get his team focused on Drama. Each associate came up with a spot that highlighted the ways that TNT's programming was Dramatic. Their assignment included dramatic attributes like crying, flying, family,

laughing, and others. One employee's spot was so successful that it spun off to create the Kleenex sponsored movies, which was a completely new sponsorship product for the network to sell. TNT chose a number of dramatic "tear-jerkers," and then rated them on the number of Kleenex each one required. What started out as an internal exercise in brand development, spun off into a whole new series of products for TNT to sell. This further validated the new brand and served as another terrific motivator for employees.

TNT now lives its new brand. Sure, there are creative tensions. Programmers are always trying to get shows and movies that will deliver the highest ratings, but not every new program fits into the Drama definition. This in itself is Drama! Throughout TNT, the brand -- Drama -- is now a part of life and is played out in the network in a variety of ways:

- The Drammy Awards - Each year there is an awards ceremony for employees for various dramatic events. TNT associates covet their "Drammys."
- The Dramatic Challenge - recently Koonin gave several TNT teams the assignment of evaluating the new TV season. Each team came up with remarkably dramatic ways to deliver their reports. Not one of them used a PowerPoint presentation.

These exercises, as well as the competition created by Michael Borza, have made the change process fun. In addition, they have helped to remove the fear of change. As Steve Koonin says in the video, "This isn't about me. It's about we."

Jordan's Furniture

In the business world today, competition has become fiercer than ever for both the consumers' attention and loyalty. Everyone is getting better at customer service and quality. In fact, delivering great customer service no longer means your organization will stand out from the crowd.

But, if you can WOW them with an unforgettable experience, you'll win unprecedented loyalty. That's exactly what Jordan's Furniture does. This Boston-based furniture retailer has achieved huge success by combining the process of shopping for furniture with entertainment. The two owners, Barry and Elliott Teitleman, are known for their colorful advertising and for treating their employees well and empowering them.

Jordan's Furniture has moved beyond delivering great customer service. They deliver a full customer experience. At Jordan's, the store focuses on entertaining, feeding, and amusing their customers -- and in the process achieves one of the largest sales per square foot of any retailer in the United States.

OXO Good Grips

OXO founder Sam Farber first questioned the effectiveness of kitchen gadgets in response to his wife Betsey's slight difficulty in gripping ordinary kitchen tools. Seeing an opportunity to help not only his wife, but also the millions of Americans who are aging or who suffer from disabilities such as arthritis, Sam set out to create a line of kitchen prep tools that would be comfortable to hold and easy to use. This resulted in the creation of "Good Grips," the ergonomically designed, transgenerational kitchen tools that appeal to the broadest possible market.

With OXO, Farber brought the concept of Universal Design (design for the comfort and ease of users of all ages and abilities) into the housewares industry. This innovation continues to be one of the strongest market influences of the past two decades.

Sam worked with a New York City design firm, Smart Design, to conduct a research campaign that included talking with consumers, chefs, and retailers. The research also extended into the studying of competitive products. After reviewing the research, the designers decided upon the necessary criteria: a handle large enough to grip firmly and avoid strain, an oval-shaped handle to prevent the tool from turning in the hand, a round end that fits comfortably in the palm and evenly distributes pressure, and an over-sized hole for easy hanging.

OXO Good Grips is a brand that is driven by design in everything they do. This drive, combined with thinking outside the demographic box, allows them to create products that should be easy for any customer to use, no matter what age or level of experience.

OXO is also a lean company. They operate a large business, over \$100 million annually, with about 35 employees. They achieve this through collaboration and partnerships with other small companies. To ensure the same level of dedication in their partnerships as with their own employees, each partner shares in the risk and the potential reward.

Finally, OXO team members obsess on every detail. They believe passionately in their brand and in the product. This sometimes makes meetings uncomfortable as people toss ideas and concerns back and forth, each argued with the same level of passion. The results are clear, however. The OXO products are appreciably better than those of their competitors.

Deloitte

*"There is a Great War for Talent. Great Talent **is** in short supply. And the supply will get even shorter... as the Age of Creativity and Intellectual Capital accelerates. And accelerate it will. So can we afford to ignore half (or, to be precise, slightly more than half) of our store of potential Great Talent? Well... **NO**. If we are serious about the pivotal role that talent plays in the New Economy... then the connection in our minds between "talent" and "leadership" and "women" must become automatic."*

Tom Peters, Re-imagine! Business Excellence in a Disruptive Age

Deloitte is one of the leading financial professional service firms in the world. They provide audit, tax, financial advisory services, and consulting through nearly 30,000 people in more than 80 U.S. cities.

In the early 1990s Deloitte had been growing its business both domestically and worldwide for decades. The firm had developed an expansive plan for growth to meet expanding demands. Unfortunately, the firm encountered a potential problem. Many of the women candidates for partner were leaving the firm. Turnover for women was also high. Deloitte's leaders wanted to know why this was happening, so they initiated a Task Force on the Retention and Advancement of Women.

After extensive research, the leadership at Deloitte realized that women were not leaving (as many assumed) to raise a family, but were leaving for jobs in other companies. Many women viewed the environment as male-dominated with few opportunities for them to advance. The leadership at Deloitte realized they needed to change their culture to address this problem. They needed their women associates to stay with the firm if the organization was going to meet its growth targets. Moreover, their clients had increasingly asked for a more diverse group of people to work on their accounts.

Not Lip Service

Change -- real change requires commitment, not lip service. In April 1993, Ellen Gabriel, a Partner in the Boston office, announced through a press conference that Deloitte was launching the Initiative for the Retention and Advancement of Women, which had been unanimously approved by the firm's board of directors. They began with intensive gender awareness training across the organization. They also addressed specific issues that were of concern to women. In the process, Deloitte began to look at work and life issues and develop ways that women could be more effectively integrated into the existing networks within the firm.

More importantly, Deloitte set realistic goals for the firm. They knew where they wanted to be after one year, three years, and five years. They committed every part of the organization to this model for change. The firm focused its attention on improving networks. They developed tools to mentor women.

Finally, in order for change like this to work, the leadership in the organization had to show consistent and clear commitment to the goals. We'll hear from Jim Copeland, former CEO of Deloitte, on how he was committed and focused on this initiative.

Making the Commitment Work

*"The firm has not transformed itself overnight, but it has made a decade-long **strategic** commitment to move women in much higher numbers than before -- into top leadership levels."*

Tom Peters, Re-imagine! Business Excellence in a Disruptive Age

Today, Deloitte has made enormous inroads. Five out of 20 people on the Board of Directors are women. Two out of the 9 regional managing partners are women as well. Overall, the firm has moved from having 6.5 percent women as partners to 17 percent women partners in just 10 years. This growth means that the firm has had to make a strong and consistent push to achieve this level of growth. Ten years ago, women were leaving Deloitte because there were obstacles impeding their advancement. Today, women are participating in development programs such as the Management Development Program, Global Development Program, Leading Edge, the Ellen P. Gabriel Fellows Program and inSIGHT. External programs are also encouraged, and many women have attended the International Women's Forum Leadership Fellows Program and the Institute for Women's Leadership at Rutgers University Senior Leadership Program.

How does Deloitte live this commitment today? We'll visit Simmons College where the Leading Edge Program holds a one-week leadership program twice a year. The program is considered the best women's development resource where real life case studies from Deloitte are tackled. We will hear in-depth discussions about the program from Sue Molina and Debbie Kolb. We will see how the firm keeps women at the forefront of its management agenda. We'll also hear from women who have used these services and how they have affected their careers at Deloitte.

Overall, Deloitte has achieved the goals of the Initiative that were set for the year 2000. The proportionate percentage of women in management to men has increased 10 percent at each level from 1993 to 2003. But Deloitte is not stopping there. They are committed to increasing the representation of women at all leadership levels.

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The Container Store

It's 6 AM. The sun hasn't even risen. And yet, there is a motivated and energized group of employees running through a store. Who are these motivated and energized people? Why are they so happy? What is the secret formula?

The Container Store is not your typical retail store. It is a talent powerhouse - and is one of the top ten "Best Places to Work" according to *Fortune* magazine. More importantly, it is a hugely successful retail chain that has experienced steady and significant growth while maintaining a reputation for outstanding customer service.

When you ask the founders of the Container Store, Kip Tindell and Garrett Boone, to describe the secrets of their success, they speak of the great people they hire. Kip and Garrett define great people as being uncommonly smart, hard working, having great values, and who enjoy being part of a team. They believe that if they hire the right people and spend the necessary amount of time training and developing them with the company's principles, then ultimately they will pass on their happiness and spirit to the customers.

At the Container Store, one of the founding principles is that 1 good person = 3 average people, and 1 great person = 3 good people. Using this philosophy, founders Kip and Garrett believe that you can pay great people very well because they will do a terrific job. Moreover, the customers will be delighted at the level of service they receive.

When The Container Store first expanded outside of Dallas, they built a large store in Houston. That store taught Kip Tindell and Garrett Boone many lessons. The store was incredibly successful from day one. The manager, Amy Carovillano, found herself swamped with too much to do and with employees who weren't connected to the culture of The Container Store. In the end, Kip and Garrett realized they needed to bring more than a great store concept to Houston. They needed to teach the culture. In the process, they developed a series of principles that would guide them in their dealings with employees and customers.

The Container Store is committed to building employee trust through constant communication. They communicate everything. Store sales, new products, anticipated sales are just a few examples of what they communicate. The result is a group of employees who understand the company. They know what the company makes in revenue each year and what the future financial goals are.

It is also a given that The Container Store is open to creative advancement within the organization and not married to a specific promotional path for every employee. They will interview employees who have successfully followed different paths. Each individual is different. The employees are excited and "turned on" by different challenges and motivated by their own personal promotional path.

This creativity in promotion allows people to be their best and pursue their interests. The payoff far outweighs the extra effort and attention the managers must give in order to follow and nurture the creativity of their employees.

What is the result? -- The Container Store is filled with Great employees who deliver incredible service.

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Re-imagine!

Business Excellence in a Disruptive Age

Discussion & Reflection Points

HealthWorks has hired people with different skills and backgrounds for their Kids' Museum. They believe that a diversity of skills and backgrounds contributes to creativity, innovation, and, ultimately, success. Do you look for people with similar diversity in your organization? What can you do to add more diversity to the team you assemble for your next project?

It is important to figure out ways of testing your ideas. Ideally, these tests should be easy and inexpensive. At HealthWorks, they tested the ideas for the HealthWorks Hummer by creating small prototypes using toys and play dough. They showed these prototypes to middle school kids -- and even funders in order to get feedback on their ideas. The prototypes worked and helped the team make its mistakes early and inexpensively. How can you test your ideas? Can you survey customers or make inexpensive prototypes? Discuss ways you can test your ideas. List your thoughts below:

Jordan's has turned the experience of shopping for furniture into real entertainment. Discuss ways you can enhance the customer experience. It doesn't need to be expensive or elaborate -- but it should be memorable. Think about some great experiences you have had as a customer and list the ideas below. Then discuss them in your group.

The Container Store has developed an exciting vision. They want to be the best retailer in the United States. That doesn't mean the largest retailer. Rather, they want to have the best service and most motivated employees. These big goals motivate and inspire the employees at The Container Store. What is the vision for your organization? Do you reach for big goals? Think about your department, your division, and your entire organization. Do you have a big vision? Does everyone know it? Stand out and declare your vision for everyone. Should this be in the discussion area?

Training happens all the time at The Container Store. It happens in informal sessions such as morning and midday huddles. It also occurs in more formal groups and one-on-one sessions. Are you taking every advantage of your opportunities to train? Do you include mini training sessions in your meetings? Discuss ways you can informally increase training and education.

Communication is also very important at the Container Store. Everyone in the company is informed of individual store sales. They know the company's strategy. They understand the competitive environment. This gives people real ownership, but it is time-consuming and difficult. How much do you communicate with your people? Does everyone understand the goals and strategy? Do they know the sales statistics? Discuss ways you can improve communication by using all your resources: Meetings, e-mail, voice mail, postings, etc. List your ideas below:

TNT had to break some conventional rules to really embrace their new brand. They cancelled a top-rated program and they reduced the number of programs they could choose. Each of these steps went against the conventional wisdom of a TV network. What rules are limiting you in your decision-making on change? Are you willing to break some rules? Would breaking an unwritten rule help you make a change that would benefit your department or organization? List the rules (or traditions) that are limiting you and your organization:

Steve Koonin believes that “change can be fun.” He developed the Drammy Award to motivate people and focus on the brand. Discuss ways you can make the change in your organization fun. Can you also create an awards process? Can you have a competition around your new organizational focus? Discuss and write down ideas for making change fun below:

Often the marketing experts tell us to make products that appeal to people who are 18–39. Sam Farber made a product that would help out his wife and many people who had older or weaker hands. His product, however, had universal appeal and proved to be a hit with all ages. Are you too focused on a specific demographic? Discuss how you can think differently. Focus on older consumers. Think about women and minorities. Use different demographic criteria and see if you can come up with solutions. List your ideas below:

Trainer's Notes

This is your guide to use with the video, **Re-imagine! Business Excellence in a Disruptive Age**. The program shows how organizations are meeting the challenges of tomorrow through people, customers, and innovation.

This workbook and the accompanying trainer's notes should provide you with additional ideas for creating an educational experience that will focus on how to re-imagine your organization in this new world of work.

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Audiences

A dedication to hiring talented people and a commitment to customer service are the cornerstones of any excellent organization in this competitive world.

Audiences who will find the video particularly useful include:

SENIOR MANAGEMENT: Each one of the organizations profiled exhibits an ability to respond to challenges and position itself for success. The senior leadership is critical to these success strategies. For any organization to thrive in this new world of work, senior managers have to understand these new challenges.

MANAGEMENT AT ALL LEVELS: Mid-level managers need to understand how to motivate employees and give customers great experiences. The lessons from each of these case studies provide a blueprint for success.

ORGANIZATION-WIDE TRAINING: Each company profiled in this training program shows how motivated employees can make a difference. These stories can motivate and inspire employees at all levels.

How to Use **Re-imagine! Business Excellence in a Disruptive Age**

This video and print package includes a number of elements to help you meet your customer service, sales, and talent goals.

The following is a list of action steps you can take in planning and conducting a course using **Re-imagine! Business Excellence in a Disruptive Age**. You may want to modify these items to accommodate time constraints, intended audience needs, and training goals.

Advance Preparations

View the program in advance of the training session at least once and review the key learning points in the program (listed in this workbook).

Arrange to have a VHS videocassette player and a monitor available for this training session. If you have more than 20 people attending, be sure to order at least a 25-inch monitor. Remember to encourage participation. The management issues presented here can trigger energetic responses, questions, and a host of good ideas. Getting everyone involved will help build consensus on the issues and encourage audience members to feel that they share "ownership" of the solution.

- Obtain one guide for each participant.
- Test your equipment in advance and adjust color, sound, etc.
- Bring writing materials for each participant.

Sample Training Session

PRE-SCREENING PREPARATION: Welcome people to the training session and give them an overview of the program. You may want to address the concepts presented in this program in the context of your own organizational goals.

SCREENING: Show **Re-imagine! Business Excellence in a Disruptive Age**. You can watch the program in its entirety or focus your training session on one or several specific segments of Tom Peters' presentation.

POST SCREENING DISCUSSION: Choose your favorite case study and discuss the lessons contained in the program.

SECOND SCREENING: You may find it valuable to re-screen the program after discussion.

About Tom Peters

"In no small part, what American corporations have become is what Peters has encouraged them to be." — The New Yorker

"Peters is ... the father of the post-modern corporation." — Los Angeles Times

"We live in a Tom Peters world." — Fortune

Fortune calls Tom Peters the Ur-guru (guru of gurus) of management—and compares him to Ralph Waldo Emerson, Henry David Thoreau, Walt Whitman, and H.L. Mencken. *The Economist* tags him the Uber-guru, and his unconventional views led *BusinessWeek* to describe Tom as "business' best friend and worst nightmare." Tom describes himself as a prince of disorder, champion of bold failures, maestro of zest, professional loudmouth (as a speaker he's "a spitter"—according to Dilbert), corporate cheerleader, lover of markets, capitalist pig, and card-carrying member of the ACLU.

Tom & Bob Waterman co-authored *In Search of Excellence* in 1982; the book was named by NPR (in 1999) as one of the "Top Three Business Books of the Century," and ranked as the "greatest business book of all time" in a poll by Britain's Bloomsbury Publishing (2002).

Tom followed *Search ...* with a string of international bestsellers: *A Passion for Excellence* (1985, with Nancy Austin—which ousted Lee Iacocca from the #1 slot), *Thriving on Chaos* (1987), *Liberation Management* (1992: acclaimed as the "Management Book of the Decade" for the '90s), *The Tom Peters Seminar* (1993), *The Pursuit of WOW!* (1994), and *The Circle of Innovation* (1997).

Tom's series of books on Reinventing Work were published in September 1999: *The Brand You50*, *The Project50*, and *The Professional Service Firm50*. In

October 2003, Tom released a totally new form of the business book, in conjunction with innovative British publisher Dorling Kindersley: *Re-imagine: Business Excellence in a Disruptive Age*.

Two Tom Peters biographies have recently been published: *Corporate Man to Corporate Skunk: The Tom Peters Phenomenon*, by Stuart Cramer; and *Tom Peters: The Bestselling Prophet of the Management Revolution*, by Robert Heller (part of a four-book series of business biographies on Peters, Bill Gates, Peter Drucker, and Warren Buffet).

Tom presents about 80 major seminars each year, has written hundreds of articles for various publications, and serves as Chairman of Tom Peters Company. When he's not on an airplane, Tom and his wife Susan Sargent (and Max and Ben) co-habit a 1,500-acre working farm in Tinmouth, Vermont.

Tom is a graduate of Cornell (B.C.E., M.C.E.) and Stanford (M.B.A., Ph.D.) and holds honorary degrees from several institutions. He served on active duty with the U.S. Navy in Vietnam (a Navy Seabee) and Washington from 1966 to 1970, was a senior White House drug abuse advisor in 1973-74, and worked at McKinsey & Co. from 1974 to 1981, becoming a partner in 1979. Tom is a Fellow of the International Academy of Management, The World Productivity Association, the International Customer Service Association, and the Society for Quality and Participation.