

A PASSION FOR EXCELLENCE

The Leadership Difference

Tom Peters
Nancy Austin



Random House
New York

TECHNISCHE HOCHSCHULE DARMST.
Fachbereich 1
Gesamtbibliothek
Betriebswirtschaftslehre

Inv.-Nr. 37.580
Abstell-Nr. : A.12/1384
Sachgebiete: 1.2

Contents

Foreword	xi
Introduction: A Revolution Is Brewing	xvii
Part I: Common Sense	1
1 A Blinding Flash of the Obvious	3
2 MBWA: The Technology of the Obvious	8
3 Integrity and the Technology of the Obvious	34
Part II: Customers	37
4 Common Courtesy: The Ultimate Barrier to Competitor Entry	41
5 No Such Thing as a Commodity	51
6 "Mere Perception": On the Irreducible Humanness of Customers	71
7 Quality Is Not a Technique	98
8 The "Smell" of the Customer	107
Some (More) Good Reading on Customers	112
Part III: Innovation	113
9 The Mythology of Innovation, or a Skunkworks Tale	115
10 Three Skunks	161
11 The Context of Innovation	169
12 The "Smell" of Innovation	193
Some (More) Good Reading on Innovation	197
Part IV: People, People, People	199
13 Bone-Deep Beliefs	203
14 Ownership!	213
15 ApplauseApplause	252
Some (More) Good Reading on People	262

Part V: Leadership	263
16 Attention, Symbols, Drama, Vision—and Love	265
17 Transformations and Enhancements: Small Wins, Debureaucratizing and Pockets of Excellence	294
18 Coaching	324
19 Doing MBWA	378
20 Excellence in School Leadership	393
21 What Price Excellence?	414
Some (More) Good Reading on Leadership	420
Acknowledgments	421
A Guide to Key Concepts	429
Index	431