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Straight from the CEO

By

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Just as water changes to a solid when the temperature drops one degree at the 32°F mark, so there is a threshold that if we haven't crossed it yet we will soon, that one more degree of innovativeness, one more degree of customer service, that one more degree of leadership that creates a totally new reality.

The real qualification of success include a new level of coordination among the units of an enterprise embracing strategy, technology, infrastructure, R&D, sourcing, manufacturing, distribution, pricing, after sale services, and cultivation of the customer.

Measuring employees

You understand the organization by knowing your people. You optimize performance by maximizing the potential of each.

The importance of the individual is most evident when you measure the effectiveness of the company, teams, and departments. You will find that for the most part that ineffective companies, departments and teams are brimming with dysfunctional individuals. Good people make good teams.

Hire the best and brightest. You still need thought leaders and thoughtful advisors. Expect the technical skills, but they must add value above and beyond their technical expertise.

Our people should be allowed to make mistakes. What should not be tolerated is passiveness.

Branding: We must have a religious zeal towards quality.

World scale quality brand: religious dedication to quality. In all functions, quality must be a primary and consistent force. From production to distribution to marketing, there must be dedication to the highest standards. Any deviation from these standards must be detected early and corrected. Long term vision. Quality brands must be backed up by a with a consistent long term strategy of enrichment, regardless of the ups and downs of business cycles. A faith in the value and durability of the brand demands it be

strengthened in good times and bad. Mystique and style. Must cultivate symbols that suggest contentment and satisfaction. They should convey pleasure in consumption and a stylish enjoyment of the good life. Quality brands have an aura of success and capability. Market dominance. Tradition and generational renewal. Go for long term use and loyalty.

Major change demands deep top management involvement and exposure. They are most often “bet the company” deals. They are also likely to bring to a head internal policy and strategy disputes which may result in the dismissal of executives who refuse to sign on causing it to punish market capitalization in the short term. Change can cause most CEO to go through self doubt and heightened anxiety as he puts his credibility on the line. Most contain an element of attack on everyone, including those who feel they have given their best and worked the hardest. The CEO is pressured to hit the ball out of the park as everything clamors for attention. Never enough time or data. The clatter of all other demands must be toned down and the focus must be on the implementation of the change.



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