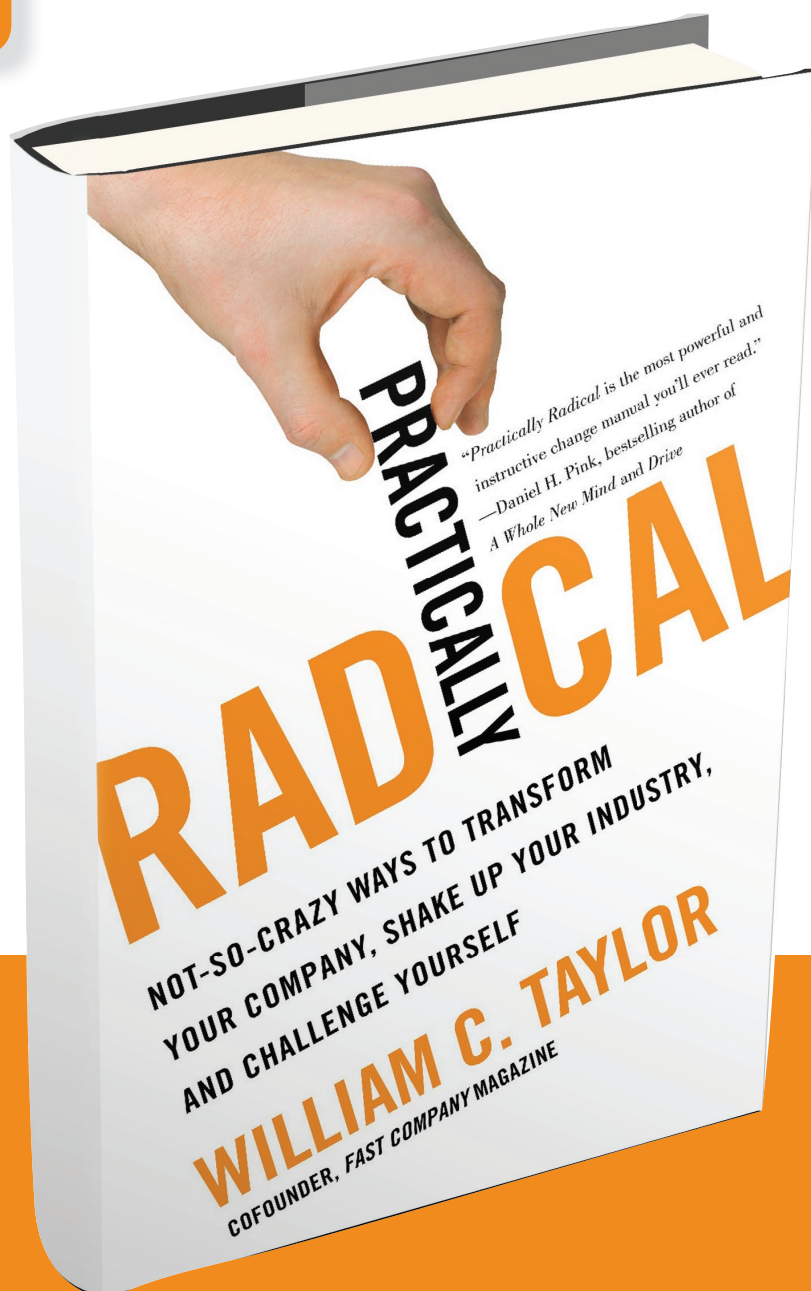


# PRACTICALLY RADICAL

## PREVIEW

ANNOUNCING THE  
NEW BOOK FROM  
THE COFOUNDER OF  
*FAST COMPANY* AND  
THE BESTSELLING  
COAUTHOR OF  
*MAVERICKS AT WORK...*

... COMING JANUARY 4, 2011  
FROM WILLIAM MORROW,  
AN IMPRINT OF HARPERCOLLINS PUBLISHERS



## ADVANCE PRAISE FOR *PRACTICALLY RADICAL*

“*Practically Radical* is the most powerful and instructive change manual you’ll ever read. It will inspire you to change your business, your work, and maybe your life.”

– DANIEL H. PINK, BESTSELLING AUTHOR OF *A WHOLE NEW MIND* AND *DRIVE*

“*Practically Radical* inspires leaders to produce lasting change by advancing deeply held values. The ideas are fresh, the advice is stuff you can actually use, and the results will be tangible. Read this book—then roll up your sleeves and get to work!”

– ARIANNA HUFFINGTON, COFOUNDER AND EDITOR-IN-CHIEF, *THE HUFFINGTON POST*

“This is just the catalyst we need to foment the reinvention of companies and leadership for the next decade. *Practically Radical* is filled with provocative ideas and real-world wisdom.”

– ARKADI KUHLMANN, PRESIDENT AND CEO, ING DIRECT USA AND AUTHOR OF *THE ORANGE CODE*

“Bill Taylor’s timing is ideal. After staring into the abyss of the financial crisis, it’s human nature to become risk-averse. *Practically Radical* reminds us that this is not the time to downsize your dreams or stop taking chances. There are important lessons to be learned from this book.”

– SIR MARTIN SORRELL, CHIEF EXECUTIVE, WPP

“*Practically Radical* is a handbook for successful transformation and a great tutorial for implementing your change agenda.”

– ANNE MULCHAY, FORMER CHAIRMAN AND CEO, XEROX CORPORATION

“This book is packed with big ideas, hands-on advice, and inspiring case studies. *Practically Radical* is a game plan for leaders who want to change the world for the better.”

– GUY KAWASAKI, CO-FOUNDER OF ALLTOP.COM AND FORMER APPLE CHIEF EVANGELIST

“*Practically Radical* is a must-read for organizations that want to stay energized and relevant in today’s changing markets. The book challenges leaders to think differently in order to renew their companies, while staying true to their core mission.” – GAIL MCGOVERN, PRESIDENT AND CEO, AMERICAN RED CROSS

**DON'T USE THE  
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## **I. A GAME PLAN FOR GAME CHANGERS**

Albert Einstein put it brilliantly: “Problems cannot be solved at the same level of awareness that created them.” Some unknown Texas genius put it simply: “If all you ever do is all you’ve ever done, then all you’ll ever get is all you ever got.” It’s hard to put it any better: These two bits of timeless wisdom capture the spirit of the times in which we work, compete, and lead.

We are living through the age of disruption. You can’t do big things if you’re content with doing things a little better than everyone else or a little differently than how you did them before. In an era of hyper-competition and non-stop dislocation, the only way to stand out from the crowd is to stand for something special. Today, the most successful organizations don’t just out-compete their rivals. They redefine the terms of competition by embracing one-of-a-kind ideas in a world filled with me-too thinking.

That’s the defining spirit of *Practically Radical*, the new book from award-winning entrepreneur and bestselling author William C. Taylor. As the cofounder and founding editor of *Fast Company*, Bill launched a magazine that shaped the global conversation about business leadership and personal success—and created a legendary entrepreneurial success in the process. (*Fast Company* sold for \$340 million just six years after it was launched). As the coauthor of *Mavericks at Work*, a *New York Times* and *Wall Street Journal* bestseller, Bill showcased the power of start-from-scratch innovation to remake industries and restart growth. *The Economist* called *Mavericks* “a pivotal work in the tradition of *In Search of Excellence* and *Good to Great*.” Billy Beane, general manager of the Oakland A’s, called *Mavericks* “a competitive playbook for the 21st century.”

*Practically Radical* offers a fresh set of messages for a different set of challenges—and a new era of business. The book is meant as a guide for leaders in all walks of life who aspire to fix what’s wrong with their organizations, to launch new initiatives with the best chance to succeed, and to rethink the logic of leadership itself as they rally their colleagues around an agenda for renewal. In other words, it is a manifesto for change and a manual for achieving it—at a moment when change is the name of the game.

Using lessons drawn from a wide variety of fields (from healthcare to software, from automobiles to financial services, from consumer products to insurance, from hotels to hospitals) Bill shows readers how to transform their company, shake up their industry, and recharge themselves. The urgent message: Don’t use the long shadow of economic crisis and slow recovery as an excuse to downsize your dreams or stop taking chances.

The challenge for leaders in every field is to emerge from turbulent times with closer connections to their customers, with more energy and creativity from their people, and with greater distance between them and their rivals. *Practically Radical* offers big ideas, proven techniques, and entertaining case studies to help leaders meet the challenge. The book’s Table of Contents offers a glimpse of its personality and performance.

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## II. MASTERING THE CHALLENGES OF CHANGE

There's nothing quite as exhilarating as watching a young organization reshape its field—a blank-sheet-of-paper startup that transforms an industry, a challenger brand that redefines a market. Alas, there's nothing quite as common as watching an established organization—a company that reached great heights in one era of technology, markets, and culture—struggle to regain its stature as a force for leadership in a new era. The work of deep-seated, sustainable change remains the hardest work there is.

Over a period of two years, I immersed myself in the struggles and triumphs of 25 organizations that are achieving dramatic results under some of the most trying conditions imaginable. I was privy to the strategies and tactics of a diverse collection of innovators in a wide variety of fields: a high-profile Internet company that reinvented customer service for the digital age and invented a powerful brand in the process; the irrepressible billionaire who rescued the Swiss watch industry from oblivion and transformed it into a global juggernaut; a health-care company that recovered from near-bankruptcy to thrive in a punishing field by unleashing an energetic and highly engaged workforce; a 95-year-old hospital, based in one of America's most distressed cities, that has redesigned how it works and what patients experience; the leader of one of the world's most famous crime-fighting organizations, who has visited 125 countries in a crusade to transform how police respond to the threats of the 21<sup>st</sup> century.

These innovators were not paralyzed by the degree of difficulty associated with their agenda. In fact, they were *energized* by it. They were making big things happen in new ways—unleashing innovations and driving transformations that will shape the fortunes of their organizations and the future of their fields. In the process, they developed a set of principles that define the work of leaders in every field. Here are five of those principles—just a small sample of the strategies, techniques, and case studies showcased in *Practically Radical*.

**1. What you see shapes how you change.** Or, to use a term that's become popular in creativity circles, the best leaders demonstrate a capacity for *vuja dé*. We've all experienced *déjà vu*—looking at an unfamiliar situation and feeling like you've seen it before. *Vuja dé* is the flip side of that—looking at a familiar situation (an industry you've worked in for decades, products you've worked on for years) *as if you've never seen it before*, and, with that fresh perspective, developing a distinctive point of view on the future.

The cutting-edge marketers at TBWA Worldwide, the celebrated Madison Avenue agency, have learned to develop “fresh eyes” to look for disruptive ideas about what comes next. As marketing specialists, TBWA has designed memorable campaigns for some of the most glamorous brands of the last few decades, from Absolut to Adidas to Apple. As creative strategists, TBWA has invented a blueprint for organizational renewal it calls “Disruption Days”—wide-open, free-wheeling, yet highly structured examinations of the assumptions, practices, and behaviors that stand in the way of progress for a brand, a company, or an industry.

TBWA chairman Jean-Marie Dru, the figure most closely associated with the agency's disruption model, is adamant about the deep-seated changes it is designed to provoke. The process “is at once a method, a way of thinking, and a state of mind,” he says. “It is a matter of questioning the way things are, of breaking with what has been done or seen before, of rejecting the conventional.”

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TBWA has conducted more than 1,500 Disruption Days around the world and the methodology has improved and evolved over the years. But certain techniques remain central to the process. For example, TBWA has developed a list of 60 what-if questions to guide strategic rethinking. What if we stop focusing on the traditional competitors and focus instead on the source of business (often indirect competition)? What if we reconsider using strategies usually considered taboo for this category? What if, instead of differentiating the brand we redefine the category experience? What if we reverse the logic of things? The specific questions, of course, are less important than the spirit, which is to challenge conventional wisdom.

TBWA also uses what it calls the “CEO Hat” exercise to encourage organizations with tunnel vision to develop a new line of sight. Participants search for out-of-the-box answers to big strategic questions by reaching into boxes filled with hats, shirts, and other paraphernalia from breakthrough organizations such as Apple, Virgin, Target, Southwest Airlines—and then adopt the mindset of those free-thinking companies as they think about the questions with their clients. “We define possible strategies for companies through the eyes and values and under the leadership of a different CEO,” explains Laurie Coots, TBWA’s chief marketing officer. “The sheer act of being free to think like somebody else gives you permission to generate ideas that you might not get to otherwise.”

**2. Where you look shapes what you see.** That’s the lesson of the “CEO Hat” exercise. The most creative leaders I’ve met don’t aspire to learn from the “best in class” in their industry—especially when best in class isn’t all that great. Instead, they aspire to learn from innovators far outside their industry as a way to shake things up and leapfrog the competition. Ideas that are routine in one industry can be revolutionary when they migrate to another industry, especially when those ideas challenge the prevailing assumptions that define so many industries.

Consider the transformation of Virginia Mason Medical Center (VMMC), a 90-year-old hospital in Seattle, Washington with 400 doctors and nearly 5,000 employees. For years, despite a rich history, Virginia Mason struggled with deteriorating finances, inefficient processes, and uneven quality. Its new CEO, Dr. Gary Kaplan, who took charge in February 2000, didn’t focus on what other hospitals were doing. (Many of them, after all, had the same problems.) Instead, he became fascinated with the legendary Toyota Production System. Eiji Toyoda had used the Toyota Production System to drive Japan’s flagship company to global prominence—and Kaplan came to believe that his organization could borrow methodologies from the automobile industry to fix its problems.

So the CEO began leading 14-day trips to Japan in which doctors, nurses, and hospital staffers get exposed in the intricacies of how Toyota organized work, tracked quality, and solved problems. There are classes and meetings, of course, but a defining piece of the experience is when doctors, nurses, and hospital staffers spent several days working eight-hour shifts in a factory. They staff the lines, do the work, and, like their Japanese counterparts, are expected to use the Toyota Production System to solve problems. “This is a real eye-opener for the team,” Kaplan explains. “We stick a bunch of doctors on an assembly line. We use the methods and tools we’ve learned, we come up with suggestions, and the Japanese put them into place! They did things they never thought they were capable of doing. It changes the way you think.”

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Years of in-depth study of Toyota have transformed Virginia Mason. The hospital eliminated millions of dollars of inventory, cut the time required to deliver lab results by 85 percent, and reduced staff walking distances by 60 miles per day. One frontline team redesigned how nurses interact with patients and with each other—allowing nurses to spend 90 percent of their time at the bedside, as opposed to 35 percent before. Indeed, the student is now a teacher: The hospital has become so proficient at Toyota's techniques that it created an institute to show other companies how to practice what it has learned.

**3. There's nothing wrong with your organization that can't be fixed by what's right with your organization.** The virtue of *vuja dé* is that it reframes how organizations make sense of their situations and build for the future. But that's different from a wholesale break with the past. For even the most determined change agents, history and tradition can be unrivaled sources of strength—as the foundation for an enduring sense of purpose that newcomers can't begin to copy; as a reservoir of professional wisdom that gets more valuable as times get more volatile; as an engine of expertise that competitors can't hope to match; as a reminder of founding principles that never go out of style, regardless of how styles change.

I'm convinced that one of the big reasons for the failure of so many change programs is that by focusing almost solely on what's *wrong* with their organizations, and by importing *off-the-shelf* strategies devised by outside experts consumed with what's new, leaders undervalue what's *right* with their organizations, and overlook *home-grown* strategies rooted in the wisdom of the past. In his first inaugural address, President Bill Clinton offered his perspective on national renewal. “There is nothing wrong with America,” he argued, “that cannot be cured by what is right with America.” That sentiment speaks to the renewal of companies as well as countries—it's a political insight with big implications for making change in business.

The transformation of the Girl Scouts of the USA is an all-American case study of just this point. CEO Kathy Cloninger took charge in late 2003 as membership was stagnating, traditional programs felt out of sync with demographic trends, and the brand, while ubiquitous, was uncool. In other words, based on the track records of most big organizations in most fields, conditions were in place for years of slow decline, or, at best, modest progress. Instead, the CEO and her colleagues devised one of the most ambitious, far-reaching, fast-paced change programs I have seen—an agenda for transformation that should be the envy of CEOs in *every* field.

How did the Girl Scouts experience so much change so quickly? When I posed this future-focused question to Kathy Cloninger, she immediately turned to the past. Sure, she and her colleagues relied on demographic surveys, competitive mapping, market research—all the tools of “modern” management. But some of their most eye-opening insights came from getting reimmersed in the ideology, philosophy, and “business plans” of Juliette Gordon Low, the social activist who started the Girl Scouts in 1912. The CEO and her colleagues came to understand what a firebrand, risk-taker, and entrepreneur their founder was—and this appreciation for the group's hard-charging history created a sense of permission to push harder for far-reaching change. What's past really can be prologue.

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Indeed, as Cloninger and her colleagues wrestled with an array of controversial decisions, one of their guiding mantras became WWJD—that is, What Would Juliette Do? “Even though we use the word ‘transformation’ it’s not like we’re breaking from our historical roots,” the CEO explained. “Juliette Gordon Low was a revolutionary. She founded this movement at a time when women didn’t have the right to vote. Her idea of what girls could and should be doing was way out on the cutting edge. Juliette’s work was much more ‘out there’ than what this organization eventually became.”

**4. The best way to change your business is to make change a normal part of doing business.** It’s one thing for leaders to use fresh eyes to devise a new line of sight into the future. It’s quite another to muster the rank-and-file commitment to turn a compelling vision into a game-changing performance. Your job is not just to surface high-minded ideas. It is to summon a sense of urgency, and to use that urgency to inspire action. The most direct way to increase urgency is to redefine how the organization monitors results, measures success, and evaluates its track record—and, in so doing, to make business as usual look like it’s bad for business.

The best technique I’ve seen for confronting this challenge was developed by Gamal Aziz, president and COO of MGM Grand Las Vegas, one of the largest hotels in the world and one of only two billion-dollar properties on the Strip. Aziz took over in 2001, when the hotel was big profitable, but nothing spectacular. Over the next few years, in a good-enough setting that could have sustained years of business as usual, Aziz and his colleagues unleashed a torrent of innovations that remade the hotel and generated rave reviews. Revenues jumped, profits soared, and the experience began to live up to the promise of delivering “Maximum Vegas.”

What was the secret to Aziz’s success? A technique he calls “working backward.” He and his colleagues engaged in an exercise to look at every aspect of the hotel’s performance—rooms, restaurants, shops, shows—and evaluate performance in a new way. The question was no longer: How do we make marginal improvements over current results? It was: What is the highest and best use for this venue or shop, if we could start from scratch and build it today? And how do we work backward from the future to achieve this performance?

The simple technique led to huge changes in mindset—and a staggering array of innovations. Aziz and his colleagues pledged, using the working-backward methodology, to unveil a major initiative three months for 48 months. Not only did they meet this commitment, they more than doubled it, launching 30 major innovations that transformed a middlebrow brand into a darling of the Strip. “It’s easy to make small improvements in what you are doing already,” Aziz explained to me. “It’s harder to capture what you’re missing. That’s what we did with working backward.”

My first conversation with Gamal Aziz was in 2007—boom times for Vegas. My final conversation was more than two years later, after the boom had turned to bust. Yet the MGM Grand was weathering the downturn far better than most of its competitors. Aziz, meanwhile, even as he continued to run one of the world’s largest hotels, was exporting the brand around the world, in his role as CEO of MGM Mirage Hospitality, which was opening locations in Egypt, the United Arab Emirates, Vietnam, and China.



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Indeed, the true appeal of Gamal Aziz's methodology is that it treated the process of making change as a routine part of doing business. For decades, the Las Vegas model of innovation has been to "blow things up." Companies would dynamite a hotel or casino that has lost its luster, and, from the ashes, build something more glamorous. At the MGM Grand, Aziz demonstrated that organizations can make deep-seated change without deep-sixing what came before. "We have kept morale high even in this environment," Aziz says. "Our people are coming up with extraordinary ideas. There is an ongoing conversation, a commitment to innovation, that is as powerful in tough times as in good times."

**5. Success is not just about thinking differently from the competition. It is also about caring more than the competition.** In his inspiring book *Rules of Thumb*, my friend and *Fast Company* cofounder Alan Webber identifies two questions that demand the attention of leaders. The first is familiar: What keeps you up at night? What are the problems that nag at you? The second is less familiar, but even more important: What gets you up in the morning? What keeps you and your people more committed than ever, more engaged than ever, more excited than ever, particularly as the environment around you gets tougher and more demanding than ever?

That's a question every organization needs to ask and answer if it hopes to prosper in an era of hyper-competition and nonstop dislocation. Even the most creative leaders recognize that long-term success is not just about thinking differently from other companies. It is also, and perhaps more importantly, about *caring more* than other companies—about customers, about colleagues, about how the organization conducts itself in a world with endless temptations to cut corners and compromise on values. For leaders, the pressing question isn't just what separates you from the competition in the marketplace. It's also what holds you together in the workplace.

Consider the transformation of DaVita, Inc., one of the great turnaround stories of the last decade. Talk about a tough business—DaVita provides about one-third of all of the kidney-dialysis treatments in the United States. Back in 1999, when CEO Kent Thiry took charge, the company was on the verge of bankruptcy. It had revenues of \$1.4 billion, losses of \$56 million, and a share price of about \$2. Less than ten years later, it had revenues of \$5.7 billion, net income of \$374 million, and a share price approaching \$60. It is one of the great business comebacks I've seen— from a market cap of \$200 million in 1999 to more than \$6 billion today.

What's important, though, is that Thiry turned around the company by turning around the culture. One of the first messages he sent to employees was: "We are going to flip the ends and means of this business. We are a community first and a company second." Translation: If the people of DaVita could figure out how to treat patients right, and treat each other right, then the business would right itself. And that's precisely what happened.

Life at DaVita is filled with symbols, rituals, and traditions that bear little resemblance to life inside conventional organizations. There's an official company song ("On DaVita," to the tune of "On Wisconsin"), which employees sing with great relish. At the DaVita offices in El Segundo, California, there's a wooden footbridge across which thousands of employees have walked to signify their passage into a new way of working. The wildly spirited Nationwide Meeting, in which thousands of

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employees celebrate awards, mourn the death of patients, and connect with the emotional side of their work, is truly something to behold.

Why do Thiry and his colleagues bother with such outsized gestures? Because the demands on the workforce are so relentless. The company's 35,500 employees care for more than 116,000 patients, which means they provide more than 16 *million* treatments per year. That's 16 million opportunities to overlook a symptom, misdiagnose a problem, or otherwise make a small mistake that could have deadly consequences. It's hard to make a purely business case for people to care as much as they need to care in order to deliver great service. You have to be motivated by something deeper—a sense of commitment not just to patients, but also to one another.

### **III. TEN QUESTIONS EVERY GAME CHANGER MUST ANSWER**

As the cofounder of a magazine called *Fast Company*, I've always been struck by the slow-going rate of change inside most organizations. In the earliest days of the magazine, after we had a business plan but before we published the premiere issue, we convened a conference around the theme, "How Do You Overthrow a Successful Company?" It wasn't a gathering of hotshots eager to take on the corporate establishment. It was a gathering of big-picture thinkers and change agents from illustrious big companies who sensed that there were massive shifts on the horizon, but that there wasn't a commitment among their colleagues to reckon with what was coming.

It was a great conversation, ahead of its time in many ways (this was 1994)—and the outlook was grim. Roger Martin, now dean of the Rotman School of Management at the University of Toronto, warned that "the role of big companies is to turn great people into mediocre organizations." Mort Meyerson, the much-admired CEO and philanthropist, then at the helm of Perot Systems, compared leading an organization in fast-changing times to "floating in lava in a wooden boat." His plea to the group: "We need a new model to reach the future."

What a difference 15 years *don't* make. Are those misgivings any less relevant today than they were back then, or the prospects for genuine transformation any less daunting? Here, then, are ten questions that leaders at every level must ask of themselves and their organizations—questions that speak to the challenges of change. Those with the best answers win.

#### **1. Do you see opportunities the competition doesn't see?**

IDEO's Tom Kelly likes to quote French novelist Marcel Proust, who famously said, "The real act of discovery consists not in finding new lands but in seeing with new eyes." The most successful companies don't just out-compete their rivals. They redefine the terms of competition by embracing one-of-a-kind ideas in a world of me-too thinking.

#### **2. Do you have new ideas about where to look for new ideas?**

One way to look at problems as if you're seeing them for the first time is to look at a wide array of fields for ideas that have been working for a long time. Ideas that are routine in one industry can be revolutionary when they migrate to another industry, especially when they challenge the prevailing assumptions that have come to define so many industries.

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**3. Are you the most of anything?**

You can't be "pretty good" at everything anymore. You have to be the most of something: the most affordable, the most accessible, the most elegant, the most colorful, the most transparent. Companies used to be comfortable in the middle of the road—that's where all the customers were. Today, the middle of the road is the road to ruin. What are you the most of?

**4. If your company went out of business tomorrow, who would miss you and why?** I first heard this question from advertising legend Roy Spence, who says he got it from Jim Collins of *Good to Great* fame. Whatever the original source, the question is as profound as it is simple—and worth taking seriously as a guide to what really matters.

**5. Have you figured out how your organization's history can help to shape its future?** Psychologist Jerome Bruner has a pithy way to describe what happens when the best of the old informs the search for the new. The essence of creativity, he argues, is "figuring out how to use what you already know in order to go beyond what you already think." The most creative leaders I've met don't disavow the past. They rediscover and reinterpret what's come before as a way to develop a line of sight into what comes next.

**6. Can your customers live without you?**

If they can, they probably will. The researchers at Gallup have identified a hierarchy of connections between companies and their customers—from confidence to integrity to pride to passion. To test for passion, Gallup asks a simple question: "Can you imagine a world without this product?" One of the make-or-break challenges for change is to become irreplaceable in the eyes of your customers.

**7. Do you treat different customers differently?** If your goal is to become indispensable to your customers, then almost by definition you won't appeal to all customers. In a fickle and fast-changing world, one test of how committed a company is to its most important customers is how fearless it is about ignoring customers who aren't central to its mission. Not all customers are created equal.

**8. Are you getting the best contributions from the most people?**

It may be lonely at the top, but change is not a game best played by loners. The first rule of innovation is that the most powerful contributions come from the most unexpected places—the "hidden genius" inside your company, the "collective genius" of customers, suppliers, and other smart people who surround your company. Tapping this genius requires a new leadership mindset—enough ambition to address tough problems, enough humility to know you don't have all the answers.

**9. Are you consistent in your commitment to change?** Pundits love to excoriate companies because they don't have the guts to change. In fact, the problem with many organizations is that all they do is change. They lurch from one consulting firm to the next, from the most recent management fad to the newest. If, as a leader, you want to make deep-seated change, then your priorities and practices have to stay consistent in good times and bad.

**10. Are you learning as fast as the world is changing?**

I first heard this question from strategy guru Gary Hamel, and it may be the most urgent question facing leaders in every field. In a world that never stops changing, great leaders can never stop learning. How do you push yourself as an individual to keep growing and evolving—so that your company can do the same?

**BILL'S NEW PROJECT, PRACTICALLY RADICAL, IS THE LATEST CHAPTER IN A TWO-DECADE CAREER DEVOTED TO CHALLENGING CONVENTIONAL WISDOM IN BUSINESS AND HELPING BUSINESS LEADERS WIN.**

#### **IV. MORE ON PRACTICALLY RADICAL AND WILLIAM C. TAYLOR**

William C. Taylor is an agenda-setting writer, speaker, and entrepreneur who has shaped the global conversation about the best ways to compete, innovate, and succeed. His new project, *Practically Radical*, is the latest chapter in a two-decade career devoted to challenging conventional wisdom in business and helping business leaders win. *Practically Radical* will be published on January 4, 2011 by William Morrow, an imprint of HarperCollins. Bill blogs about the book at [www.practicallyradical.com](http://www.practicallyradical.com)

As a cofounder and founding editor of *Fast Company*, Bill launched a magazine that won countless awards, earned a passionate following among executives and entrepreneurs around the world—and became a legendary business success. In less than six years, an enterprise that took shape in some borrowed office space in Harvard Square sold for \$340 million.

*Fast Company*, which published its premiere issue 15 years ago, has won just about every award there is to win in the magazine world, from “Startup of the Year” to “Magazine of the Year” to two coveted National Magazine Awards. In recognition of *Fast Company's* impact on business, Bill was named “Champion of Workplace Learning and Performance” by the American Society of Training and Development. Past winners of the award include Jack Welch of GE and Fred Smith of FedEx.

In 2006, Bill (with coauthor Polly LaBarre) published *Mavericks at Work: Why the Most Original Minds in Business Win*. Just weeks after its release, it became a *New York Times* Bestseller, a *Wall Street Journal* Bestseller and a *BusinessWeek* Bestseller. *Mavericks* was been the subject of high-profile articles, reviews, and columns in many top publications, including *U.S. News & World Report*, the *Financial Times*, and *The Economist*, which called the book “a pivotal work in the tradition of *In Search of Excellence* and *Good to Great*.”

Bill is an adjunct lecturer at Babson College, America's top-rated school for entrepreneurship, where he created the “Maverick Seminar at Babson College”—a unique academic program in which MBA students interact with the ideas and innovators creating the future of business. He is the co-author of three other books on strategy, leadership, and innovation: *The Big Boys: Power and Position in American Business*; *No-Excuses Management*; and *Going Global*.

Bill has published numerous essays and CEO interviews in the *Harvard Business Review*, and his monthly column, “Under New Management,” ran in the SundayBusiness section of *The New York Times*. A graduate of Princeton University and the MIT Sloan School of Management, he lives in Wellesley, Massachusetts, with his wife and two daughters.