ORGANIZATIONAL/VISIONARY COMPANIES CHECKLIST

Tortoise & Hare: Do you get off to a slow start but win in the long run?

Organizational Leaders: Are you more concerned about architecting an enduring institution than being a great leader?

Beat Yourself: Are you more concerned about beating yourself than competition?

OR v. AND: Do you strive to have your cake AND eat it too?

First Failure: Are you more concerned about the company as the ultimate creation instead of any given product as the ultimate creation?

Persistence: Are you persistent?

Store within a Store (Walmart): Do you give your employees overarching goals and authority to operate on their own?

Bottom Line: Does your company strive to serve people, make great products, and then make profits (in order)? \* Sometimes economic blunders that benefit people or product seem like curses in the short-run but end up being blessings in the long-run.

Credo: Do you have a credo (lists responsibilities to different people involved in your business and how you will treat them)?

Gambler: Are you willing to take gambles and fail fast?

Tomorrow: Are you always looking for opportunities of tomorrow and are you leading the change?

Talent: Do you bring out the energy and talent of your employees and partners?

Change: Do you encourage change and discourage complacency/status quo (create discomfort even if the company is doing well, there is no such thing as standing still)?

BHAG: Do you set big hair audacious goals that disregard what’s possible (BHAG should require no explanation)?

Embracing Goals: Do your employees and partners embrace these goals?

Hubris Factor: Do you have self-confidence bordering on hubris?

Cult-like Culture: Do you establish clear and cult like culture (clear expectations, elitism, strict rules combined with incredible autonomy and flexibility, core ideology, tightness of fit)?

Does it Stick: Do you try a lot of stuff and see if it works (accidently stumbling onto projects)?

Fail Fast: Do you fail fast and avoid waste?

Small Steps: Do you take small steps and “make a little, sell a little” (big things often evolve from little things)?

Fifteen Percent Rule: Do you encourage technical people to spend 15% of their time on their own project (then allow them to run the new product division)?

Thirty Percent Rule: Does your division generate 30% of revenue from products introduced in just last three years?

Genesis Grants: Does your company award internal grans for prototypes, seed funding, etc.?

Profit Sharing: Do you implement employee profit sharing or stock options?

Home Grown Management: Is your management internally run and promoted from within?

Internal Competition: Do you allow your employees, products, shareholders, vendors, to constructively compete against each other?

Beat Yesterday: Do you establish dashboard that show whether you are beating the same day, week, month from last year?

Rank Employees: Do you rank employees for performance (democratically)?

Education Centers: Do you have a strong education center?

Translation: Do you translate your core ideology into practice?

Synergies: Do you encourage synergies and linkages?

Dream Team: Do you have a vision of your dream team?

One Person Owners: 16 of 35 “Visionary” companies were founded by one person, the rest by multiple partners.