

## What today's leaders say about this book

The quotes are very inspiring and thought-provoking.

-Brijmohan Lall Munjal - Chairman & Whole-time Director-  
Hero Moto Corp Ltd.

I shall keep this booklet with me at home as this will be a good  
booklet to refer to from time to time.

-Rahul Bajaj, Chairman, Bajaj Auto Ltd.

I did find the quotes very inspiring.

-Kumar Mangalam Birla, Chairman, Aditya Birla Group

The quotes mentioned in your book are really very inspiring in  
relation to work and also in general life.

-Ajay G. Piramal, Chairman, Piramal Enterprises Ltd.

These quotes are very inspirational and useful.

-Nandan Nilekani, Chairman, Unique Identification Authority  
of India (UIDAI)

It is truly an interesting collection of anecdotes which I did  
enjoy reading.

-Harsh Mariwala, Chairman & Managing Director, Marico Ltd.



**T**his handy book contains inspiring quotations on business and management by great leaders such as Robin Sharma, Napoleon Hill, Brian Tracy, Jack Welch, Ram Charan and Azim Premji. Each quotation has a deep meaning and is both inspiring and thought-provoking.

This simple yet profound collection will provide you with wisdom on leadership and management; through its various chapters.

Humorous caricatures have been included to make this book accessible and entertaining.

Illustrations by Mr. Homi Bamboat

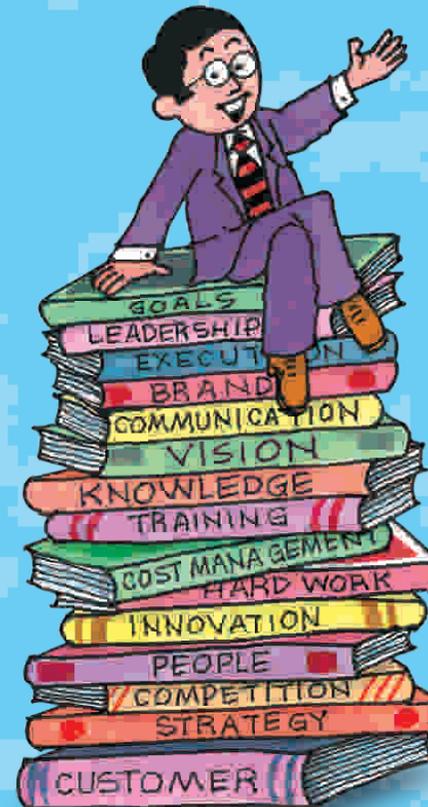
The Essence of Business & Management

Motilal Oswal

Motilal Oswal



# The **ESSENCE** of Business & Management







To my mother Ansidevi, brothers  
Javeribhai and Raju, wife Vimla,  
daughter Pratiksha and son Pratik.  
For all your unconditional love and  
sacrifices made for me.





# Preface



In the recent past, I published a book of quotes - 'The Essence of Business & Management'. This book included a few of my own thoughts and other quotes – all acquired by reading and day-to-day practical experience.

The 'Essence of Business and Management' and a book on 'Wealth Creation Thoughts' by my co-promoter, Raamdeo Agrawal, cover two aspects- business and capital markets.

A book of quotes on the very topic of LIFE will make this a complete collection. Hence, this book!

I have had my share of good and tough experiences in the last 48 years, and learned some precious lessons in the process. I have traveled, met and interacted with many people. I have been continuously reading and reflecting on life and business. All of this has shaped me and the contents of this book.

I share not only the quotes but a few thoughts on all the themes or quote-categories in this book. This will enable the readers to not just read, but feel the quotes in the way they have touched my life.

Quotes are powerful. Just a few words capture so much truth and wisdom. They are highly impactful. They have the power to motivate and spur us on. They impose laser-like focus on our thinking and guide us. Over the years, I have had the pleasure of sharing such quotes with many people; and they have made a lasting impact all round. To this day, I continue this daily ritual of lighting up minds with quotes.

Why daily? This again can be answered by a quote. As Zig Ziglar said "People often say that motivation doesn't last. Well, neither does bathing - that's why we recommend it daily." Well said!

I would like to appreciate the efforts put in by Ramnik Chhabra, Hari Krishnan, Jigisha Dwivedi, Rahul Vitekar and Kejal Tolia of our team.

I trust this book will add value to your life. I look forward to your feedback as well.

Thank you,  
Motilal Oswal





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# Vision



The empires of the future  
are the empires of the mind  
- **Sir Winston Churchill**

Our dreams have to be bigger, our ambitions  
higher, our commitment deeper.  
And our efforts greater

- **Dhirubhai Ambani**



As long as you're going to be thinking anyway,  
think big

- **Donald Trump**



When there is a genuine vision (as opposed to  
the all-too-familiar "vision statement"); people  
excel and learn, not because they are told to  
but because they want to

- **Peter Senge**



It is a terrible thing to see and have no vision

- **Helen Keller**



Most people are ant chasers  
rather than elephant hunters

- **Robin S. Sharma**



If you can imagine it, you can achieve it;  
if you can dream it, you can become it

- **William Arthur Ward**



If we have integrity,  
nothing else matters.  
If we don't have integrity,  
nothing else matters

- **Alan K. Simpson**

# Vision



There's a big difference between  
seeing an opportunity  
and seizing an opportunity  
- **Pat Guritz**

Too many vision statements hang on office walls  
rather than live in human hearts

- **Robin S. Sharma**



Two roads diverged in a wood...  
I took the one less traveled by,  
and that has made all the difference

- **Robert Frost**



You see things; and you say, 'Why?'  
But I dream of things that never were;  
and I say, 'Why not?'

- **George Bernard Shaw**



Vision without action is daydreaming and action  
without vision is a nightmare

- **Japanese Proverb**



Direction is more important than speed. We are  
so busy looking at our speedometers that we  
forget the milestones



We need to learn to set our course by the stars,  
not by the lights of every passing ship

- **Omar N. Bradley**

# Strategy



The best and smartest strategy for a company in the face of competitive pressures or shrinking markets is to get back to its core and stay there  
- **Chris Zook and James Allen**

One of the best analytic tools I have ever discovered in a lifetime of reading, research, and practice is, "zero-based thinking"

- **Brian Tracy**



Markets always change faster than marketing

- **Nirmalya Kumar**



It's easy to offer great service at a high cost.  
It's easy to offer lousy service at low cost.  
What's tough is offering great service at low cost;  
and that is what our goal is

- **Herb Kelleher**



In the next Society's corporation,  
top management will be the company.  
Everything else can be outsourced

- **Peter Drucker**



Strategic risk is highest when your success is greatest. That's precisely the point where you are least able to see the risk and least inclined to do anything about it

- **Adrian J. Slywotzky**

# Strategy



The sales force is like the engine of the automobile. Its horsepower and efficiency determine the speed and effectiveness of the entire vehicle

- **Brian Tracy**

If you want to achieve market share  
then try to get mind share first



If I had to run a company on three measures,  
those measures would be customer satisfaction,  
employee satisfaction and cash flow

- **Jack Welch**



Think Global – Act Local

- **Patrick Geddes**



What are the few things that your organization  
does superbly well?  
Stay focused on them

- **Peter Drucker**



Once you establish a perception of a  
discounted pricing strategy,  
you can never change it to a  
premium-priced brand

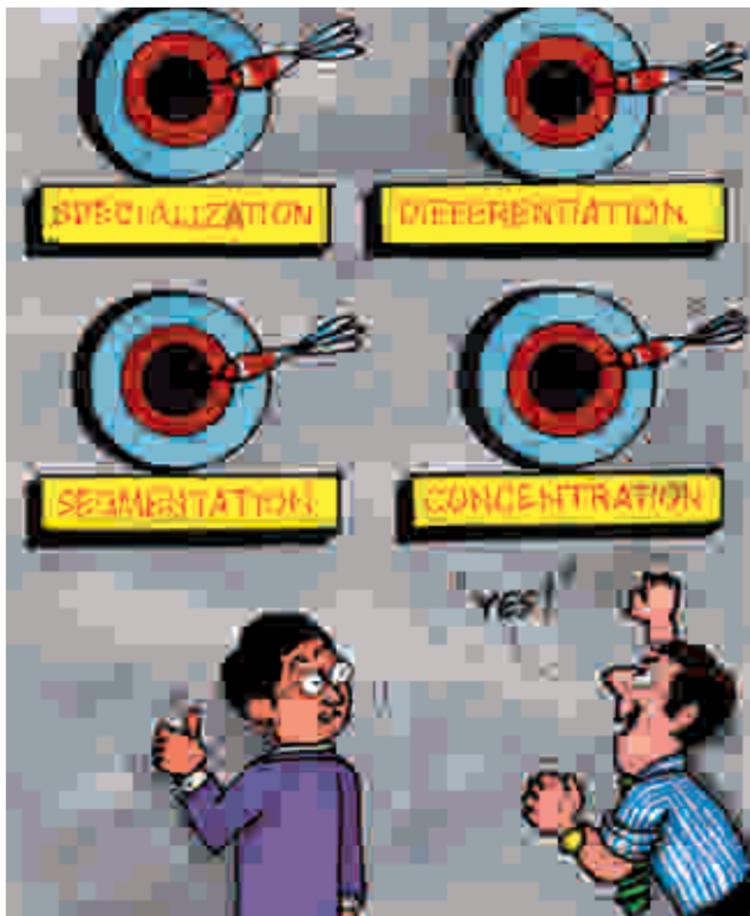
- **John H. Myers**



If the choice is between small and profitable  
company versus a large and unprofitable  
company, I would bet on the former

- **Motilal Oswal**

# Strategy



There are four essential elements of marketing. These are: Specialization, Differentiation, Segmentation, and Concentration  
- **Brian Tracy**

There's a difference between effectiveness and efficiency. Efficiency is doing things right and effectiveness is doing the right thing  
- **Peter Drucker**



Winning companies devote as much energy to designing a great business model as they do to designing a great product  
- **Adrian J. Slywotzky**



Asking the right questions takes as much skill as giving the right answers  
- **Robert Half**



Remember the 5 Ps:  
"Prior planning prevents poor performance"  
- **Archie W. Dunham**



Tap underserved, unexplored markets  
- **Thomas G. Stemberg**



I have always believed that quality is remembered long after the price is forgotten  
- **Stanley Marcus**

# Strategy



Failing to plan is planning to fail  
- Alan Lakein

In an entrepreneurial business,  
every assumption has to be revised  
or thrown out every three weeks

- **Scott McNeely**



Any year which passes in which you don't destroy  
one of your best loved ideas is probably wasted

- **Charlie Munger**



Most of our troubles are due to poor  
implementation, wrong priorities  
and unattainable targets

- **J. R. D. Tata**



We just don't look for market share but always  
look for profitable market share

- **Motilal Oswal**



Make your backroom service activities  
someone else's front room

- **Peter Drucker**



Making initiatives successful  
is all about focus  
and passionate commitment

- **Jack Welch**

# Strategy



Pay attention....Your results don't lie  
- **Lou Holtz**

The business plan is a great  
guideline to have but it never works out.  
Be flexible and ready to fix it  
**- Raju Shete**



The analysis of data will not by itself  
produce new ideas  
**- Edward De Bono**



The market only pays extraordinary rewards  
for extraordinary products and services  
**- Brian Tracy**

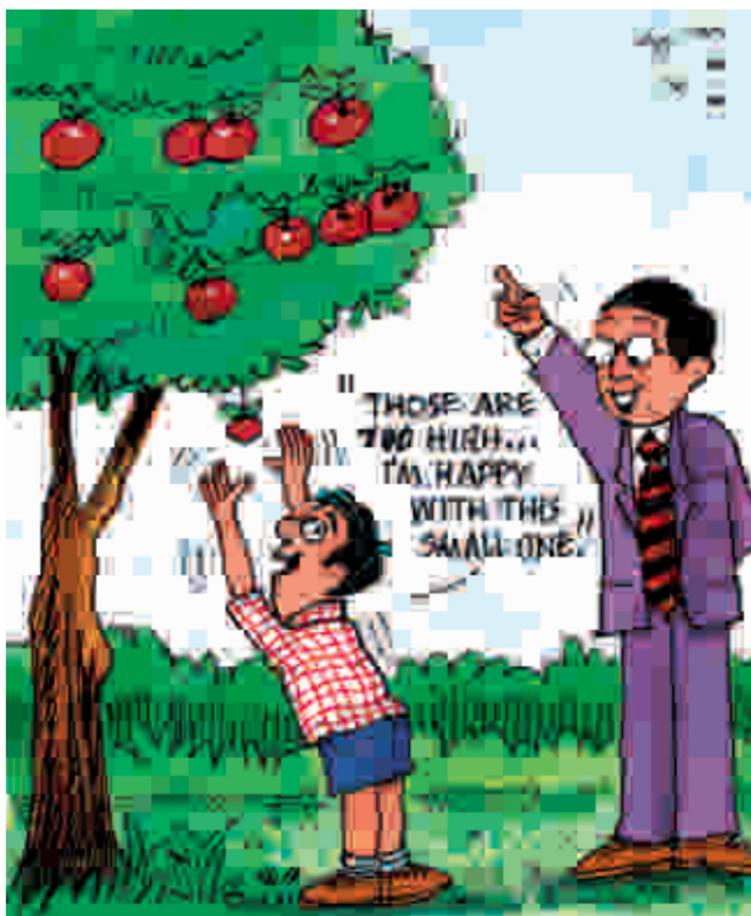


Opportunities don't wait for any one,  
certainly not for strategies or strategists.  
Opportunities are here today  
and gone tomorrow  
**- Azim Premji**



We are always 18 months away from failure  
**- Bill Gates**

# Goals



The greatest danger for most of us  
is not that our aim is too high and  
we miss it, but that it is too low  
and we reach it  
- **Michelangelo**

Stretch goals can fire up people's imaginations  
and bring energy to the organization, but only if  
they are do-able

- **Michelangelo**



When you set goals, something inside of you  
starts saying, "Let's go, let's go," and  
ceilings start to move up

- **Zig Ziglar**



Goals are dreams with deadlines

- **Diana Hunt**



The world makes way for the  
man who knows where he is going

- **Ralph Waldo Emerson**



Only three percent of adults have written goals,  
and everyone else works for them

- **Brian Tracy**

# Goals



People with goals succeed because  
they know where they are going  
- **Earl Nightingale**



Set priorities for your goals.  
A major part of successful living lies in the  
ability to put first things first.  
Indeed, the reason most major goals are not  
achieved is that we spend our time doing  
second things first  
**- Robert Mckain**



Goals are the fuel in the furnace of achievement  
**- Brian Tracy**



Life takes on meaning when you set goals and  
chase them in an unstoppable manner  
**- Les Brown**



In the final analysis, the only real cure for fear or  
worry is disciplined, purposeful action in the  
direction of your goals.  
Get too busy working on your goals  
**- Brian Tracy**

# People



A computer can tell you what  
you've sold.  
But it can never tell you how much  
you could have sold  
- **Sam Walton**

Ordinary people can give extraordinary results,  
given an opportunity  
- **Aditya Vikram Birla**



People rarely succeed unless they are  
having fun in what they are doing  
- **Dale Carnegie**



Higher performers want to know how to get  
better and the only way they'll get better  
is to get coaching and feedback  
- **David Novak**



In managing conflict, people should never be  
driven to a corner  
- **R. A. Mashelkar**



Praise must be specific, it must be immediate, it  
must be done in public and it must be sincere  
- **Robin S. Sharma**



Brains, like hearts, go where they  
are appreciated  
- **Robert S. McNamara**

# People



A word of encouragement during failure, is worth more than an hour of praise when you succeed

Motivation is not enough.  
If you motivate an idiot you get a motivated idiot



Employees are the managers of the brand,  
and if you don't invest in them, you're not  
investing in the brand  
**- Adrian J. Slywotzky**



Different people must be rewarded  
in different ways. Gifts need to be customized  
**- Robin S. Sharma**



We found that the people leave for two reasons:  
they don't like their boss;  
and they don't feel appreciated  
**- David Novak**



Focus on your employees' performance and  
character, not on whether you like them  
**- Peter Drucker**

# People



People will always work harder if  
they're getting well paid.  
If you pay peanuts,  
you get monkeys  
- **Armand Hammer**

The way you treat your employees determines  
the way they will treat your customers  
- **John Moore**



Make sure people learn and grow from mistakes,  
and that they share that learning. But don't  
accept the same mistake twice. Make it clear  
that the rule is: 'Only make new mistake'  
- **Phil Dourado**



If you empower an undeserving person  
you get disaster



Most employees in our part of the world are  
micro-managed to the point where they feel that  
it will be detrimental to their careers if they  
become free thinkers and innovators  
- **Robin S. Sharma**



We must know that our salary is paid by our  
customers and not by the company we work for

# People



As a boss you should stop trying to  
change people who don't  
want to change  
- **Marshall Goldsmith**

Bet on people; not strategies  
- **Mark A. Brown**



The management of knowledge workers is a "marketing job". And in marketing, one does not begin with the question: "What do we want?" One begins with the question: "What does the other party want?"  
- **Peter Drucker**



People who have good relationships at home are more effective in the marketplace  
- **Zig Ziglar**

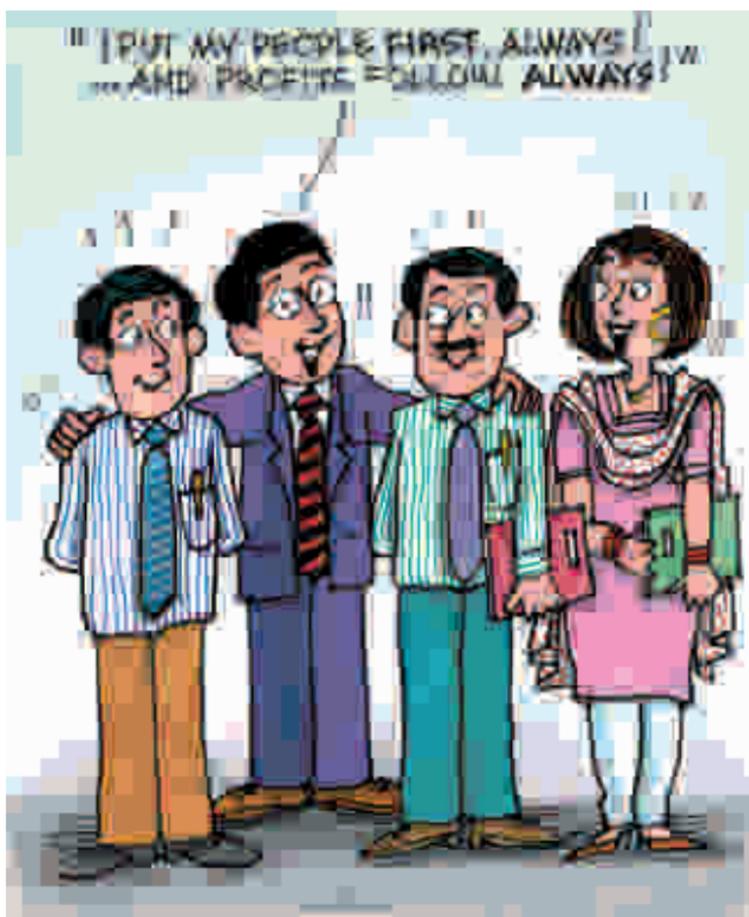


It takes blood, sweat and tears to build a team but the return on the effort is huge  
- **Ram Charan**



Rather than only looking for people doing things wrong so I can correct them, I must get aggressive about finding people who are doing things right  
- **Robin S. Sharma**

# People



When you start putting your people  
before your profits you will have  
accomplished something even more  
powerful than engaging their hearts

**- Robin S. Sharma**

The purpose of an organization is to  
enable common men to do uncommon things  
- **Peter Drucker**



Ideas are a dime a dozen.  
People who implement them are priceless  
- **Mary Kay Ash**



Having all the right people and great processes  
isn't enough.  
You also have to have the right behaviors  
- **Ram Charan**



If you deal with good people, you won't need a  
contract; and if you are dealing with bad people;  
no contract can protect you  
- **Adam M. Aron**



The peak performers have better than  
average health and relationships on the job and  
at home, and that workaholics  
have poorer than average health  
and relationships on the job and at home  
- **Charles Garfield**

# People



The only true predictor of  
future performance  
is past performance  
- **Peter Drucker**

85% the reason a person gets a job and gets ahead in that job is due to attitude; and only 15% is because of technical or specific skills  
- **Harvard and Stanford University Research**



When two men in business always agree, one of them is unnecessary  
- **William Wrigley Jr.**



Interview at least three candidates for a new position. Interview the candidate you like at least three times, in three different places; and have him or her interviewed by at least three other people  
- **Brian Tracy**



I spend a lot of time listening regularly to our customers as well as our employees facing the customers  
- **Motilal Oswal**



We never liked people more focused on the next job than the one they were doing  
- **Jack Welch**

# People



Somebody asked me about my  
biggest mistakes.  
My reply was - wrong hirings  
- **Motilal Oswal**

Here is a simple but powerful rule –  
always give people more than what they expect  
- **Nelson Boswell**



If I can take care of my customers and my  
people, the numbers will take care of themselves  
- **Alfred T. Mockett**



It's absolutely okay to fail, so long as  
"you fail fast and you fail cheap"  
- **Adrian J. Slywotzky**



In the business world, everyone is paid in  
two coins: cash and experience. Take the  
experience first; the cash will come later  
- **Harold Geneen**

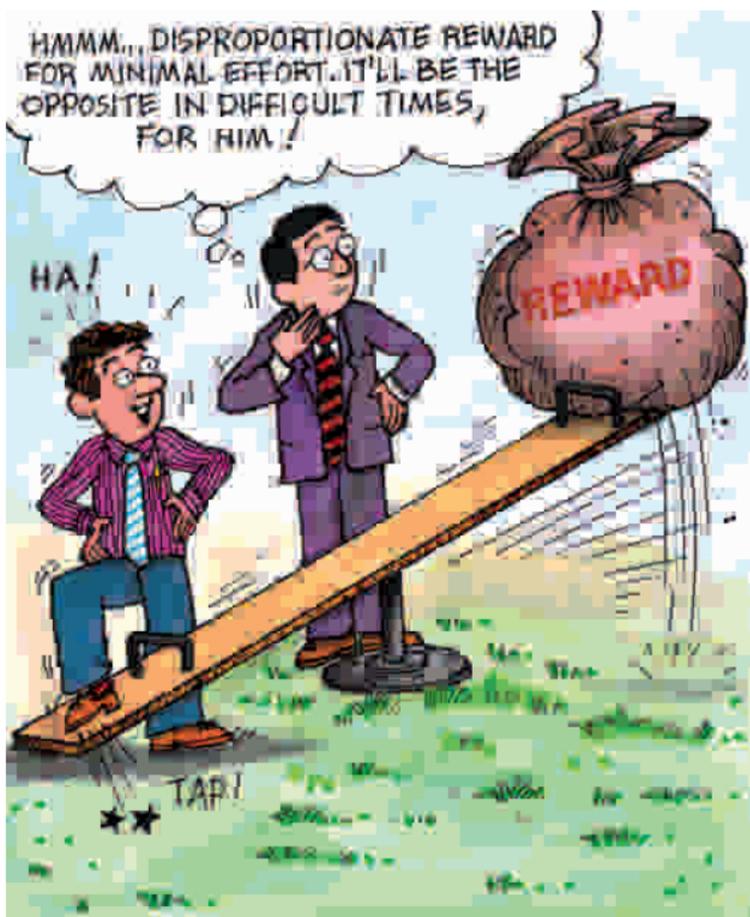


People who feel superb about themselves  
generate superb results  
- **Robin S. Sharma**



Passion is more important than brain power  
- **Charlie Munger**

# People



Efforts are always rewarded, sometimes instantaneously and sometimes after a long time. In good times we get disproportionate rewards for our nominal efforts. In challenging times we have to put disproportionate efforts for nominal rewards

- Motilal Oswal

The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime

- **Babe Ruth**



Never confuse the size of your paycheck with the size of your talent.  
You are much more than your paycheck

- **Marlon Brando**



The paranoid survive,  
but the passionate prosper

- **Jerry Porras**



When you start doing what you love to do, you will never work another day in your life

- **Brian Tracy**



You don't need to have the biggest title to do the best job

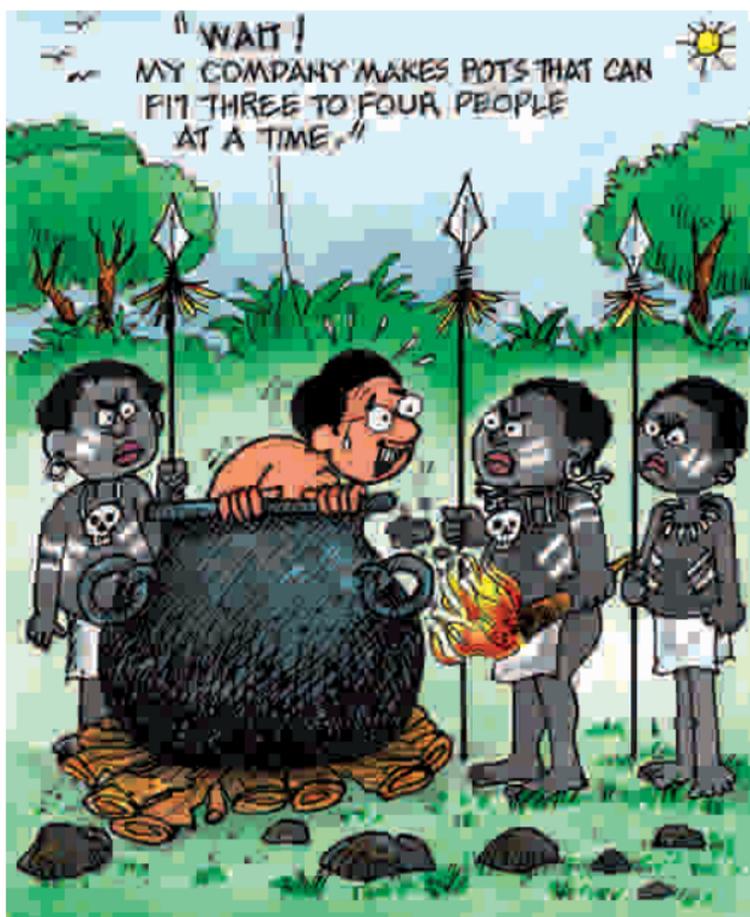
- **Robin Sharma**



Hope is your most powerful weapon,  
self confidence your greatest asset

- **Dhirubhai Ambani**

# People



In the middle of every difficulty  
lies opportunity  
- **Albert Einstein**

My priority No. 1 is my family.  
My priority No. 2 is my profession  
and my priority No. 3  
is priority No. 1 & 2.  
- **Shahrukh Khan**



Business is a war fought with  
the weapon of brains



I think we need to be paranoid optimists  
- **Robert J. Eaton**



Skill is nil without a will  
- **Judahibn Tibbon**

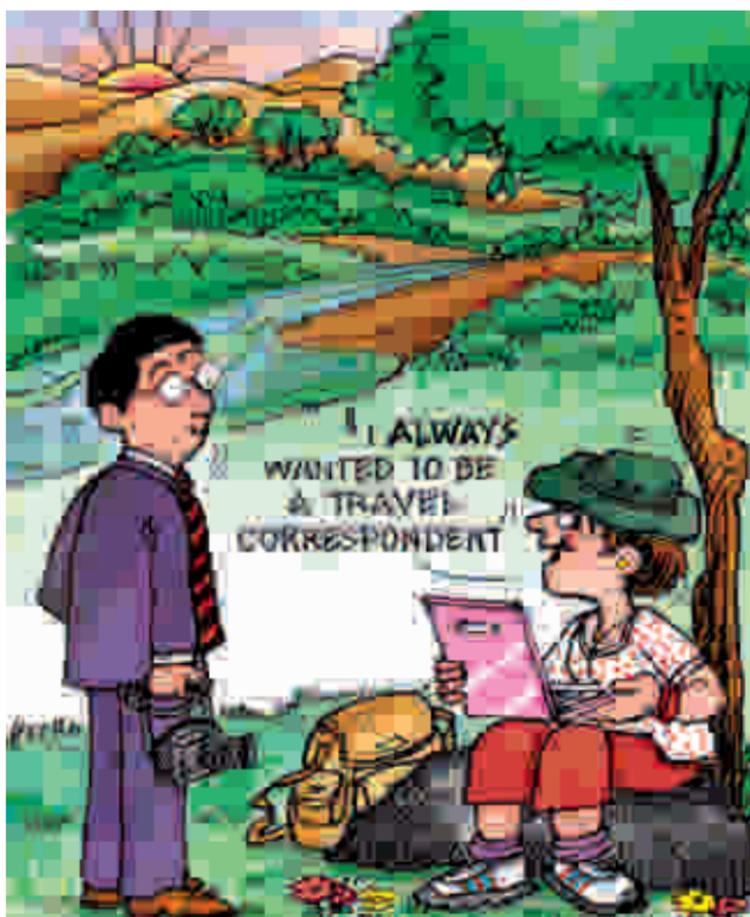


Use your own good judgment in all situations.  
There will be no additional rules  
- **Bruce, Jim and John Nordstrom**



Meeting the deadlines is not good enough,  
beating the deadlines is  
my expectation  
- **Dhirubhai Ambani**

# People



Do what you love –  
the money will follow  
- **Greer Garson**

The biggest mistake people make in  
life is not trying to make a living at  
doing what they most enjoy  
- **Malcolm S. Forbes**



It takes far less energy to move from  
first-rate performance to excellence  
than it does to move from  
incompetence to mediocrity  
- **Peter Drucker**



You may take a horse to the water  
but you can't make him drink  
- **Herminne Tonita**



The quality of a person's life is in direct proportion  
to their commitment to excellence, regardless of  
their chosen field of endeavour  
- **Vince Lombardi**

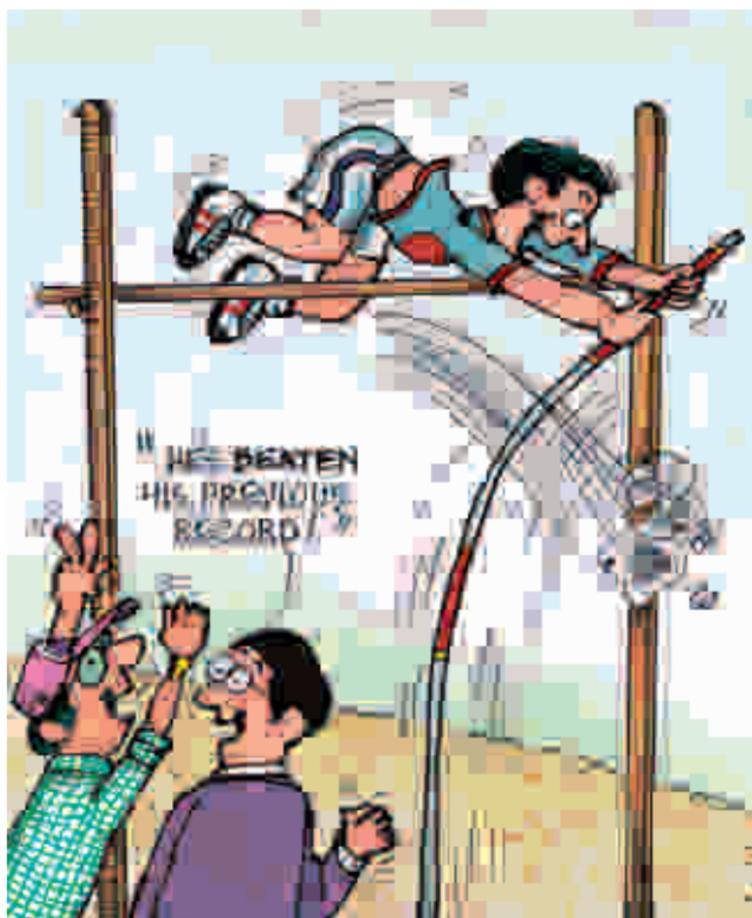


Attitude is a little thing that makes  
a big difference  
- **Winston Churchill**



Authority is 20% given and 80% taken...  
so take it  
- **Peter Ueberroth**

# People



I am not in competition with anybody, but myself.  
My goal is to beat my last performance  
- **Bill Gates**

No person will make a great business  
who wants to do it all himself or get all the credit  
- **Andrew Carnegie**



While hiring people, look three qualities:  
integrity, intelligence, and energy.  
But if they don't have the first,  
the other two will kill you  
- **Warren Buffet**



In order to succeed, your desire for success  
should be greater than your fear of failure  
- **Bill Cosby**



Many of life's failures are people who did  
not realize how close they were to success  
when they gave up  
- **Thomas Edison**



I can accept failure, everyone fails at something.  
But I can't accept not trying  
- **Michael Jordan**



When dealing with people, remember  
you are not dealing with creatures of logic,  
but creatures of emotion  
-**Dale Carnegie**

# Leadership



A group of donkeys led by a lion  
can defeat a group of lions  
led by a donkey  
- **Socrates**

When you want to encourage a greater sense of responsibility in others (and yourself), emphasize the anticipation of accomplishment, not the penalties for failure  
- **Roger Crawford**

Innovation in the brain, compassion in the heart and passion in the belly, if you miss even one, I don't think you are either a good manager or a good leader  
- **R. A. Mashelkar**

When you hire people that are smarter than you are, you prove you are smarter than they are  
- **R. H. Grant**

A leader who says, "I've got ten priorities"; doesn't know what he's talking about  
- **Ram Charan & Larry Bossidy**

The three fundamental ingredients for certain success: faith, focus and follow-through  
- **Robert Schuller**

# Leadership



Leaders don't create followers,  
they create more leaders

- **Tom Peters**

One of the hardest tasks of leadership  
is understanding that you are not what you are  
but what you're perceived to be by others

- **Edward L. Flom**



The organisations that will survive and  
thrive will be those that foster acts of  
leadership throughout the system,  
rather than assuming leaders  
only exist at the top

- **Max Weber**



Change leaders should starve problems  
and feed opportunities

- **Peter Drucker**



What you measure is what you get;  
what you reward is what gets done

- **Jack Welch**



Builders insist that self-esteem comes from  
trying and failing, trying and failing,  
then succeeding with small wins and  
doing the work a little better each time

# Leadership



The truth is that no one factor makes a company admirable.

But if you were forced to pick the one that makes the most difference, you'd pick leadership

**- Warren Buffet**

In business; the man who doesn't need a boss is usually selected to be the boss

- **Geoffrey Moss**



Ninety-five percent of your success in business will be determined by the people you choose to work with and for. Take the time to make good personnel decisions

- **Brian Tracy**



Leadership is simply putting the right people in the right jobs and then cheering them on



What is trust? I could give a dictionary definition, but you know it when you feel it. Trust happens when leaders are transparent, candid, and keep their word. It's that simple

- **Jack Welch**



The people who get on this world are the people who get up and look for the circumstances they want; and if they can't find them, make them

- **George Bernard Shaw**

# Leadership



A good leader always takes  
more share of the blame  
and less share of the praise  
- **John C. Maxwell**

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others

- **Jack Welch**



To be a good boss; tell your staff what is expected of them, who they are responsible to, how they are performing and how they can improve

- **Geoffrey Moss**



The leaders of today's most successful companies aren't risk takers, they're risk shapers

- **Adrian Slywotzky**



Building the business meant building a solid team at the top

- **Ram Charan**



The leader of the past knew how to tell and the leader of the future knows how to ask

- **Peter Drucker**

# Leadership



Speed of the boss  
is the speed of the team  
- **Lee Iacocca**

One of the most important tasks as a visionary leader is to unlock the natural state of creativity that sleeps within the minds of every one of your people



Visionary leaders focus on the best and delegate the rest



Your job is to touch everyone and get into their soul.  
Every moment you are in your office, you are useless  
- **Jack Welch**



If your actions inspire others to dream more, learn more, do more and become more; you are a leader!  
- **John Quincy**



Leaders think and talk about the solutions. Followers think and talk about the problems



Your biggest risks are often your biggest growth opportunities  
- **Adrian Slywotzky**

# Leadership



Ships are safest in the harbour but they are not meant to be there. They have to sail long, hard & face stormy seas to reach the comfort of a desirable destination

- **Narayana Murthy**

If I have any merit, it is getting along with individuals according to their ways & characteristics...at times it involves suppressing yourself. It is painful but necessary... to be a leader you have got to lead human beings with affection

- **J. R. D. Tata**



We spend so much time teaching leaders what to do that we don't spend enough time teaching them what to stop

- **Peter Drucker**



People are persuaded more by the depth of your conviction than by the height of your logic – more by your own enthusiasm than any proof you can offer

- **G. Harold McLeod**



Big pay and little responsibility are circumstances seldom found together

- **Napoleon Hill**



Focus and energy are the biggest ingredients to success

- **Sumantra Ghosal**

# Leadership



The real discipline comes in saying  
no to the wrong opportunities  
- Peter Drucker

It takes self-confidence, courage and  
a willingness to take the heat  
when you make the tough calls  
**- Jack Welch**



Leaders are readers  
**- Dianna Booher**



Most twenty-first-century leaders will have to  
reposition businesses four or more times  
during their lifetime  
**- Ram Charan**

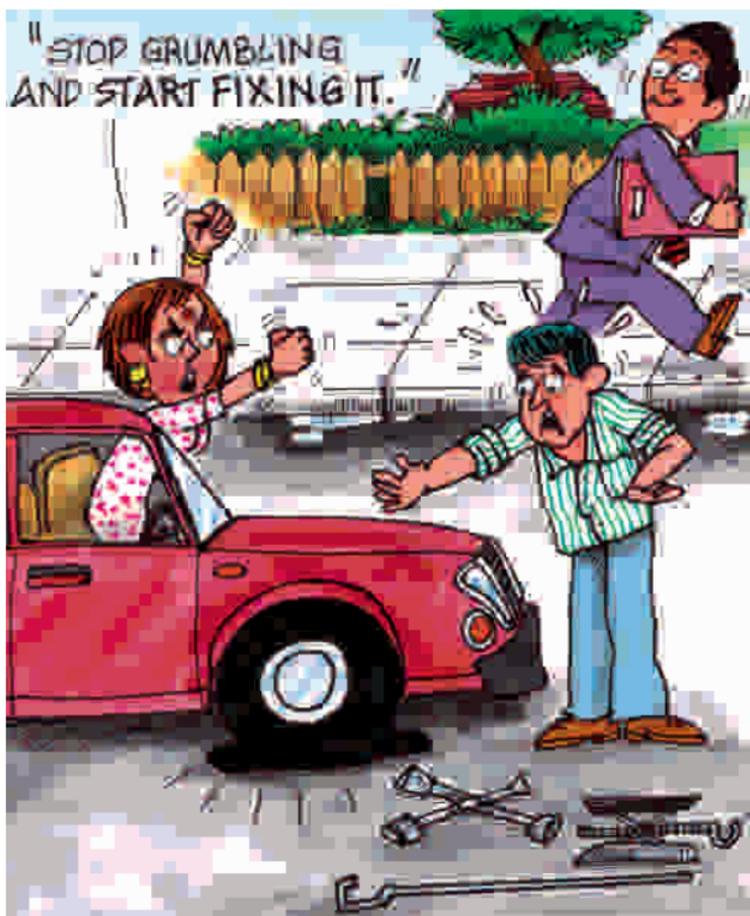


The organizations that survive the crisis were  
those that listened and said "wait a minute, this  
may not be working, let's get out of it now"  
**- Marshall Goldsmith**



Companies don't want dictators,  
kings or emperors. They want leaders who ask  
probing questions that force the team to think  
and find the right answers  
**- Tom Neff**

# Leadership



Never complain, never explain  
- Henry Ford II

Be willing to make decisions. That's the most important quality in a good leader.  
Don't fall victim to what I call the ready - aim - aim - aim - aim syndrome.  
You must be willing to fire  
**- T. Boone Pickens**

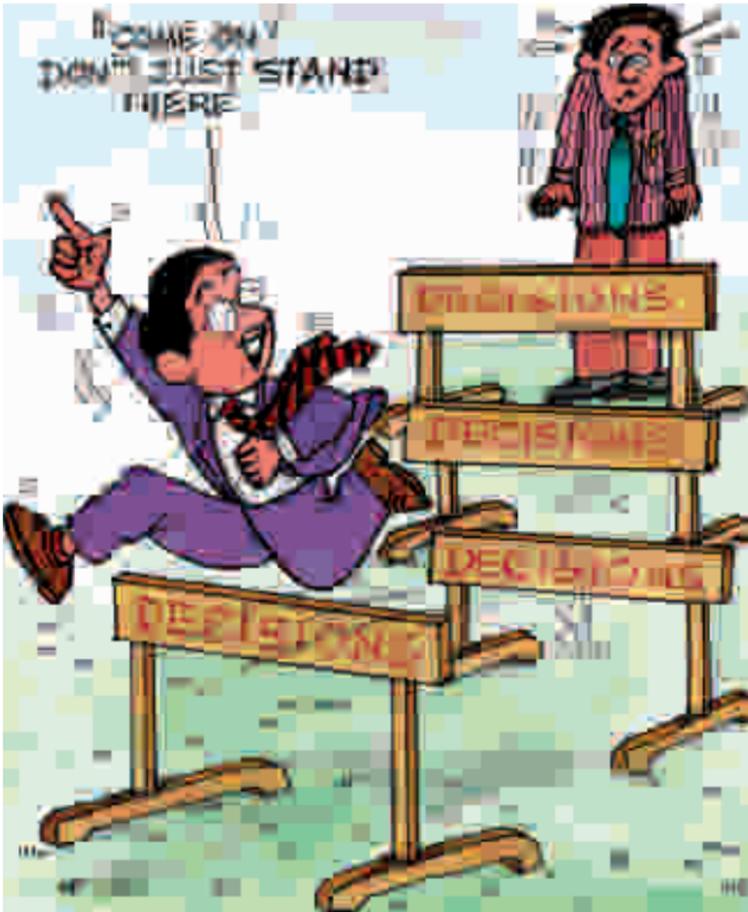
The ultimate leader is one who is willing to develop people to the point that they surpass him or her in knowledge and ability  
**- Fred A. Manske, Jr.**

A leader's job is to look into the future and see the organization, not as it is, but as it should be  
**- Jack Welch**

It is not enough to create good words. The real value of values comes from consistently walking the talk  
**- David Cottrell**

Leadership, like swimming, cannot be learnt by reading about it  
**- Henry Mintzberg**

# Leadership



When you are faced with a decision,  
the best thing is to do the right thing,  
the next best is to do  
the wrong thing,  
and the worst thing is to do nothing  
- **Robert A. Enrico**

Pick good people, set clear expectations,  
recognize excellence and praise it,  
and show care for your people: these are  
the four basic skills of good managing  
**- Marcus Buckingham**



If you tell people where to go, but not how to get  
there, you'll be amazed at the results  
**George S. Patton**



Outstanding leaders appeal to the hearts of  
their followers, not their minds



Surround yourself with the best people  
you can find, delegate authority,  
and don't interfere as long as the policy  
you've decided upon is being carried out  
**- Ronald Reagan**



A good leader inspires people to have  
confidence in their leader.  
A great leader inspires people to have  
confidence in themselves

# Customer



The customer's perception  
is your reality  
- **Kate Zabriskie**

The customer doesn't expect everything  
will go right all the time;  
the big test is what you do when things go wrong  
- **Sir Colin Marshall**

We (Board) should carefully review marketing  
metrics such as customer satisfaction, brand  
equity and customer loyalty. Let us bring the  
customer into the boardroom

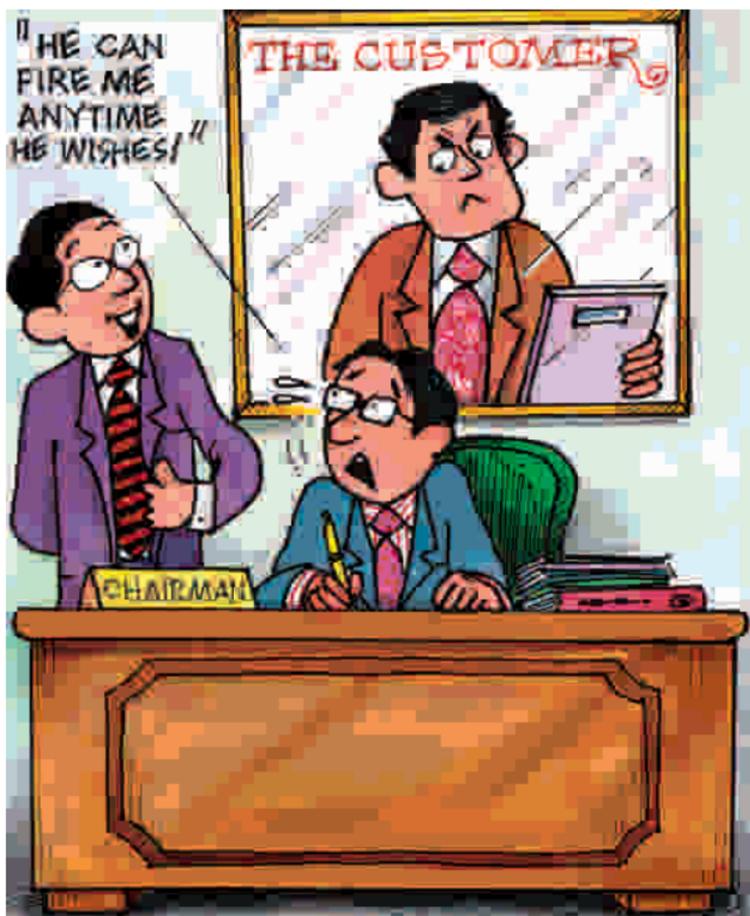
A customer is not dependent on us,  
we are dependent on him. A customer is not an  
interruption of our work; he is the purpose of it  
- **Leon Leonwood Bean**

Businesses are not paid to reform customers  
- **Peter Drucker**

If you don't care, your customer never will  
- **Marlene Blaszczyn**

You can't ask customers what they want and  
then try to give that to them. By the time you get  
it built, they'll want something new  
- **Steve Jobs**

# Customer



There is only one boss. The customer.  
And he can fire everybody in the  
company; from the chairman on  
down; simply by spending his money  
somewhere else

- **Sam Walton**

The best principle is  
“under promise and over deliver”

- **Richard Denny**



Customers are people – unpredictable, irrational,  
emotional, curious, and highly prone to change.  
Customers can't keep still.

They re-segment themselves from product buyers to  
value buyers to price buyers and then back again.  
Their priorities change from quality to price to  
solutions to style to brand

- **Adrian Slywotzky**



Customer service is not a department,  
it is an attitude

- **Mac Anderson**



The single most important thing to remember  
about any enterprise is that there are no results  
inside its walls.

The result of a business is a satisfied customer

- **Peter Drucker**



Business is like a game of tennis.  
The player who serves well seldom loses



You never get a second chance to make a  
good first impression

- **Will Rogers**

# Customer



Chase your customers,  
not competitors  
- **Venu Srinivasan**

- Before attempting to serve any client, ask yourself these three questions:
- 1.) Why do people buy my products or services?
  - 2.) What is the result if I do not serve them?
  - 3.) How could I improve their experience with my company?

- **Linda Byars Swindling**



Tell them the truth,  
first because it is the right thing to do  
and second; they'll find out anyway

- **Paul Galvin**



Being on par in terms of Price and Quality only  
gets you in the game.  
Service wins the game

- **Tony Alessandra**



Rule No.1:  
Customers are always right.  
Rule No. 2:  
If they are not right then refer to Rule No. 1.

- **Seth Godin**



Customers do not see it as their job to ensure that  
manufacturers make a profit

- **Peter Drucker**

# Customer



Your most unhappy customers  
are your greatest source of learning  
- **Bill Gates**

Focus on retaining old customers  
– they could be your route to  
more business and new customers  
through repeat and referral sales  
- **Anurag Mehra**



Right or wrong,  
the customer is always right  
- **Marshall Field**



Know what your customers want most and  
what your company does best.  
Focus on where those two meet  
- **Kevin Stirtz**

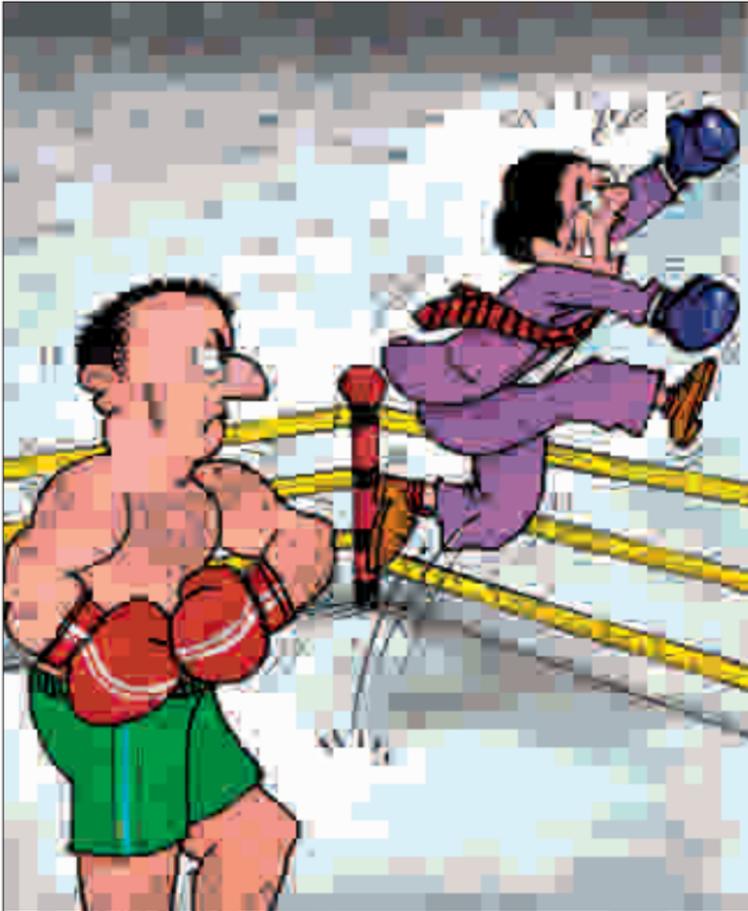


Never underestimate the power of  
the irate customer  
- **Joel Ross**



Quality in a service or product is not  
what you put into it.  
It is what the client or customer gets out of it  
- **Peter Drucker**

# Competition



If you don't have a  
competitive advantage,  
don't compete  
- **Jack Welch**

The ability to learn faster  
than your competitors may be the only  
sustainable competitive advantage

- **Arie De Geus**



The only way to beat the competition  
is to stop trying to beat the competition

- **W. Chan Kim & Renee Mauborgne**



In business, the competition will bite  
you if you keep running.  
If you stand still, they will swallow you

- **William Knudsen**



A horse never runs so fast as  
when he has other horses to  
catch up and outpace

- **Ovid**



Stop complaining!  
Differentiate yourself from your competition.  
Don't be a duck. Be an eagle.  
Ducks quack and complain.  
Eagles soar above the crowd

- **Wayne Dyer**



Cannibalize your own products before  
your competitor does

- **Peter Drucker**

# Competition



Big will not beat small anymore.  
It will be the fast beating the slow  
- **Rupert Murdoch**

When you can't beat a unique competitor at his own game, invent a different game instead  
- **Adrian J. Slywotzky**

To grow at a faster rate than your industry; you need some edge – a cost advantage, new and better distribution channels, serving parts of the world not yet served, a breakthrough technology, better knowledge of the customer, a more effective organization  
- **Larry Bossidy & Ram Charan**

The biggest things are always the easiest to do because there is no competition  
- **William van Horne**

Goodwill is the one and only asset that competition cannot undersell or destroy  
- **Marshall Field**

What it comes down to is that anybody can win with the best horse. What makes you good is if you can take the second or third-best horse and win  
- **Vicky Aragon**

# Execution



Performance always comes from  
PASSION and not from PRESSURE  
- **Larry Bossidy**

By concentrating single-mindedly on your most important task, you can reduce the time required to complete it by 50 percent or more

- **Brian Tracy**



We can learn a lot from a calendar. It plans its work a year ahead and always finishes on time

- **Geoffrey Moss**



Success does not depend on making important decisions quick, it depends on our quick action on important decisions



A work well begun is half ended

- **Plato**



You can't win a game that you don't even play

- **Robin Sharma**



A successful strategy is 30% thinking, 10% writing and 60% execution

- **Motilal Oswal**

# Execution



Creditors have better memories  
than debtors  
- **Benjamin Franklin**

Every minute you spend in planning saves 10 minutes in execution; this gives you a 1,000 percent Return on Energy!

- **Brian Tracy**



Patience in planning and Impatience in execution always creates miracles



Potential is interesting; performance counts

- **Gbenga Osunleye**



There is no substitute to action. That to me is the starting and the ending point of being an entrepreneur.

The most important thing is to deal with the here and now

- **Azim Premji**



Performance is not hitting the bull's eye with every shot – that is a circus act

- **Peter Drucker**



Decisions help us start well,  
but discipline helps us finish best

# Execution



Our success will be largely determined by our ability to concentrate single-mindedly on one thing at a time

- **Brian Tracy**

Discipline is the bridge between goals  
and accomplishments

- **Jim Rohn**



Success is tons of discipline

- **Al Tomsik**



A full toolbox doesn't make a great carpenter



90% of leadership success comes in the follow-through, in the implementation and execution of the knowledge they have gathered

- **Robin S. Sharma**



A decision is only a hope until carrying it out has become somebody's work assignment and responsibility, with a deadline

- **Peter Drucker**



The way to get started is to quit talking  
and begin doing

- **Walt Disney**

# Execution



Common sense is the  
most uncommon in the world  
- **Tryon Edwards**

If everything seems under control,  
you're just not going fast enough  
- **Mario Andretti**



Opportunities are like sunrises – if you wait too  
long, you miss them  
- **William Arthur Ward**



The critical ingredient is getting off your butt and  
doing something. It's as simple as that. A lot of  
people have ideas, but there are few who  
decide to do something about them now.  
Not tomorrow. Not next week. But today.  
The true entrepreneur is a doer, not a dreamer  
- **Nolan Bushnell**

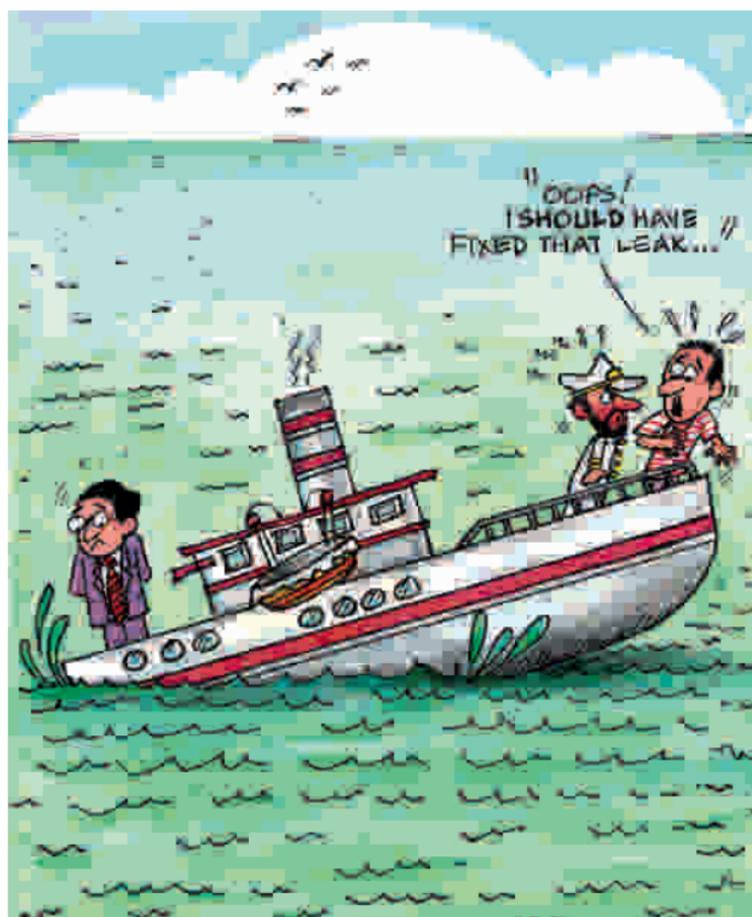


Many great ideas go unexecuted, and many  
great executioners are without ideas.  
One without the other is worthless  
- **Tim Blixseth**



Expect the best,  
plan for the worst and  
prepare to be surprised  
- **D Waitley**

# Cost Management



Beware of little expenses;  
a small leak will sink a great ship  
- **Benjamin Franklin**

Cost control is not a matter of cost cutting but of cost prevention

- **Peter Drucker**

Every time we spend one dollar foolishly, it comes out of our customers' pockets.

Every time we save them a dollar, that puts us one more step ahead of the competition

- **Sam Walton**

The costs of poor quality are tangible; they will cost you customers and money, and ultimately affect the success of your business

- **Subir Chowdhury**

If saving money is wrong, I don't want to be right!

- **William Shatner**

Even though work stops, expenses run on

- **Cato**

So soon as we begin to count the cost, the cost begins

- **Henry David Thoreau**

# Knowledge



We should be greedy  
about knowledge  
- **Motilal Oswal**

An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive business advantage

- **Jack Welch**

I don't know anyone who's wise who doesn't read a lot. But that's not enough: You have to have a temperament to grab ideas and do sensible things. Most people don't grab the right ideas or don't know what to do with them

- **Charlie Munger**

In the traditional hierarchical organization, the top thinks and the local acts. In a learning organization, you have to merge thinking and acting in every individual

- **Peter Senge**

Wealth was once measured in gold. Now it's measured in what we know

- **Dianna Booher**

A knowledge organization has to be both a learning organization and a teaching organization

- **Peter Drucker**

I never perfected an invention that I did not think about in terms of the service it might give others...

I find out what the world needs,  
then I proceed to invent

- **Thomas Edison**

# Knowledge



What is important is not your existing knowledge alone but your ability to keep refreshing it dynamically

- **Azim Premji**

If you stop learning in this world,  
the world rushes right by you

- **Charlie Munger**



The reading of all good books is like conversation  
with the finest men of the past centuries

- **Descartes**



Organizations learn only through individuals who  
learn. Individual learning does not guarantee  
organizational learning; but without it, no  
organizational learning occurs

- **Peter Senge**



Welcome ideas that are not your own. Be open  
to what others have to say without getting  
defensive. Make it okay for others to share their  
ideas - even if those ideas conflict with yours

- **John Baldoni**



A learning culture means allowing mistakes to be  
made but making sure they are not repeated

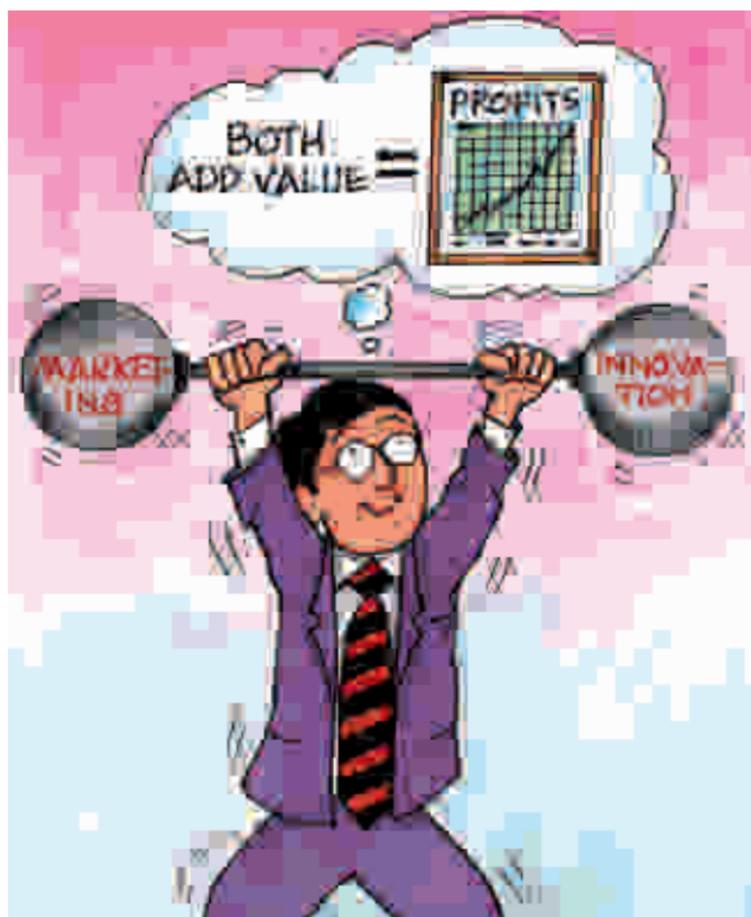
- **Gerard Kleisterlee**



A man of wealth has many enemies, while a man  
of knowledge has many friends

- **Hadrat Ali**

# Innovation



Marketing & Innovation are the only profit centers for the organization, which add value to the business. All other activities are cost centers  
- **Peter Drucker**

Every organization needs one core  
competence: innovation  
- **Peter Drucker**

Value innovation occurs only when companies  
align innovation with  
utility, price and cost positions  
- **W. Chan Kim & Renee Mauborgne**

If you want to succeed you should strike out on  
new paths, rather than travel the worn paths of  
accepted success  
- **John D. Rockefeller**

Incrementalism is innovation's worst enemy  
- **Nicholas Negroponte**

If I'd listened to customers, I'd have given  
them a faster horse  
- **Henry Ford**

If you are not profitable, you cannot afford the  
future, and if you are not innovative,  
you have no future  
- **C. K. Prahlad**

In the modern world of business, it is useless to  
be a creative, original thinker unless you  
can also sell what you create  
- **David Ogilvy**

# Training



Corporations regularly spend 50 to 70 percent of their money on people's salaries and yet invest less than 1 percent of their budgets on training them to improve their abilities

- **Robin S. Sharma**

The most profitable companies invest  
the most in sales training and the least profitable  
companies don't

- **Brian Tracy**



Excellence is an art won by  
training and habituation

- **Aristotle**



There is nothing training cannot do. Nothing is  
above its reach. It can turn bad morals to good  
morals; it can destroy bad principles and  
re-create good ones; it can lift men to angelship

- **Mark Twain**



What I hear, I forget. What I see, I remember.  
What I do, I understand

- **Confucius**



You were born to win, but to be a winner,  
you must plan to win, prepare to win,  
and expect to win

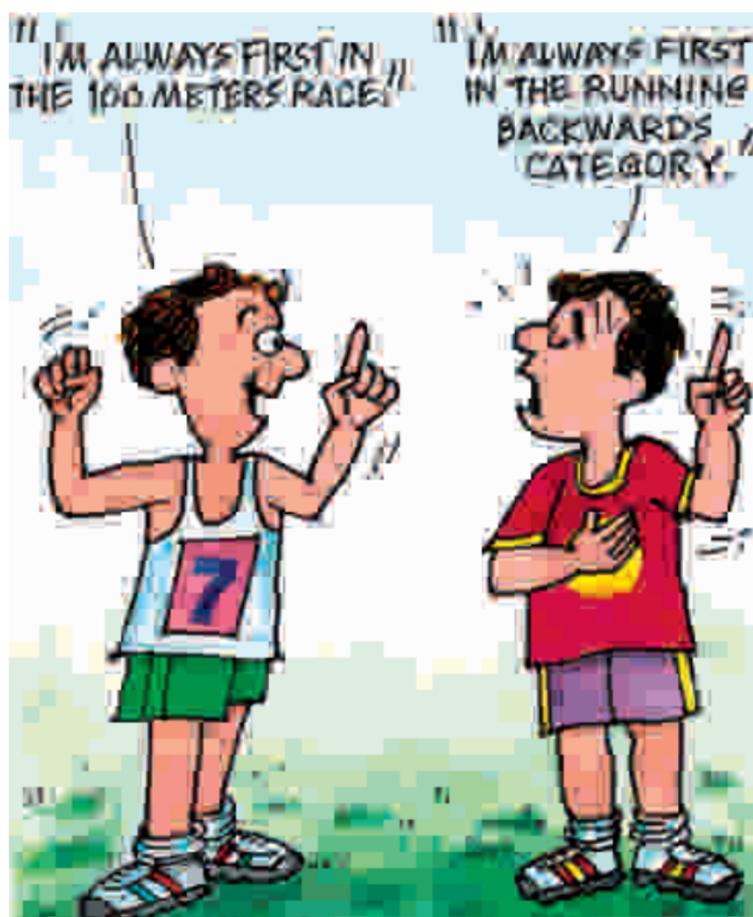
- **Zig Ziglar**



We spend so much time teaching leaders  
what to do that we don't spend enough  
time teaching them what to stop

- **Peter Drucker**

# Brand



If you can, be first.  
If you can't be first,  
create a new category  
in which you can be first  
**- Al Ries & Jack Trout**

Companies like brands because they not only create a price premium, a volume premium and positive word of mouth but also offer partial protection from competition

- **Adrian J. Slywotzky**



A brand is a living entity - and it is enriched or undermined cumulatively over time, the product of a thousand small gestures

- **Michael Eisner**



A brand that captures your mind gains behavior.  
A brand that captures your heart gains commitment

- **Scott Talgo**



A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well

- **Jeff Bezos**

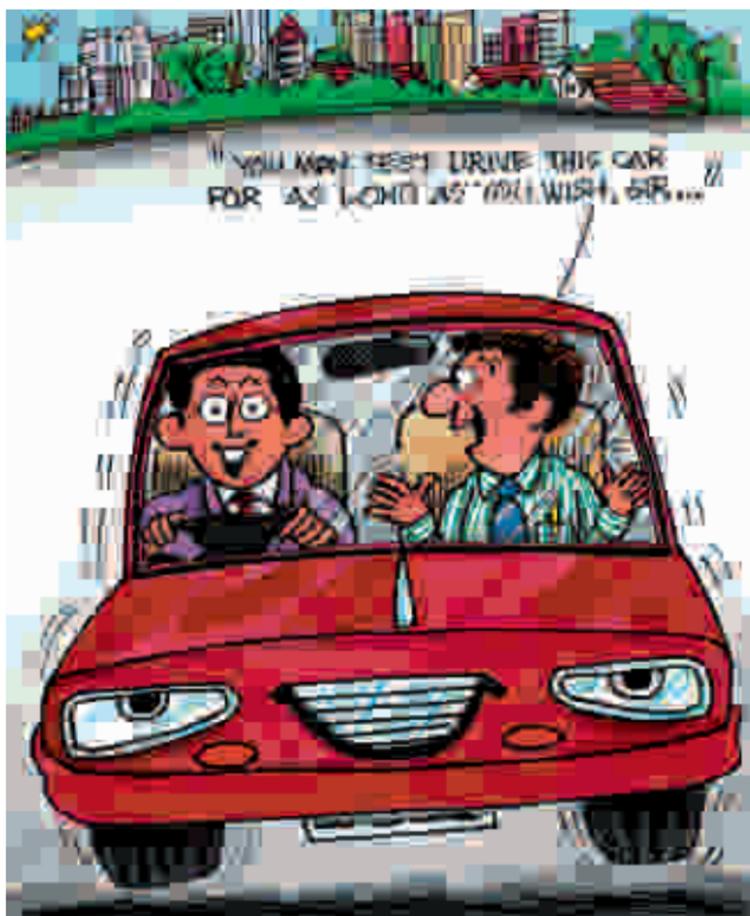


To get into the consumer's mind, you have to sacrifice. You have to reduce the essence of your brand to a single thought or attribute.

An attribute that nobody else already owns in your category

- **Laura Ries**

# Hard Work



There are no traffic jams along  
the extra mile  
- **Roger Staubach**

The arrow that hits the bull's eye is the result of  
one hundred misses

- **Buddhist Proverb**



Try, try, try, and keep on trying is the rule  
that must be followed to become an  
expert in anything

- **W. Clement Stone**



A free lunch is only found in mousetraps

- **John Capuzzi**



The difference between ordinary and  
extraordinary is that little extra

- **Jimmy Johnson**



Effort only fully releases its reward after a person  
refuses to quit

- **Napoleon Hill**



All the thinking, the best of strategy and greatest  
of intelligence, can achieve little in the absence  
of hard work and passion

- **Azim Premji**

# Communication



The most important thing in  
communication  
is to hear what isn't being said  
- **Peter F. Drucker**

Today, communication itself is the problem.  
We have become the world's first  
overcommunicated society;  
each year, we send more and receive less

- **Al Ries**



The art of communication is the  
language of leadership

- **James Humes**



If I am to speak ten minutes,  
I need a week for preparation;  
if fifteen minutes, three days;  
if half an hour, two days;  
if an hour, I am ready now

- **Woodrow Wilson**



The reason why we have two ears and only one  
mouth is that we may listen more and talk less

- **Zeno of Citium**



When the eyes say one thing and the tongue  
another, a practical man relies on the language  
of the first

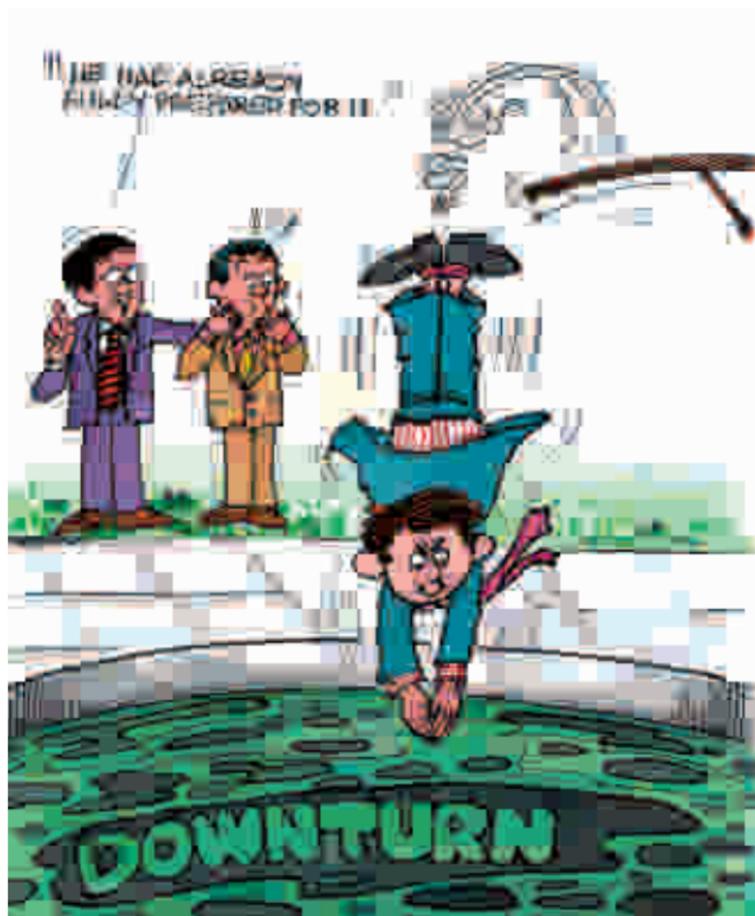
- **Ralph Waldo Emerson**



The real art of conversation is not only to say the  
right thing at the right place, but to leave unsaid  
the wrong thing at the tempting moment

- **Dorothy Nevill**

# Adversity



During an upturn,  
prepare for the downturn

- **Barbara G. Berger**

I'll come again and conquer you because as a  
mountain, you cannot grow but as a  
human being I can

- **Edmund Hillary**  
to Everest



Failure is only the opportunity to begin again  
more intelligently

- **Henry Ford**



When it is dark enough, you can see the stars

- **Ralph Waldo Emerson**



I've learned that mistakes can often be as good  
a teacher as success

- **Jack Welch**



Every defeat, every heartbreak, every loss  
contains its own seed, its own lesson on how to  
improve your performance the next time

- **Og Mandino**



Kites rise highest against the wind  
– not with it

- **Winston Churchill**

# Adversity



Entrepreneurs are simply those who understand that there is little difference between obstacle and opportunity and are able to turn both to their advantage  
- **Niccolo Machiavelli**

The greatest glory in living lies not in never  
falling, but in rising every time we fall  
- **Nelson Mandela**



Failing is good as long as it  
doesn't become a habit  
- **Michael D. Eisner**



Face reality as it is, not as it was or as you  
wish it to be  
- **Jack Welch**



Adversity causes some men to break,  
others to break records  
- **William A. Ward**



I learnt more from difficulties and failures  
than from successes  
- **Azim Premji**

# Pitfalls to Watch out for



Every discussion in a meeting has a diminishing curve of interest. The longer the discussion goes on, the fewer people will be interested in it

- **Mark McCormack**

Running a company on market research  
is like driving while looking  
in the rear mirror  
- **Anita Roddick**



The best way to kill an idea  
is to take it to a meeting  
- **Geoffrey Moss**



Do we really need more time, or do we simply  
need to use our time more wisely?  
- **Amy Jone**



Half my advertising is wasted,  
and the trouble is I don't know which half  
- **William Lever, Lord Leverhulme**

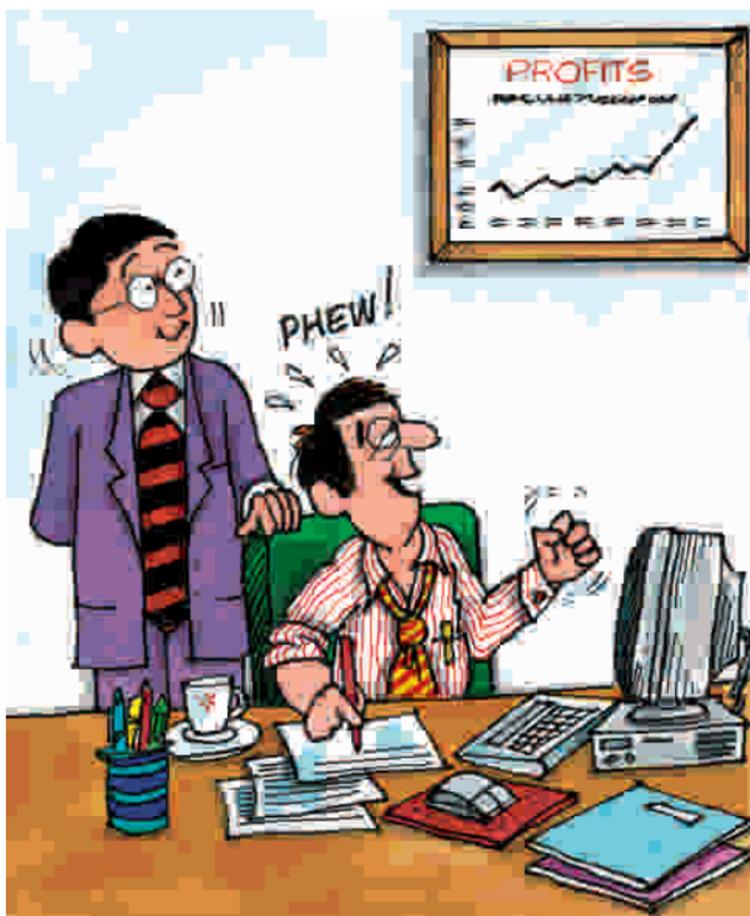


When the rate of change inside an institution  
becomes slower than the rate of change  
outside, the end is in sight  
- **Jack Welch**



I see incentives (discounts) as a drug.  
It might give you short term relief,  
but long term; it is extremely harmful  
- **Dieter Zetsche**

# Pitfalls to Watch out for



There is no such thing as  
pleasure in business,  
only tension and the  
release of tension  
- **Larry Ellison**



Never look back unless you are  
planning to go that way  
- **Henry David Thoreau**



When success just means  
wealth, fame, and power;  
it doesn't last and it isn't satisfying  
- **Ed Penhoet**



We often spend too much time coping  
with problems along our path that we forget  
why we are on that path in the first place  
- **Peter Senge**



Control your own destiny  
or someone else will  
- **Jack Welch**



A person should never be appointed  
to a managerial position if his vision focuses  
on people's weaknesses rather than  
on their strengths  
- **Peter Drucker**

# Pitfalls to Watch out for



One of the greatest illusions of life is that we always believe there is more time tomorrow than there is today

To empower people in an  
unaligned organization  
can be counterproductive  
- **Peter Senge**



Cluttered desk is the sign of a  
cluttered mind  
- **Laurence J. Peter**



There are only two kinds of people who may not  
succeed...Those who do not LISTEN to anybody  
and those who LISTEN to everybody



Your moment of maximum success  
is your moment of maximum danger  
- **Adrian Slywotzky**



Whenever two or more are  
responsible for something, usually nobody is



The man who chases two rabbits catches neither  
- **Confucius**

# Pitfalls to Watch out for



If you put fences around people,  
you get sheep  
- **William McKnight**

One indicator of a team in trouble is  
when in a several hour meeting  
there are few, if any, questions  
- **Peter Senge**



A serious problem with many companies  
is that they fall in love with their product  
and with their history  
- **Brian Tracy**



One cannot build a learning organization on a  
foundation of broken homes and strained  
personal relationships  
- **Peter M. Senge**



Every memorandum will leak.  
Every memorandum marked 'confidential';  
will leak even faster  
- **Robert Reich**



Far too many leaders are ill prepared to  
effectively address employee performance  
problems...and it shows. It takes its toll — on their  
organizations and the leaders themselves. But it  
doesn't have to be that way  
- **Eric Harvey**

