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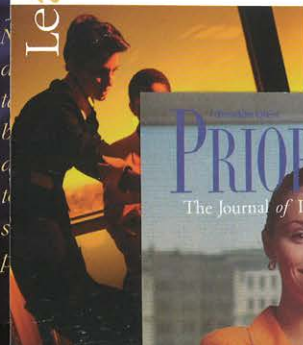
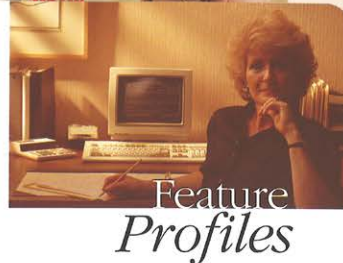
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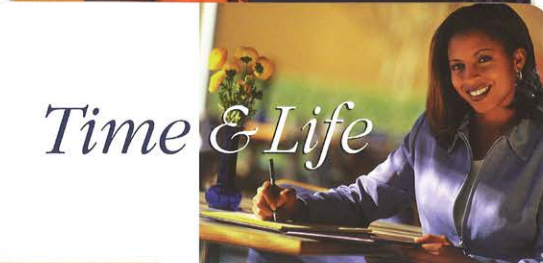
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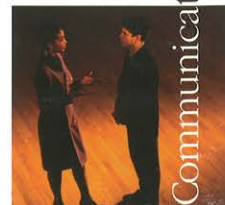
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He's One of Us

"I hate this company!" a dock worker told Herb Kelleher, the chairman and CEO of Southwest Airlines. Herb began this story as though it was natural for him to be down at the dock. On this occasion, he sensed there was a people problem at the station. I interrupted and asked how, in his position, he sensed anything at the dock. He said, "A few customer letters indicated there was a problem, so I went down."

"What kind of problem? Were numbers off?" I asked. "No, the public noticed there was something wrong." Instead of sending someone to find out what the workers were doing wrong, Herb went down to the dock himself and asked how these employees felt about Southwest.

After hearing a long string of complaints about the company, Herb heard one that directly affected this team. Three men had lost their favorite rope used to move barrels from a truck. This was a major component of the job and Southwest hadn't replaced the rope. As a result, their work had become more difficult and their attitudes soured. Herb suggested that he look around the station with them and they found the rope behind a barrel. Surprisingly, the men suddenly felt Southwest was the greatest company in the world. Herb breezed past the part about customer letters, an effective leadership mechanism, that had alerted him, the tip of the hierarchy, to a problem. And he took for granted how open these employees were with a man who could sneeze wrong and interrupt their livelihood. I would have suspected exaggeration if I had heard the story anywhere else, but I had experienced firsthand the openness of Herb Kelleher.

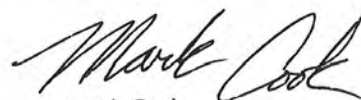
Entering the headquarters of Southwest in Dallas, I noticed unusually early Halloween decorations. Everyone was dressed casually but our *Priorities* team. We apologized for our white shirts and suits, and he said, "Don't worry; I've met geeks before." He laughed out loud, and we knew that this former litigator intended to be our friend. In the reception area outside his team's offices were hand painted and inexpensive frames housing priceless pictures of grandchildren and co-workers, a telling contrast from common area art found in other companies. From the time we shook hands until we entered his office, Herb gave three employees an unbelievably warm hello. As we talked it was clear that this leader was an incredibly bright, articulate business person who knows how to accomplish a dream profitably.

Herb's mission was born while he represented the would-be company in legal battles against competition before the first Southwest plane ever took off. While Herb enjoyed the pay, he was outraged that anyone should have to spend years fighting for the right to go into business to help people see the world affordably. In this issue, we celebrate Herb's passion for taking personal responsibility and fighting for a value he believes in (see pg. 36).

In a related article, we bring you "America Speaks" (see pg. 22), a reiteration of the American spirit. In this national survey, we found that 94 percent of Americans, like Herb, believe in taking personal responsibility for our society. So please join us in a commitment to be better people, define who we are and strive to reach our vision.



Herb Kelleher singing with employees at the company's Halloween party. Photo by David Woo / Dallas Morning News.



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The Entrepreneur Finding the intersection of need and persistence

READERS OFTEN ASK US WHY WE don't feature the success of average Joes or Janes. When you present the best of Joe with professional photography and glossy print he's nearly unrecognizable. Jane, previously average, has been elevated in the public eye by her success. However, it doesn't take a \$40 million investigation to discover faults or greatness in anyone. The greats have more in common with the average Joe than we think. Two major differences between a successful Jane and an average Joe are almost always an excellent plan and persistence.

One category within the ranks of the successful is the entrepreneur. The major dictionaries describe entrepreneurs as assuming responsibility, risk and leadership of a business plan, not necessarily legal ownership. The entry-level worker who takes responsibility to prepare and execute a careful business plan is more entrepreneurial than the majority of failing start-up owners without a serious plan. But a great plan is not enough. The entrepreneur must treat funds as his own, persistently assuming career risk on the right plans.

People often say, "Do what you love." Instead, start with what others love. I know — semantics. But what could be more exciting than helping people? Besides, you'll enjoy success better than failure. A thousand times a day, people trying to fulfill their needs are frustrated. Find a pain, need, want or desire with a multitude of owners and you have found an opportunity to create an entrepreneurial plan. Now it's time to check the idea to see if it's something you can love. Don't let money and opportunity be your only guide.

"You should do all you can to generate opportunities in your life and trust that desirable options will come," says Jim Berk of Hard Rock Café (p. 22). Jim started his career resurrecting the music program at Carson High School in California to the satisfaction of hundreds of families. Now Jim delivers music nostalgia to millions, keeps hundreds of restaurant professionals more satisfied than the usual, low industry norms and, oh yeah, serves excellent food to the hungry.

Before you beat up some business plan template, ask the people you intend to serve if they are willing to actually buy. Openly discuss your prospective solution with your prospective customers. Inform them of the tentative nature of your plan. Then, offer some advantage like a discount or advanced placement in queue for early reservation. One purchase order is worth a thousand questionnaires.

Many people use their boss as the litmus test. Instead, focus on the people who will decide whether or not to use your service. If your concept isn't tangible enough to sell to a customer, don't waste your time presenting it to executives.

Don't waste your time on small needs. "Someone has to sell nail files," you might say. Sure. What makes a big idea is simple arithmetic. You are helping millions with a small want or one person with a very large need. Either is worth the sweat, so create your plan and don't give up.

If at first you don't succeed, keep trying, and in thirty years you may have a winner. Tom Peter points out that only one major business initiative in thirty years really makes it big. If you want to succeed every time, shoot for the small stuff like the true Joe or Jane would. Better yet, persist with the big idea to help all those people. You will need to research your topic (p. 33), beat bureaucracy (p. 52), empower the mighty pen (p. 29) and survive the hectic life of an entrepreneur (p. 16). But keep going as long as there is a real need, a better way and some capital. While persistence does not prove the concept, it does prove the entrepreneur. Enjoy with us the glossy stories of the imperfect who persisted because they knew they had something to give.

Mark Cook

Mark Cook
Publisher and Editor





From Luminary to Leader

IN THE NEW ERA OF BUSINESS IT WON'T be enough to play the role of the wise counselor. In the eighties, we business types went from Wall Street speculators to business managers. In the nineties, we became luminaries who valiantly advised subordinates to perform for us. But, by the year 2010, we won't associate empowerment with administering advice to competent managers. Instead, we will associate complete empowerment with our own unemployment and dissatisfaction.

Over the past few years, middle management has become skilled not only at hiring and directing the work of competent subordinates, but also at letting them shine. Today, middle management gives subordinates opportunities to present their work to the executives, the board and even the shareholders. Previously, several hierarchical layers poured into the boardroom for such presentations. But more and more, senior management is impressed with the competence of the actual doer. Tomorrow, when right-sizing the organization, instead of targeting effective front-liners or category managers, executives will target the level between manager and executive then wince at the number of new direct reports.

There is a way for the mid-level leader to resolve the executive's desire for a flatter, more specialized organization with fewer direct reports — leave your life as an advisor and become a player-coach. By doing so you reduce headcount, fill an important position with your talent and limit the number of reports for your executive.

To rise from luminary to leader, you must streamline administrative processes by setting

up simple and scalable processes and reporting mechanisms. Then, you must write a job description for a key position on your team and hire yourself for the job. Before you accept, commit not only to excel at the position but to follow processes with the rest of the team.

Your assignment may be the smallest but the most strategic for the future; it may be the most visible or the one that relieves the most pain for the organization. But your new assignment can't be token or administrative — it must be valuable to the organization, and it must become your passion.

One of the most impressive examples I have met of one who has moved past luminary to leader is Elizabeth Dole (p. 32). Her passion in life was not to become the wise advisor to hordes of government workers or Red Cross volunteers. Instead she committed to contribute personally wherever she served.

Mrs. Dole was the first woman to be appointed U.S. Secretary of Transportation, the first woman Secretary of Labor to personally tackle the "glass ceiling" problem and the first woman president of the American Red Cross since its inception. I asked Mrs. Dole whether she enjoyed leading by direction or by rolling her sleeves up. Instead of telling me about programs she had overseen, she talked of heart-wrenching personal experiences with the Red Cross, lifting frail heads from the dust and drying the tears of destitute children. She told me of her passion for creating new programs to teach impoverished victims the skills that would improve their lives.

Another outstanding player-coach is Richard Paul Evans, author of *The Christmas Box* (p. 44). Most authors sell both the hardcover and paperback rights to the publisher to do all the work. But Richard decided to continue to keep a significant role and market his own paperback. As self-publisher, Evans hit the best-seller list and has returned several times with new books and new roles. In this issue we celebrate leaders who understand people and personal responsibility.

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The purpose of life is to be happy, not to avoid challenge.

ONE OF MY FAVORITE JOHN STOSSEL REPORTS FOR ABC IS *The Mystery of Happiness*. If you adapt the ABC report and combine it with the extraordinary individual stories of success in this issue you get ten principles:

1) *Think*: Studies of brain patterns and twins separated at birth show that happiness is up to half biology. If you were born with a less gleeful brain, use what you have and the next nine points to find joy and happiness in your life.

2) *Forget the money*: The biggest misconception is that money brings happiness. True, people living in the poorest countries are least happy. But psychologist David Meyers says, "After you get out of poverty, money doesn't help much." Studies with the *Forbes* richest lottery winners and others confirm that each new buck often brings a new lifestyle, damage to relationships, comparisons to neighbors and a victim mentality.

3) *Control your freedom*: A sense of freedom makes us feel happy. We are less happy when we have no control and least happy if we consider ourselves victims forced to react to random, out-of-control occurrences.

4) *Be an optimist*: If you expect the worst case, you can't lose, right? Wrong, you'll lose happiness. People who expect the best are happiest. And there is no evidence that optimists are less intelligent. Most of us fear the big crash when the worst case becomes reality. Optimists see the setback but choose not to make it a home. They move forward.

5) *Believe in God*: Research shows that belief in God correlates significantly with happiness. Stossel reports that those he spoke with say that happiness comes from a knowledge and purpose gained by serving God. A commitment to a plan bigger than ourselves creates an overwhelming sense of fulfillment.

6) *Find your flow*: Happiness is not a goal but a consequence of pursuing something meaningful. A popular myth is that relaxing will bring happiness. While time to re-energize is vital, too much leisure is disastrous. Find a virtuous flow that challenges your skills, increases your activity, engages your mind and makes time fly. Make it broader than your work, and involve other passions and people.

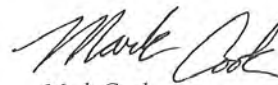
7) *Build relationships*: Relationships seem to be the most important predictor of happiness. For example, married people rate themselves happier. Child and adult extroverts and people with large support networks rate themselves happier.

8) *Put on a happy face*: Smile, find an excuse to laugh, lighten up and communicate with happy mannerisms. No matter what your situation, act happier and you'll be happier.

9) *Be patient with pain*: Pain can cause creativity and bring you back to the flow. Pain doesn't cause pleasure, but it can teach cherished lessons. Generally, the human psyche is very resilient. Also, your pain can in rare cases cause those around you tremendous happiness. Consider Van Gogh's self portrait or Beethoven's *Ode to Joy*, both created under tremendous misery.

10) *Welcome each year*: The best news is that we are just as likely to be happy when we get older. Research shows there is no significant change in happiness as we face the challenges of aging. During much of history, external conditions were such that many people rarely considered pursuing happiness. Robert Darton, history professor at Princeton University, says there was a new paradigm shift when Jefferson wrote, "Life, liberty and the pursuit of happiness." We must remember that the meaning of life is happiness for ourselves and those around us.




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