



2006 Work at Work Conference

- Summary – Jason Jennings (Opening Speaker Address) & “Think big, act small”
 - Top one-hundredth of 1% of US Co.
 - Increased revenues and profits by 10%+ for 10 consecutive years
 - Traditional Approach – Increase Revenue/Cut Costs/Creative Accounting i.e Enron



Research Findings

- 70,000 companies evaluated
- Results - 9 met criteria
- None embraced 'old tactics'
- Identities & locations & CEO's were surprising



TOP Performing Companies

- **Cabela** – tourist attractions, 120m catalogues
- **DOT Foods** – food redistributor
- **KOCH Industries** -2nd largest private company
- **Medline Industries** – sales force ranked ‘best’
- **O’Reilly Automotive** – started by 72 year old
- **PETCO** – premium pet food stores
- **SAS Insitute** – consistently ‘best place to work’
- **Sonic Drive-In** – every employee has a stake
- **Strayer Education** – highest educational quality



Humble People build Humble Cultures

- Not celebrity CEO's i.e Donald Trump/Ken Lay
 - Stewardship
 - Transparency
 - Accessibility
 - Erase superficial distinctions
 - Authentically humble – most basic trait, not about me philosophy



Keep Your Hands Dirty

- Frequent contact with
 - Customers
 - Employees
 - Suppliers
 - Not '1 day or week a year' reality TV
- Cabela – CEO reads each customer comment and delivers it personally to responsible person
- Strayer University – CEO lectures
- SAS – CEO still codes and visits clients
- Medline – everyone has key clients



The art of ‘Letting Go’

- Yesterdays Breadwinners
- GE spent \$1.4 billion on Motgomery Ward
- GM \$400 m advertising for ‘Oldsmobile’
- Apple would sell directly to clients –ego
- Cabela Reward Plans – change to performance based pay, difference between ‘revenue growth’ and ‘profit’
- “Stunning Execution” error free



Think and Act like an Owner

- Koch Industries – 2nd largest private co.
- People with best knowledge make the decisions
- Quick decisions/projects constructively challenged/reward based on value add – a people manager knows!
- O'Reilly Automotive & Sonic – every manager has a stake



Win-Win Solutions

- Partner with employees & suppliers
- Provide the client solution, not a product
- Share the wealth – cutting sales force temporary



Choose Your Competition

- We offer a better more unique experience
- Petco – will go to any lengths to retain the right people – CEO responsibility
- Reward – must be significant and meaningful eg shares
- Employees expect an increase and bonus – you have to do more
- Truly partner with vendors
- You cannot be all things to all people



Build Communities

- People have a need for an ‘identity’ to feel “I belong” ...Maslow
- All 9 achieved with employees and customers – SONIC drive thru are meeting places, Cabela hunting/credit card, PETCO card-carrying Clubs, SAS Campus
- Customers stay, employees stay



Grow Leaders

- Lead by example ('hands dirty' - customers)
- Operational & cultural Orientation – live it
- Everything is a Team Effort, leaders fit culture
- Keep employees informed
- Really value people – 'disconnect'
- Everyone identify their successor
- Move People, encourage risk taking
- Allow advance notice of resignation
- Building something that positively impacts



Think Big, Act Small (Jason Jennings)

- Keep things simple
- Solid fundamentals
- Camaraderie
- Prosper over the long-term
- Treat people well, everyone opportunities
- Build communities