

**“DAVID NOVAK IS THE BEST AT  
LEADERSHIP, WHETHER TEACHING IT  
IN THIS BOOK OR PRACTICING IT.”**

**—WARREN BUFFETT**



# **TAKING PEOPLE WITH YOU**

**The Only Way to Make BIG Things Happen**

**David Novak**

**CHAIRMAN AND CEO OF YUM! BRANDS**

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*introduction*  
taking people  
with you

This book starts with a basic premise: We all need people to help us along the way. You can go only so far by going it alone. If you want to start a business, if you want a big promotion, if you are developing or launching a new product, if you want your company to move in a new direction, if you want to expand your sales territory, if you want to raise money for a good cause, even if you become the coach of your child's soccer team, which has lost every game so far, and you want to show those kids what it feels like to win, you're going to need people to help you get there. You'll never accomplish anything big if you try to do it alone.

Early in my career, I had an experience that changed how I thought about my own role as a leader and inspired me to accomplish what, for me, is my greatest example of taking people with you. I was working for PepsiCo at the time, making my way up through the ranks, and had recently become head of operations for Pepsi Bottling. I had held mainly marketing positions until then, so operations was a new world for me. One of the first things I did was travel to our various plants to meet with the people there and find out more about how things worked.

I was at a plant in St. Louis, conducting a 6:00 A.M. roundtable meeting with a group of route salesmen, when, over coffee and doughnuts, I asked what I thought was a pretty straightforward question about merchandising, which is all about the displays and visibility we get in convenience and grocery stores. I wanted to know what they thought was working and what wasn't. Right away, someone piped up,

“Bob is the expert in that area. He can tell you how it’s done.” Someone else added, “Bob taught me more in one day than I’d learned in two years on the job.” Every single person in the room agreed: Bob was the best there was. I looked over at Bob, thinking he must be thrilled by all this praise. Instead, I saw that he had tears running down his face. When I asked him what was wrong, Bob, who had been with the company for over forty years and was about to retire in just two weeks, said, “I never knew anyone felt this way about me.”

The rest of my visit to the plant went pretty well, but I walked away that day with an uneasy feeling. It was such a shame that Bob had never felt appreciated. It was a missed opportunity for the business, too. We all could have benefited from his expertise, and more people could have learned from him. This guy was clearly great at what he did, but who knows how much better he could have been in a workplace that recognized and rewarded his knowledge. I knew that if he felt overlooked and underappreciated, others at the plant did too.

I’ve always believed in people, but that experience made me even more determined to be the kind of leader who would never let a person like Bob go through his entire career without being thanked for what he did and encouraged to find out how much more he could do. I wanted the people who worked for me to know that they mattered, and I wanted them to enjoy coming to work every day. I also understood that none of this would happen unless I made it happen. It was my job to cast the right shadow of leadership, because no one else was going to live up to these principles unless I lived up to them first. As a leader, you always have to remember that people tend to follow the leader’s actions. You can’t say one thing and then do another and expect people to believe in you or follow you. As the leader, you have the opportunity to set an example of how the business should be run.

I am now chairman and CEO of Yum! Brands, the world’s largest restaurant company and owner of the brands KFC, Pizza Hut, and Taco Bell. When I started in this position over a decade ago, I thought of the Bobs of the world and made it one of my first priorities to create a recognition culture in which everyone counted and to do it so successfully that our company would become renowned for it. That was no

small task, considering we now have more than 1.4 million employees spread out over 117 countries around the world. But while we're far from perfect, it's working. I know it's working, because I get proof of it practically every day.

Today I am probably best known within my organization for casting a shadow of recognition and positive energy. I do this demonstrably by: (1) recognizing people in a unique way for their performance and (2) leading people in our Yum! cheer every chance I get. These two aspects of our culture have traveled all the way around the world. When I first started giving out recognition awards, I decided I wanted them to be much more memorable than your typical plaque or a pen. So when I was at KFC, for example, I gave out these floppy rubber chickens. In my current position, I give out a huge set of smiling teeth mounted on a pair of skinny legs with big feet. Now everywhere we do business, leaders in our organization give out their own versions of these awards. Our HR director in India recognizes outstanding performers by giving them a replica of the Taj Mahal, because the workers who built it are remembered for their passion, determination, and overall excellence. A general manager in Dubai gives out his Camel Award, because camels are revered animals in the desert, known for their steadfastness, perseverance, and undying spirit. The head of our construction department recognizes people with his Shovel Award, naturally, and our chief financial officer has his Show Me the Money Award, which consists of a transparent piggy bank filled with Monopoly money and a copy of the movie *Jerry McGuire*, in which that famous phrase originated. The fact that each leader took the time to personalize these awards makes recognition that much more meaningful and fun for everyone.

I'd also venture to say that most of our 1.4 million people around the world now know and do the Yum! cheer, spelling out the name of our organization: "Give me a Y," the leader will say, and team members will shout back "Y!" and so on. When I first started doing things like these, I was told by some people that my "Western ideas" wouldn't work in places like Asia or Europe. Boy, were those people wrong. I believe that, just like Bob, all people, no matter what they do or where they're

from, want to know that they are important and to have fun while they're doing their job. My favorite picture, which now hangs prominently on the walls of our headquarters, features two thousand restaurant general managers proudly doing the Yum! cheer on the Great Wall of China, all of their hands held up high to create the "Y" in Yum! It always reminds me that my shadow has traveled a long way. It also reminds me of the power of taking people with you and the fact that it's the key to achieving breakthrough results. My goal for this book is to share with you everything I've learned about how to lead your team so you can do just that.

*Taking People with You* is not just another book filled with leadership principles you've heard time and time again. It's really more of an action plan. It offers a very specific process that will help you maximize your potential as a leader and show you how to use your leadership skills to achieve the most important goals you can imagine. It's a book that will force you to look in the mirror and challenge yourself to rise to a higher level. It's a step-by-step guidebook and workbook, and by its end, you'll walk away with a tangible plan that you can use over and over again to get big things done. This is a book that will help you become not just a better leader, but also a better person, by making you more self-aware and showing you how to build up the people around you.

How can I make such bold promises? I'm certain this book can do these things because I have been developing and testing its content for the past fifteen years. This book comes out of a leadership program of the same name that I have taught to more than four thousand people in my organization.

It all started back in 1996, when I was working for PepsiCo as the president of KFC and Pizza Hut. Roger Enrico, who was chairman of the company at the time, called me up and said, "David, I'd like you to create a leadership program for PepsiCo executives. You've got a pretty good reputation for building and aligning teams, and I'd like you to share what you know and what you do with others."

I was really honored and excited by the opportunity, because this is just the sort of thing I love to do. I went to work on the program right away. I had pretty much figured out what I was going to present—I even

had a date scheduled to give my very first program to a group of fifteen PepsiCo executives—when I got a phone call that changed everything.

It was Roger again, only this time he had something different to tell me. “David,” he said, “we’re going to spin off the restaurants.” I immediately asked, “What the heck does that mean for our people and our company?”

What it meant was this: PepsiCo was going to keep its packaged foods brands—Pepsi and Frito Lay—but it was going to shed all three of its restaurant brands—KFC, Pizza Hut, and Taco Bell. They were going to spin them off together to become a brand-new, totally independent public company.

I was part of the restaurant side of the business, of course, so it no longer made sense for me to give my leadership program to a group of PepsiCo executives that I wouldn’t be working with for much longer. The program got shelved, and I was distracted by other details, like who was going to lead this new company.

It turned out that the answer to that question was me, along with a guy named Andy Pearson, a past president of PepsiCo and a professor at Harvard Business School. I became president and Andy became the chairman and CEO, as well as my mentor even after he retired and I took over his position a couple years later. One of the first things Andy said to me when we were starting out was, “How would you like to have lunch with Jack Welch, the legendary CEO of General Electric, and talk to him about what we’re going to do with our new company?”

Of course I said yes. The opportunity to pick the brain of one of the most successful businessmen alive was too good to pass up. I asked Jack every question I could think of and just sat there taking notes as he answered. One of my last questions was, “If you were in my position, about to start a new company, what would you do?”

What he said really hit home. He told me, “Looking back on my career at GE, one of the things I wish I could do over is I wish I would’ve talked to our people more about what kind of company I envisioned us to be . . . what our values were and what we really stood for.”

I went back to my office and spent the next week thinking about how I could do just that.

I wanted us to be a company with a unique culture, one that revolved around a genuine belief in people. I took another look at my leadership program, revised it, and made it part of communicating that message. My goal was to scale the program so that I could reach as many people as possible and make it relevant to a broad audience. There are obviously a lot of people I have to reach when I want to communicate an important message about our company. Launching this program was my first step toward building the unique Yum! culture.

I taught my Taking People with You program for the very first time to a group of just eight executives in London. In the years since then, I have expanded the reach significantly and strengthened the content, constantly adding to it, refining it, and making it better. As CEO of a Fortune 500 company, I've had the opportunity, along with my team, to study best practices and learn from some of the most successful companies in the world. I've interviewed experts like Jim Collins on building great companies, Larry Bossidy on execution, Bob Rotella on the psychology of winning, John Wooden on coaching for performance, Noel Tichy on having a "teachable point of view," and Ken Blanchard on creating a people-first culture. I've sought insights from highly respected active CEOs, like Jamie Dimon, Indra Nooyi, Bill Weldon, Jeff Immelt, Dave Cote, Steve Burke, Randall Stephenson, Andy Taylor, and Alan Mulally. I've also benefited from the wisdom of a prestigious board of directors that includes David Dorman, Ken Langone, Massimo Ferragamo, Jon Linen, David Grissom, Tom Nelson, Bonnie Hill, Tom Ryan, Bob Holland, and Bob Walter. (At the back of this book is a list of people I've sought knowledge from in one way or another, including in-depth, videotaped interviews that I've done with many of them to share with the participants in my leadership program.) In the coming pages, you will see how these people, who are some of the most successful leaders and experts alive today, apply many of the steps in this book to their own businesses.

This book also benefits from the inclusion of interactive tools, which have been provided by two of the most notable thinkers on culture and breakthrough thinking in business:

**John O’Keeffe.** During a visit to the Yum! division in China a few years ago, I noticed that team members there displayed a tremendous drive for performance. Everyone I talked to had these big goals that they were working on, and they all used language like *step-change* and *breakthrough*. The division was then, and still is, hugely successful, China being our largest and most rapidly expanding market, so I had to find out what this was all about. I asked the head of our China division, Sam Su, and he told me about this Business Beyond the Box training course he had taken in London, given by an international speaker, author, and former colleague of Sam’s at Procter & Gamble, John O’Keeffe. Sam had liked it so much that he had the materials translated into Mandarin and personally taught them to everyone on his team. I was so impressed with how the training had worked in China that I wanted everyone in our organization to be exposed to it. Now, thanks to the efforts of our vice president of people development, Tim Galbraith, we have cascaded and taught a version of John’s program (which we call Achieving Breakthrough Results) in every corner of our organization. It has become an invaluable part of our training at Yum! Brands. John has generously allowed us to use a number of his tools from that program throughout this book.

**Larry Senn.** I first met and worked with Larry, founder and chairman of Senn Delaney, when I became the president of KFC in the mid-1990s. Out of the blue, I got a letter from a culture expert who said he had a process, including tools and exercises, that helped people become better leaders and work better as a team. I met with him and was so impressed that I took my KFC team to an offsite meeting in Blackberry, Tennessee, to learn from Larry. They in turn were so impressed that they took the tools to their own team members, and Larry’s influence kept spreading until it reached our front-line employees. I used Larry and the Senn Delaney process again when I took over Pizza Hut and in the first years after the spin-off when we used his tools to grow and implement our culture all around the world. Several of my favorites among Larry’s tools are included in this book.

## \* How to Use This Book

I still teach my Taking People with You program regularly—up to eight times a year, in fact, in three-day sessions each time—and people often ask me how, in my position, I can afford to spend so much time on it. I figure that with three famous brands and an international infrastructure already in place, if I can teach our people how to get big things done, then just imagine the potential for even more growth. I'm pleased to say that despite global challenges, Yum! Brands has been growing during these hard economic times. Our stock has increased over six times, and we've had 13 percent growth or more for the past nine years. The fact that our organization has put the lessons in this book into action is a major reason behind our success.

A good leader has to be goal-oriented; otherwise you might end up just leading people around in circles. So I'll start you off in the next chapter with a provocative question: What's the single biggest thing you can imagine that will grow your business or impact your life?

Once you've set a goal for yourself in chapter 1, each subsequent chapter focuses on a single step along the path to achieving it. These steps are divided into three sections: (1) getting into the leadership mind-set, (2) developing a plan and building alignment, and (3) following through, on both the execution of that plan and the support of your people.

At the end of each chapter, you will be challenged to self-reflect on where you stand in relation to the lesson you just read and asked to apply what you learned to your current goal. Each of the book's three parts will end with additional questions to help you turn these lessons into action, so that this becomes more than just a passive reading experience. This is a book you can use to truly grow and improve and reach your goals.

My coaching is that you do *not* sit down and read this book cover to cover in one sitting. If you do, you'll be selling yourself short. This is a workbook on how to get things done better and faster by getting people fired up to help you achieve your goals. To do this right, you need to take your time, reflecting on each step and on your own leadership

style. In fact, I suggest that you read no more than one chapter a day. Altogether there are fourteen chapters in this book, which means that in just two weeks, you can be well on your way to being the kind of leader who accomplishes big things. If you're willing to put in the time, I believe this could be one of the most powerful and most action-oriented books you've ever read.

# 1

## \* an insight-driven approach to leading people and achieving big goals

**y**ou have to begin by asking yourself three big questions that will drive your approach to leadership and allow you to take people with you. They are:

1. What's the single biggest thing you can imagine that will grow your business or change your life?
2. Who do you need to affect, influence, or take with you to be successful?
3. What perceptions, habits, or beliefs of this target audience do you need to build, change, or reinforce to reach your goal?

Before I ask you to answer these questions, I need to explain the right way to approach them. When Roger Enrico first asked me to develop a program on leadership, the request forced me to take a look in the mirror and ask myself what was my key to taking people with me. How, exactly, was I able to get people on the same page and marching toward a goal? I concluded that the core of my leadership success stems from my ability to think like a marketer.

My current title is CEO, but I'm a marketer at heart. I graduated not from Harvard Business School, but from the University of Missouri with a bachelor's degree in journalism and a major in advertising. My first job out of college was as a copywriter at a tiny ad agency in Washington, D.C.,

that worked on only local business accounts. From those modest beginnings, my career grew to where it is today.

In marketing, if you can get inside the minds of your customers, you have the opportunity to solve their problems for them in a way that can improve your business. You need to have a good understanding of what they're thinking and why they're thinking that way. In order to get people to buy your product, for example, you have to start by gaining insight into what will convince them that they can't or shouldn't live without it. To be a successful leader, one who gets big things done, you need to have the same kind of insight into the minds of those you lead.

To give you an example of how this works in marketing, let me tell you how we turned around Taco Bell several years ago. Taco Bell is our most profitable brand in the United States today, but a number of years ago, we were struggling. As a result, we did a problem-detection study and found out the biggest, most important, and most frequently occurring problem customers had with our brand was that our products weren't portable because they were just too messy. Our tacos, burritos, and nachos just didn't work on the go, and they could easily end up in your lap if you dared to eat and drive. That's a real issue when 70 percent of your business comes from the drive-thru.

Prior to this study, Taco Bell had launched two new products that had been duds in the test market: a quesadilla and a grilled stuffed burrito. We'd introduced them simply by advertising them in descriptive terms, saying Taco Bell now had a new quesadilla and a new larger, grilled burrito. Both products, however, also happened to be very easy to eat on the go because the grilling process sealed the ingredients together in their tortilla wrappers. So we took those same two products and repositioned them as portable and easy to eat. We signed up Jeff Bezos from Amazon as our celebrity spokesperson and advertised the quesadilla as the hottest new "handheld" on the market, a takeoff on the new technology craze that was so appealing to our young target audience. Then we relaunched our Grilled Stuff Burrito as the "heavy-duty portable" with some really funny advertising. And guess what happened? The same two products that had failed before now generated double-digit same-store sales growth. By repositioning them in the

context of how our customers were thinking and presenting them as a solution to their major problem with our brand, these products were now a huge success.

We then built on this formula for success by creating our Crunchwrap as the ideal portable product. The ingredients were sealed within an octagonal soft tortilla. Our advertising had customers claim that the Crunchwrap was “Good to Go,” and we used a wavelike hand movement that helped the phrase go viral and become part of the vernacular. More important, the Crunchwrap was named “product of the year” by *Nation’s Restaurant News* and resulted in tremendous same-store sales growth. Again, by focusing on portability, we created a winner. It was a home-run insight that turned Taco Bell around.

What we did at Taco Bell is what I call reframing. You don’t just talk about what you’re offering people; you make sure your brand or product is positioned in a way that is relevant to whomever you’re trying to influence. This kind of insight-driven thinking works in all kinds of situations. Snickers achieved dramatic growth when it tapped into the consumer mind-set that candy bars are not good for you and started touting their brand as “The Snack that Satisfies.” Swatch did something similar when, instead of positioning themselves as simply another watch brand, they realized that consumers wanted to use their watches as clothing accessories. Swatch started offering a wide variety of watchbands, and soon their products became a fashion statement. After the people at Kellogg’s Corn Flakes realized that customers had become so enamored with the plethora of new cereal products that they had forgotten about their classic brand, they rejuvenated sales by challenging people to “Taste it for the first time.” Pampers revitalized its image and sales by shifting focus from a brand that stood for dryness, which any diaper brand could have claimed, to one that appealed to mothers by emphasizing how much the company cared about the development of their babies. And if you’re as old as I am, you may remember how Oldsmobile successfully countered its stodgy image by talking about its new model as “Not your father’s Oldsmobile.” You get the idea. Knowing how people are thinking gives you the insight you need to reframe your product in a way that gets people on your side.

The great news for you as a leader is that this insight-driven approach doesn't work just with customers; it's the right first step in any leadership situation. For example, Jim Stengel, now a professor at UCLA's Anderson School of Management, told me how he started off his new position as global marketing officer for P&G in 2001 by getting inside the heads of the people he was meant to lead. The company was not in good shape at that time, so he hired a couple of professors to find out why and what effect that was having on the people who worked there.

"We spent time talking to P&G people all around the world," Stengel explained to me. "We wanted to understand what was on their minds, what their pain points were, what winning would look like to them. We used the same techniques we use for brand research on the people within our organization. And what I found was, they weren't spending their time doing what they loved doing. They had lost their sense of purpose. They wanted to win so badly, but we just weren't."

Stengel started addressing those concerns one by one, and the effort had a real impact. For example, there had been a tradition at P&G whereby people would move to a new position about once every eighteen months. The practice wasn't very popular because it meant people had little time to get comfortable in their roles. Nonetheless, no one wanted to complain about it because it might seem that they weren't team players or didn't want to get ahead. But Stengel agreed that it wasn't the best way to utilize people's abilities, so he reframed the issue, stating publicly that he was going to keep people in their jobs longer in order for them to better develop their expertise. He also wanted to bring back a spirit of fun and creativity to the workplace, so he did things like take a group to the Cannes International Advertising Festival to show that he believed creativity was important. It was only after Stengel started to solve the problems that people were having and to change their perceptions about their work environment that things started to turn around financially as well.

Because I know it works, I believe it's absolutely imperative that you use an insight-driven approach like this, and believe me, I use it every

single time I need to take people with me. As I've been writing this book, for example, I've also been preparing for our annual, end-of-year investors meeting in New York, where we go through the financial state of the company and present our future outlook for tomorrow and beyond. I've been the CEO of Yum! Brands for over ten years now, and I'm proud to say they've been really good years for the company. Our stock has consistently outperformed the market, and it was up over 40 percent going into this meeting. But talking about the past isn't all that compelling for investors; in fact, they think of past results as yesterday's newspaper. What investors want to know is whether we can keep the momentum going. Will we have another good year? Where will we be ten years from now? Have we run out of gas, or can we continue to grow? My challenge then became, how can we reframe our message, our performance, and our potential to investors in a way that addresses, head-on, how they're thinking at that moment? As you'll see in a few pages, that's exactly what we did. Getting inside the head of those you need is your starting place for taking people with you.

## \* What's Your Big Goal?

The first job of a successful leader is to have an idea of where you want to lead people. I start off my Taking People with You program with a straightforward question: *What's the single biggest thing you can imagine that will grow your business or change your life?*

I said it was a straightforward question; I didn't say it was an easy one. The answer that you come up with is what I call a Big Goal, by which I mean something more than just small improvements or modest growth. It's not very bold to do just marginally better than the year before.

Setting the right goal is the key to achieving success, and leaders often fall short in this area by not aiming high enough. None of us wants to fail, for a whole host of reasons (job preservation being among the top ones), so we tend to be cautious about how high we set our

sights. But the truth of the matter is, shooting for just good enough rather than for greatness will not inspire the people around you. It also means you'll never get a chance to find out what you and the people you lead are truly capable of. And that's a shame, for your business, for your people, and for yourself.

So when you answer that question, take a moment to ask yourself: Am I thinking big enough? Use the following tool to help you think through your Big Goal and determine if you should be setting the bar a bit higher.

### tool: picture step-change

Throughout this book, you will find tools like this one, which I learned from John O'Keefe, who I mentioned in the introduction. These tools are intended to help you put important ideas into practice by prompting you to think them through and apply them to your own skills as a leader or to the goal you're trying to accomplish.

I use this tool, for example, to help ensure that I'm thinking *big* when setting goals for myself and my team. Imagine, for a moment, that you are a high jumper trying to figure out how high you should set the bar for your next jump. Should you set it a little bit higher than your last one? In order to make it over, should you use the same method you used before and just try a little bit harder?

What about a step-change instead?

How would you get over a bar that was set twice as high as your previous jump? You certainly wouldn't be able to jump that high using only your legs, so you'd have to think of new methods. You might use a vault pole, trampoline, or ladder to help you get over. Or maybe you could find a way to fly over the bar, in a hang glider, for instance.

Aiming for small improvements to the way you already do something is not going to change the way you think and therefore will not open up your mind to new possibilities. When you picture step-change, you are forced to come up with new methods with more potential.

Remember, it is easier to make powerful ideas practical than it is to make pedestrian ideas powerful.

### **Picture Step-Change for Your Business**

A step-change or Big Goal, as I called it earlier in this chapter, is the opposite of an incremental goal. If your sales growth last year was 3.5 percent and this year you're aiming for 4 percent, that's incremental thinking. You have a good chance of reaching your target, but you'll never know how much better you could have done if you'd tried.

If instead your target is 15 percent, that's a bold challenge to set for yourself. Maybe you'll get there, maybe you won't, but making the attempt will get you further than if you hadn't tried at all. Suppose you only make it halfway to your goal: That's still a 7.5 percent increase, versus the 4 percent you were originally aiming for . . . a significant difference.

This tool works because the ideas you or your team come up with are linked directly to the size of the goal you put forth. Picture step-change first and then see what ideas you can come up with to achieve it.

#### **Ways to Use This Tool**

- Think about a current target. Now double it. What ideas spring to mind about what you would have to do to double it?
- Think about a current timeline. Now cut that timeline in half. What ideas spring to

mind about what you could do to halve the timeline?

The ideas you come up with will be powerful, but it may take some work to make them practical. However, remember that it's easier to make powerful ideas practical than it is to make pedestrian ideas powerful. To bring this point home, when I was president of KFC, we had an average customer purchase cycle of once every fifty days. Rather than declaring war on our competition, I reframed our challenge, declaring war on that fifty-day cycle and making our step-change goal to envision feeding America a great tasting meal at least once a week. What would it take to do that? We knew we'd have to offer more variety than just fried chicken to get people coming back more often. As a result, we came up with some really successful new products that broadened our appeal, like our tender roast chicken for a non-fried option, crispy strips for a portable option, and pot pies as a home meal replacement. Getting our customers to come back every week was always aspirational, but that way of thinking helped us bring our customers in more frequently, shaving a couple of days off our average purchase cycle, which was a big win for us financially.

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## \* Who Is the Target Audience for Your Big Goal?

Can you achieve your Big Goal all by yourself? The answer is no. So *who do you need to affect, influence, or take with you to be successful?*

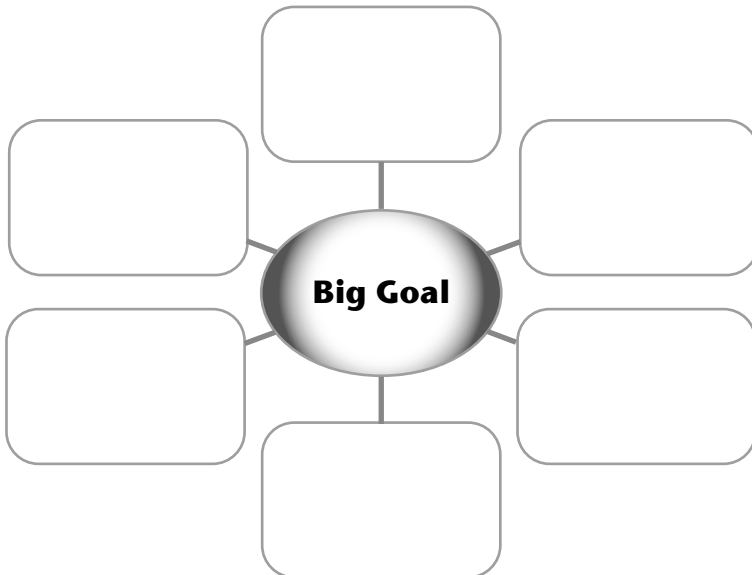
The answer to this second key question will establish the target audience for your goal. It may include your boss, your coworkers, people on your team, people from other departments whose help you'll need, or even people from outside your organization, such as shareholders, vendors, customers, or business partners. One of the biggest mistakes leaders make in this area is not thinking through *all* the people they have to lead to get where they want to go. You must do this in the same focused way that a marketer does when trying to identify potential customers.

The following People Map exercise will help you think through whom you need to reach to accomplish your Big Goal. We will come back to this map later in the book to make sure you've thought through everyone you need to take with you.

## \* People Map Work Sheet

As you think about what you want to accomplish, identify the people you need to bring with you to achieve your Big Goal.

1. Using the map below, write your Big Goal in the center circle.
2. Identify the groups of people you need to bring with you to achieve your Big Goal, such as your team, stakeholders, customers, etc. Think broadly: Are other functions involved? Other companies? Other industries? Have you considered everyone you need to bring with you? Have you looked up, down, and sideways across the organization?
3. Where appropriate, write the names of specific people within each group that you need to bring with you.



## \* What Is Your Target Audience Thinking?

Once you have a good idea of who you need to lead, the issue then becomes, how do you motivate them? The question to ask yourself here is the same one I used to ask as a marketer when selling customers on a new idea or product: *What perceptions, habits, or beliefs of my target audience do I need to build, change, or reinforce to reach my goal?*

Consider what their objections will be. It might be that your idea has already been tried and failed and they'll be thinking "been there, done that." If that's the case, you're going to have to overcome the belief that the idea is dead on arrival by making it clear why things can be different this time around. Or maybe your Big Goal will seem like a lot of work for your target audience without a lot of payoff. That's a perception you're going to have to address by showing people what's in it for them.

During the recent task of preparing for my investors meeting, I used this same process and answered all three of these questions for myself:

1. *What's my single biggest thing?* My Big Goal is to make Yum! Brands the defining global company that feeds the world. With our powerful global brands and 1.4 million team members around the world, we have the opportunity to define what makes

for a best-in-class, multinational company and, in so doing, help make the world a better place. If we can do all that, we will be the envy of the restaurant business and a company others strive to emulate. But to get there, we must continue to get results. I want to make sure that Yum! Brands is on a trajectory for growth, so that our next ten years are at least as good, if not a whole lot better than my first ten years as CEO.

2. *Who do I need to take with me?* In the case of our annual investors meeting, the answer is our

*Leadership is the art of getting someone to do something you want done because he wants to do it.*

—DWIGHT D. EISENHOWER

existing shareholders, potential new shareholders, and the sell-side analysts, the experts who write the analyst reports that tell investors to buy, hold, or sell your stock. I realize that in order to meet my goal, I first have to convince people that it's possible. Without the faith of the investment community, it just won't happen.

3. *What are they thinking?* Here's where I asked my outstanding investor relations leader, Tim Jerzyk, what he'd been hearing from our target audience. He told me the biggest concern has been whether our company has hit its limit for growth and therefore whether it's the right time to buy our stock, given all our success. This is the perception problem that we've been up against, and we have to answer it.

To counteract this notion, the first thing I wanted to reinforce for investors was that we have a track record for driving results year after year. Here's where I pointed out that we've generated at least 13 percent earnings-per-share growth for each of the last nine years. This gives us credibility and gives investors a basis to believe that we will do what we say.

We wanted to change the perception that we may not be able to keep it going, so we elected to emphasize for investors the segment of our business that is growing the fastest: our international business. The focus of our presentation was "On the Ground Floor of Global Growth" and we found exciting ways to show that even though our restaurant brands are already thriving in global markets like China, India, and Russia, we have just hit the tip of the iceberg. China, which is a hugely profitable segment of our business, currently has just 3 restaurants per million people. Compare that to 60 restaurants per million in the United States, then factor in the growing population in China and their rapidly expanding middle class, and you can see that the growth potential there is enormous. We also talked about the potential for expanding in emerging markets like Southeast Asia and Africa.

We currently have a strong presence in both these areas, arguably the strongest foothold of any quick-service brand in existence, and there are ample opportunities to build from there. KFC is thriving in South Africa, for example, where in 2010 it was rated the third most-loved brand in the entire country, and the most popular retail brand of all. From that starting point, we are just beginning to branch out into new countries in Africa, like Nigeria, Ghana, Angola and Zambia. Many of these countries have stronger and more stable economies than people realize and are practically without competition in our category.

We showed investors the data, we laid out our plans, and by the end of the meeting it was clear we'd made a good start on taking the people in that room with us. This was verified by all of the positive analyst reports published the next day, which reflected confidence in our ability to grow over both the short and long term . . . just what we wanted to hear from our target audience.

The bottom line is this: If you can accurately identify the people you need to make something happen and then get inside their heads, then you will have the best chance of convincing them to help you accomplish big things. This may seem like common sense, but the thing I've realized about common sense is, it's not all that common. Too many people simply overlook this essential leadership ingredient.

So let's go to work on your initiative. Spend some time thinking about these three questions and filling out the following work sheet. The answers to these questions are your starting place. The goal you decide upon in this first chapter is the one this book will help you reach by showing you how to take people with you. What follows is a road map for making it happen.

## go slow to go fast

**D**avid Cote, CEO of Honeywell International, started his career as an hourly employee, so he thought back to those days when trying to understand what his target audience, his plant workers, were thinking when management decided they wanted to introduce a new operating system. “Having been an hourly employee, I know there is a strong tendency to just be viewed as a pair of hands and not really engage people in thinking. So what we’re doing is starting to engage our forty thousand [hourly employees] in that thinking process. And it takes time. You don’t go to somebody

who’s been working in a factory for twenty years and tell them, ‘Through Tuesday, you just keep doing what you’re doing; Wednesday, we’re starting this new program, so you need to start thinking completely differently.’ There’s a maturation process that you have to go through. So for us to actually convert a plant to a Honeywell Operating Plant—it takes two years. Because it starts with leadership, it starts with discussions, it starts with engagement. Sometimes you have to go slow to go fast.”



## \* Big Goal Work Sheet

### *What Is Your Single Biggest Thing?*

The single biggest thing you're working on *must* be step-change. It's not something you can easily accomplish in the next few days, weeks, or even months.

1. What's the single biggest thing you can imagine that will grow your business or change your life?
2. Describe the outcome you envision if you accomplish your Big Goal. As you write it down, ask yourself: Am I thinking big enough? Does this challenge get me excited? Does it make me a little nervous? Would my peers think it's not just a goal, but a Big Goal?

### *Who Do You Need to Bring with You?*

Who is your target audience? Who are the people you most need to bring with you in order to achieve your step-change goal? Complete the TPWY People Map Work Sheet to answer this question.

### *What Perceptions, Habits, and Beliefs Most Impact Your Challenge?*

What perception, habit, or belief of your target audience do you need to build, change, or reinforce to reach your goal? It may be different for different groups or individuals.