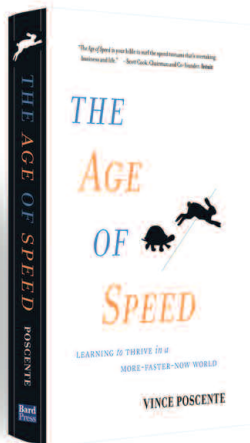


SOUNDVIEW Executive Book Summaries®



by Vince Poscente

How to Thrive in a More-Faster-Now World

THE AGE OF SPEED

THE SUMMARY IN BRIEF

We are willing to make dramatic sacrifices to achieve greater speed because today our society pulses with new priorities and new demands. We've created a 24/7, CrackBerry, more-faster-now culture, and it is changing the way we work, relate, communicate and live. It's changing what makes an individual successful and what makes an organization viable. And it's changing key aspects of the basic human experience.

While this may seem terrifying to some, speed has a unique power to enrich our lives on an individual, organizational and even societal level. It is the lifeblood of the information age, it pushes businesses forward and it helps people spend less time doing meaningless things and make room for more significant living.

Speed is a fact of modern life. Yet many people and organizations let speed control them instead of the other way around. *The Age of Speed* is an examination of the role of speed in business and the individual experience and a proposal for a new perspective: that speed can be a powerful ally on both a personal and an organizational level.

By using case studies from renegade companies such as Geico, Patagonia, Nintendo and Netflix, author Vince Poscente unravels the notion that in today's world we need to slow down. Instead, he illustrates why harnessing the power of speed is the ultimate solution for those seeking less stress, less busyness and more balance.

IN THIS SUMMARY, YOU WILL LEARN:

- The dramatic impact of the more-faster-now revolution.
- Why we must redefine the work-home-leisure model of time.
- How to categorize people and organizations into four types of speed profiles.
- Why being open to new ideas and opportunities allows you to be faster.
- Why multitasking is actually an impediment to speed.
- How being aligned with your authentic purpose allows you to take full advantage of speed.

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THE COMPLETE SUMMARY: THE AGE OF SPEED

by Vince Poscente

The Speed Phenomenon

We crave speed, and we won't be satisfied until we get it. Our tolerance of slow has decreased dramatically as our yearning for speed has increased. Today, wait time and downtime are considered unacceptable. Our tolerance is so low that 23 percent of Americans say they lose patience within five minutes of waiting in line. Though this may seem immature on the surface, the core of our intolerance may be rooted in something quite reasonable: Five minutes waiting is equivalent to surrendering five units of our most valued commodity — time. We've explored the potential of each minute, and we know just what we could have accomplished in those lost five minutes.

Consider what speed means for businesses. There is a new standard for fast but also a big opportunity: a widespread, deeply felt, unmet demand. People are desperate to save time — even 18 seconds makes a difference in the Age of Speed. Chase Manhattan Bank used its ability to cut average ATM transaction time from 42 seconds to 24 as a positioning strategy to appeal to the many speed seekers in its potential customer pool.

Think about the offbeat car insurance provider Geico. Geico used Speed Racer as a spokesperson and branded a tagline that's become almost unforgettable: "Fifteen minutes could save you 15 percent or more on car insurance." Geico's direct-to-consumer model is hardly business as usual in the slow-moving auto insurance market, but it works — in part by emphasizing the speed and instant gratification the model can bring to customers.

More Life, Please

Today, a fantastic amount of living is within reach. Not only do we have the ability to pursue more options, we also have more options available for pursuing.

With more options available, we can chase more dreams. And since we have an unprecedented ability to achieve them, we manage to catch more dreams. The difference between what we can accomplish in 60 modern minutes and what we could do in an hour 30 years ago is astounding.

Every time we speed up the time it takes to complete

an unimportant task, we create the possibility of more time to spend doing what we feel is significant. We want to spend less time on things we deem inconsequential, so we devour every chance to speed up the minutiae in our lives. Why do we need speed? We need it because it lets us live more meaningful lives. ■

Evolution

Today, even when there is no clear reason to resist speed, our instincts often tell us to proceed with caution. Outdated perspectives, irrational fears and incongruous desires are often steering our response because negative perceptions of speed are ingrained in both our conscious and subconscious minds.

If we continue to reject speed out of hand, we'll never be able to get ahead of it. We'll be in constant conflict with the world around us — a world pulsing with speed. So we need to identify the root of our resistance and work to change our view so we can see speed for the positive force it can be and end our opposition.

Smelling the Roses

Using speed to live a more meaningful life is counterintuitive for most people, because speeding up means compromising the journey, missing out on smelling the roses, right? Well, not necessarily. Not every experience holds deep intrinsic value. The suggestion of embracing speed is the idea of speeding up the *minutiae* in your life and work.

The key is identifying the difference between repetitive

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The author: Vince Poscente is a business consultant, author, inductee into the Speaker Hall of Fame and one of North America's most sought-after keynote speakers.

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Evolution

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chores and passionate pursuits. If the activity is something you love, that you have a passion for, you may want to immerse yourself in the full experience each and every time. But for some things in life, we should pursue speed with zeal. When we speed up the drudgery, we have *more* time to cherish significant experiences.

In addition to asking ourselves if we need to stop and smell the roses, we should also question whether or not we're compromising our satisfaction by sacrificing the dramatic build of anticipation.

When choosing the best opportunities for speeding up, consider the value of both the experience leading up to the end and the value of the end. When the value of both is small, it is a good opportunity to use speed. On the other hand, when the value of one or both is significant, speed may compromise the pleasure you get from that experience.

A Love Triangle: Time, Quality and Cost

Ingrained in our perception of products, services and activities is a very basic microeconomic concept: There is a balance that must be maintained between time, quality and cost; if you want more of one, you have to sacrifice another. It's a time-tested formula and the foundation of many decisions we make in our personal and business lives.

But in the Age of Speed, the rules have changed. Though it is unlikely that trade-offs among time, quality and cost will ever cease to exist, the old model is no longer a given. Because of technology, we have more shortcuts available than ever before, and these shortcuts not only save us time but often also save us money and produce equal or better quality.

If we can accept the positive potential that speed offers, we can do more, be more, live more. We don't have to assume that if we embrace speed, our lives will just get busier and busier. We need to adapt, evolve and shed our outdated or misguided perceptions of speed. We need to reshape the way we define, manage and categorize our time. ■

The Big Blur

One of the most common side effects of the Age of Speed is blurred boundaries between work and home. One reason for the blur is that disconnection is becoming extinct at a phenomenal rate. Although work no longer keeps us chained to desks or even desktops, we're experiencing by "always-on" phenomenon —

whether it's an e-mail, text message, instant message or cell phone call, we're almost always accessible.

The big blur between free time and work time makes us feel that our overall time is compromised and that it isn't ours to control. No matter how fast we think we're going, it seems harder and harder to dedicate time to the things we feel are significant.

Time has been associated with physical boundaries for more than a century. We got used to the idea that we work when we are in the office or at the factory. We do chores when we are in the kitchen. We relax when we are in the living room or at the park. This made time easy to define: work, home, leisure.

Today, however, work is no longer a place, it's a state of mind. Instead of three distinct segments of time, we have ended with one large pie of time filled with a constantly morphing mixture of work, home and leisure.

However, if we define a new alternative to the work-home-leisure model, we will be able to take advantage of all the opportunities available to us today more easily, and we will feel the benefits of an evolved way of life.

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How Best Buy Uses the Values-Based Time Model

There is a growing trend among companies to promote boundary-free time for both employee development and bottom-line results. Best Buy, through its Results-Only Work Environment (ROWE), allows employees the freedom to decide where, when and how they work — as long as they get the job done.

Best Buy has moved far beyond the typical approach to flextime — allowing employees to start and end their days around a core set of hours — and encourages employees to break all the rules of standard business operating procedure. It's no longer about how many hours you spend in the office; it's about productivity and outcomes. This now leads to a totally different evaluation of how you spend your time.

The benefits are remarkable. Employees in divisions that are part of ROWE report that their family relationships, company loyalty and focus on their work have all improved since the program began. And these results are affecting the bottom line. Surveys have shown a 35 percent increase in productivity for employees working in the ROWE program.

Perhaps Steve Hance, employee relations manager, said it best: "I used to schedule my life around my work. Now I schedule my work around my life."

The Big Blur

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Making a New Model

Yvon Chouinard, founder and CEO of Patagonia, often tells the story of a trip he took with the leaders of his company to South America. The company had experienced phenomenal growth in the mid-1980s, but the recession at the end of the decade hit them hard. In a tough spot, they had to do something radical, so they headed to Argentina and climbed a mountain. When they reached the top, they didn't talk about strategy and bottom lines; they talked about their vision for an ideal future — not what they had to do, but what they wanted to do. They knew that if they went back to their roots and their passion, they could solve the problems they faced.

The Patagonia team realized that in their ideal company, there was no separation between work and home or leisure. They believed that they should enjoy the eight to 10 hours a day at work as much or more than the other hours of the day. They didn't think they should have to redefine their values and passion during business hours. And if their values didn't change from hour to hour or from Sunday to Monday, why should the way they focused their time?

When we stop applying the work-home-leisure framework to our time and start applying a framework based on values, we shift from a choked perspective focused on spatial context and tasks to an open, conscious perspective based on what we value and what we want to accomplish. In the Age of Speed, our time is more fluid — and that should be working in our favor, not making us feel stressed out and exhausted.

When we implement the values-based time model in our lives, time becomes the tool we use to organize our priorities and values rather than our duties and location, and how we spend our time reflects who we are rather than where we are or what we're doing.

If we stop judging our time according to outdated definitions of work, home and leisure, we are less likely to feel stressed out about the blurred lines. If we stop forcing the separation between those three areas of our lives, we won't suffer when they merge — instead, we'll find solutions.

Regardless of your work situation, shifting your perspective of time from a focus on tasks and physical location to a focus on values can help you deal with the daily pressures common in the Age of Speed. ■

For additional information on a new work-home-leisure model, go to: <http://my.summary.com>

Four Profiles

If you're in an environment that requires speed, you must embrace it. And if you embrace it, you must know what it takes to succeed so you don't crash.

When evaluating these three core issues — whether speed is embraced or resisted, whether it is required in a specific environment or irrelevant, and whether it works for or against the person or organization in question — you will notice that there are four behavior patterns or profiles that have emerged in the Age of Speed: Zeppelins, Balloons, Bottle Rockets and Jets. Once you get to know them, you'll recognize the behaviors that categorize these profiles everywhere you look — in your colleagues, your family, your company, the receptionist at your dentist's office or the talking heads on TV. You may even recognize yourself.

Four Behavior Patterns in the Age of Speed

Profile No. 1: Have you ever worked with or for a company that required five, seven or even 11 levels of approval for the simplest initiative or communication? You've probably been touched by a **Zeppelin**, and chances are good that you came away from the encounter trying not to scream in frustration.

Zeppelins proceed at a sloth-like pace and have a tough time maneuvering or changing course quickly. Today, they are obsolete: Zeppelins can't fly fast enough or soar high enough for the Age of Speed.

Zeppelins see speed as a harbinger of impending doom: greater stress, more work, chaos. They're blind to the world of options and opportunities that speed offers. Zeppelins commonly feel rushed, stressed out, not in control of their own lives. The only option for taking control, at least according to Zeppelins, is to slow down. If they need something fast, they feel sure they'll have to sacrifice something for speed. They'd rather take their time, whatever the cost.

Profile No. 2: Balloons are the happy individuals and successful organizations that don't seek speed and don't need to. Balloons have chosen to live outside the Age of Speed. Instead, they seek or create environments in which there are few external pressures demanding that they speed up. They interact with our fast culture only from a distance.

Where Zeppelins resist speed and face inevitable failure, Balloons resist speed but find success. Like their namesake — the hot-air balloon — these resistors float along, content to reach a general destination eventually. They can change their environment the way a hot-air balloon can change its altitude, so they can avoid situa-

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tions that require them to move at speeds faster than they are comfortable with.

Balloons often inhabit niche markets, where their specialized skills are valued regardless of the time they cost. They find success primarily because they aren't actively resisting speed by putting themselves in its path and trying to erect a barricade. Their resistance is really more a form of avoidance.

In their general detachment from speed, Balloons give up some of their potential and some of their opportunities. But they make the sacrifice mindfully. Because they're almost always conscious of their choice and have sought out an environment that supports that choice, it usually works out well for them.

Profile No. 3: You can easily identify a **Bottle Rocket** as the endlessly energetic co-worker who powers through the day at top speed — always moving fast, but never managing to achieve anything of substance. It's the company that takes off and embraces speed at every turn — but either loses sight of its goals and fails to reach its once-glorious potential or stays stubbornly focused on the wrong path.

Bottle Rockets are devoted to speed — they embrace it in all things and their demand for it is high. Lacking agility, Bottle Rocket companies have difficulty adjusting to new standards, practices, new ideas and developments in their industry. They're so focused on going fast, they don't take time to understand why they're going fast, where they're trying to go, or what might be holding them back. The trajectory they follow doesn't necessarily lead to their true calling — nor to fast results.

Profile No. 4: Like Bottle Rockets, **Jets** embrace speed and actively pursue it; unlike Bottle Rockets, Jets have outstanding records for reaching their destinations safe and intact.

Jets harness the power of speed, turning it to their advantage. They are agile — open to change and innovation and in constant pursuit of new opportunities. They're aerodynamic — free from the drag that slows down others' lives, work and organizations. And they're aligned — in pursuit of a clear goal that is true to their strengths, passions and environment, with all their energy focused on that purpose.

Like Balloons, Jets have found their calling, but because they embrace speed instead of rejecting it, they flourish in their environment and don't need to place limits on their growth. They move fast but not just to keep up. Jets see speed as an ally, a power that propels

them further toward their desires faster. They see it as a beneficent force that increases life, growth, energy and the value of what they do. They let the speed of their environment work for them.

If we don't want to resist speed by limiting our potential like Balloons or risking obsolescence like Zeppelins, but we also don't want to speed ahead recklessly and explode like Bottle Rockets, then we must learn to harness the power of speed like Jets. ■

For information on how Google represents a Jet, go to: <http://my.summary.com>

Agility

Threats and opportunities for a business surface faster today than ever before. Globalization and technology have multiplied the ranks of potential competitors and customers and raised the stakes of success and failure. This means that it's harder to compete and keep up with the rate of change, but it also means there are new opportunities at every turn. To speed up when we feel we cannot possibly go any faster, we have to open our minds and our organizations to the world around us. We have to be more sensitive to new possibilities.

To master the discipline of agility, we must also be flexible in our thoughts and actions. Being flexible is a test of our willingness to acknowledge weakness. To be truly flexible or create a truly flexible culture, we have to be willing to take risks — and we must have the courage to fail.

If we want to speed up, we also need to be responsive and be able to adjust quickly and correctly to changes in our jobs, our economy, our family dynamics, our customer or colleague relationships and our worlds. The rate of change has accelerated to such a degree that even people and organizations that want to be responsive are falling behind. Responding to change in modern times means being ultrasensitive to even the slightest shifts, rapidly analyzing those shifts and taking appropriate action immediately.

We can all speed up by making adjustments based on changes in our environment. Consider it an agility imperative, a requirement for going faster in a world that keeps going faster. ■

Aerodynamics

To be aerodynamic is to be free of clutter, to be in your metaphorical perfect form, ensuring that excessive drag doesn't slow you down and add chaos to your

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Aerodynamics

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organization, work, family, relationships and well-being.

Today's most common source of drag for individuals is obsessive multitasking — ironically, something we do in an effort to speed up and get more out of each moment. We multitask to stave off boredom or because it seems the only way to get everything done.

The problem is that multitasking doesn't necessarily speed us up; sometimes it slows us down. Brain scan studies reveal that if we do two tasks at the same time, we have only half our usual brainpower to devote to each. So when we multitask, we're really only half there for each activity.

Multitasking isn't the only issue. A different but related trend is that of accepting constant interruptions. But even if accepting interruptions has a negative effect on productivity, it would be foolish to suggest that we should — or could — stop it altogether. In the Age of Speed, the idea that we can proceed through our days by focusing on one project until completion, then another and another, is unrealistic, even a bit obtuse.

Today, we face real-time demands, so the way we work is more complex. We begin one task, shift to another, start something else, complete the first thing we started, continue the third thing we started and so forth.

It's gotten to the point that our activity patterns aren't even linear any more. We can — and often must — respond to issues as they arise, so our activity shifts from task to task as we race to keep all our plates spinning.

An Exercise in Consciousness

How do we balance the speed benefits that interruptions and multitasking can provide with the clear drag they exert?

The answer is to take a conscious, analytical approach. We need to allow the disruptions that add speed but avoid the ones that detract from it. To simplify our lifestyles and cut back on unnecessary drag, we have to take control over what interruptions we accept and when we choose to accept them — when to multitask and when to focus.

The first step is to evaluate the importance of each task and decide whether to let it be interrupted. If we consciously assess the importance of the interruption and decide whether it's worth the switch, our behavior and results will more accurately reflect our priorities. For decisions about multitasking, ask yourself whether it's best to stay fully engaged in the activity at hand.

Next, we need to examine the total number of interruptions we allow and how often we multitask. By jugg-

ling too many tasks or allowing too many distractions, you condition your brain to stay over-stimulated, weakening your ability to concentrate.

Finally, we need to assess what kinds of tasks we're trying to perform simultaneously. Multitasking is a good option only if what we're doing is unimportant or simple enough that the decreased brainpower won't negatively affect our productivity or results.

Too Much of a Good Thing

Once we've rid our workdays of unnecessary interruptions and productivity-sapping multitasking, work becomes less cluttered — more aerodynamic and faster. But if there's still just too much to do, consider ways to filter and process the information and work that's pouring onto your desk.

We drown ourselves in trivia and excess. Instead of simply letting this ocean of information and people flood unchecked into our minds, onto our desks, and into our lives, we have to limit the inflow by establishing trusted sources. Set aside time to review the volume of information, requests, personal contacts and distractions that enter your life each hour. How much of that would you be better off without?

Off the Desk and Out of the Inbox

To clear away the excess, assign priorities to each task and curtail the amount of information that penetrates your consciousness. The next step is to process the tasks and information quickly. Note that this is not the same as completing tasks and consuming information. The difference is important. When you're processing tasks and information, you may end up completing or consuming some of them, but others you pass on to trusted destinations.

A trusted destination is someone or something you can rely on to give you what you need without supervision. Obviously, you have to choose your destinations wisely, but the system at work is an aerodynamic wonder. You don't have to do everything on your to-do list, you just need to get it where it needs to go to get done.

Within organizations, determining trusted destinations can be difficult. The more bogged down employees get doing work that somebody else could do faster and better, the slower the organization runs and the longer it takes for individuals, teams, departments and divisions to reach their goals. To help employees feel safe passing along tasks, contacts or ideas to others, leaders and managers must foster a culture of trust and implement tools to make finding trusted destinations possible.

The goal — for individuals and organizations — is to

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eliminate drag and to be sleek and aerodynamic. Once we are aerodynamic, we have the potential to be aligned. ■

Alignment

To thrive in the Age of Speed, we need to find our focus point at the end of a tightrope that we never lose sight of as we race across. That focus point is our authentic purpose, whether it be personal, professional or organizational. When we are aligned with an authentic purpose, we get from beginning to end of any course with ease, balance and greater speed.

When you pursue an authentic purpose and your actions are aligned with it, everything happens faster. Speed comes naturally, almost effortlessly, with fewer obstacles.

It's just as important for an organization to identify its authentic purpose as it is for an individual. If a business is trying to achieve something that its employees, leaders, investors, customers or other stakeholders do not feel passionate about or at least connected to, advancement will come slowly, if at all. To find the authentic purpose, the leaders of an organization need to understand its true nature.

In the end, an authentic purpose is that thing, that dream, that gives people a sort of emotional buzz — that thing that they know beyond a shadow of a doubt is true and right.

But identifying the authentic purpose is only step one. For both individuals and organizations, it's vital to stay

focused on the authentic purpose and make sure our actions consistently promote that vision.

How do you find your own authentic vision and support it through your decisions, actions and goals? You have to start with where you are and evaluate your current focus to see if it's locked onto a destination you sincerely want, need and can get to.

Like so many things in the Age of Speed, achieving alignment requires profound awareness of the things you do in everyday life. Take a step back for a moment, examine the ways you're expending your energy and resources and ask yourself: Are they aligned with my vision?

The Aligned Organization

A business that is aligned knows exactly why it exists, is sensitive to how it fits into the world around it and acts only in ways that promote both of those forces. It has developed a vision that is intrinsically suited to it, and it is focused on its destination, supporting its vision with every single decision, action and goal. Because it knows exactly where it's going and is concentrating on getting there, it moves at top speed.

The Aligned Individual

Individuals who are aligned achieve their goals at a remarkable pace, because they pursue things that matter to them and make the most of their true talents.

Once you have identified your authentic purpose and committed to aligning your efforts with it, finding the path of alignment is easy: To become aligned, seek simplicity.

Simplicity is needed to achieve and maintain speed. So the act of pursuing speed in life and business results in an environment of simplicity. This is counterintuitive, because we tend to think of slow as simple and fast as chaotic, but fast can be the surest way to simplicity. By its very nature, fast is simple, so simplicity is one of the foundations of success in the Age of Speed.

Being aware of the importance of alignment and conscious of its benefits in the Age of Speed will motivate us to discover our authentic vision and put all our efforts behind it. Without authentic alignment, we cannot achieve top speed; with it, we can accomplish phenomenal things. ■

Nintendo's Alignment

The specs for Nintendo's newest video game console, the Wii, came from an era long ago when things were (or seemed) simpler. Released at the end of 2006, the machine has no DVD drive, no internal hard drive, no high-definition capability. Its graphics are only slightly better than those of the last generation of consoles, released around 2000. And it costs only \$250 — compared with Sony's \$600 PS3 and Microsoft's \$400 Xbox 360.

But the lower-tech design isn't a mistake. Nintendo understands that graphics and technological advances are important but secondary to the pursuit of its authentic purpose of creating a fun, engaging play experience for people of all ages and skill levels. Because of its authentic alignment, even though Nintendo is in third place in industry market share, it's on the fast track to success.

Harnessing the Power of Speed

We can leverage speed, using it to attain our goals. When we do that, we can get ahead of the rush, the demands and the exhaustion. Once and for all, we can make speed an ally.

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Harnessing the Power of Speed

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If we don't learn to anticipate speed now, the consequences will become more and more negative over time, because the demand for it will only continue to increase.

Our desire for speed has almost completely evolved into full-fledged expectation. As our expectation for speed is met more regularly and in more situations, that expectation spreads to more and more facets of life.

Speed is rapidly becoming a commodity, and if we fail to compete in the area of speed in our environments and markets, we'll have no chance of attracting customers, clients or investors. Anticipating speed is not only necessary to be wildly successful, it's necessary to survive in the business world.

How to Reach for Speed and Turn It to Your Advantage

When face to face with speed, we need to reach for it and turn it to our advantage — as a little Internet mail order business in northern California began to do in 1997. The company specialized in providing products its clients could get at brick-and-mortar stores around town, but with better prices, better selection and better convenience (the customer didn't even have to leave home). It was fast too: Customers' items generally showed up within 24 hours.

The company had it all — price, selection, convenience and speed — and its success in the local market set it up for expansion. Los Angeles was the obvious second market — a huge pool of potential customers not far from headquarters. But the city was out of range of the company's warehouses, so L.A. customers wouldn't get the quick delivery its current clients enjoyed. Suddenly, the company faced a decision: downplay the importance of speed to its customers or reach for speed and turn it to its advantage.

The company's leaders figured that if they met and even exceeded the demand for speed, they'd put themselves in a sweet spot for growth and market domination. Actively seeking speed would give the business momentum it could use to keep expanding. So the owners put it all on the line and decided to embrace speed. With a strong vision toward future growth, the company went \$159 million into debt to ensure that it could distribute its products quickly to every new area it served.

The investment paid off. By 2006, Netflix, the once-small California company became a publicly traded corporation with 1,350 employees and \$996.7 million in gross revenue.

Netflix can get DVDs to almost 90 percent of its customers in one business day, and its membership has increased from 239,000 in the first year to more than 6 million in 2006.

Anticipating Speed

Once we anticipate speed and understand that the stakes are rising, the next step in an active approach to the advance of speed is to step forward and reach for it, to seek it out.

Reaching for speed itself is straightforward; the complicated part is finding the right places and the right ways to apply a fast, innovative touch.

Anticipating speed, reaching for it and turning it to your advantage is the ultimate solution for harnessing the power of speed.

It's a shift in perspective and a change in behavior: rather than reacting to speed as something to combat or stop, you seek it out, constantly looking for new ways to use speed to your benefit. ■

Conclusion

If we want to thrive in an accelerated world, we need to use the power of speed to our advantage. It's the only way to get ahead of the rush that seems to be overtaking our lives and businesses.

Take a minute to think about the four profiles. If we want to be Jets, we have to embrace a perspective that promotes speed.

To be a Jet is to appreciate the benefits that speed offers — more life, more opportunities, more significance. Also, it is to be conscious of how we spend our time, of the tasks we accept, of how we embrace speed or when we reject it. If we truly want to soar, we have to understand our authentic purpose, be nimble and open to opportunities, be free of clutter and drag that can limit our potential, and seek speed out in unique and innovative ways. These changes are key to thriving in our more-faster-now world.

Your challenge is to embrace the oncoming force of speed and put these ideas to work in your life and business — to allow these concepts to inspire real action and extraordinary results. ■



If you liked *The Age of Speed*, you'll also like:

1. **Words That Work** by Dr. Frank Luntz. To effectively obtain the power of communication, you must learn that it's not always what you say, but how you say it.
2. **What Got You Here Won't Get You There** by Marshall Goldsmith with Mark Reiter. The corporate world is full of skilled executives, but few will ever reach the top and, according to Goldsmith, subtle nuances make the difference.
3. **How** by Dov Seidman. According to Seidman, in this increasingly competitive world, it's not what you do but how you do it that sets you apart from the pack.