



Win

The Key Principles to Take Your Business from Ordinary to Extraordinary

THE SUMMARY IN BRIEF

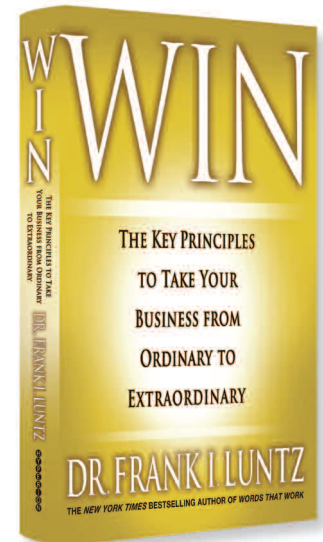
From the *New York Times* best-selling author and top pollster Dr. Frank Luntz comes an unprecedented examination of communication excellence and how top performers win in all areas of human endeavor by utilizing superb communication skills. From politicians to business icons, from CEOs to legendary sports superstars and media legends, Luntz shares their stories — in their own words — and demonstrates how their style of operation and communication is absolutely essential to their success. Luntz makes it clear that following the rules of effective communication is indispensable in any successful venture.

Luntz, the author of *Words That Work*, offers many new “words that work” for private one-on-one meetings with your boss, for public presentations to hundreds of colleagues or for television appearances that reach millions. There are dozens of specific lessons and recommendations — and each one directly illustrates the nine essential action-oriented principles of winning at every level: People-Centered, Paradigm-Breaking, Prioritizing, Perfection, Partnerships, Passion, Persuasion, Persistence and Principled Actions.

Win is an unprecedented examination of the art, science and language of winning, and a must-have for people who want to understand and emulate the winners of today. Do you have what it takes?

IN THIS SUMMARY, YOU WILL LEARN:

- How to grasp the human dimension of every situation.
- How to know what questions to ask and when to ask them.
- How to see the challenge, and the solution, from every angle.
- How to communicate your vision passionately and persuasively.
- How to connect with others and create an enduring chemistry.



by Dr. Frank I. Luntz

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THE COMPLETE SUMMARY: WIN

by Dr. Frank I. Luntz

The author: Dr. Frank I. Luntz is one of the most honored communication professionals in America today. *Time* magazine named him one of “50 of America’s most promising leaders aged 40 and under,” and he is the “hottest pollster” in America according to the *Boston Globe*. He is the author of *The New York Times* bestseller *Words That Work: It’s Not What You Say, It’s What People Hear* and *What Americans Really Want ... Really*.

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For additional information on the author, go to www.summary.com or www.LuntzGlobal.com.

What Is a Winner? The 15 Attributes of Winners

If I were to summarize 20 years of corporate and political communication research and discussions with America’s business, political, sports and entertainment elite into a single, simple checklist, what differentiates genuine winners from everyone else is the following:

- The ability to *grasp the human dimension* of every situation
- The ability to *know* what *questions* to ask and when to ask them
- The ability to *see* what *doesn’t yet exist* and *bring it to life*
- The ability to *see* the *challenge*, and the *solution*, from every angle
- The ability to *distinguish* the *essential* from the *important*
- The ability and the drive to *do more* and *do it better*
- The ability to *communicate* their vision passionately and persuasively
- The ability to *move forward* when everyone around them is retrenching or slipping backward
- The ability to *connect* with others spontaneously
- A *curiosity* about the *unknown*
- A *passion* for life’s *adventures*
- A *chemistry* with the people they work with and the people they want to influence
- The willingness to *fail* and the *fortitude* to get back up and try again
- A *belief* in luck and good fortune
- A *love of life* itself.

These 15 Attributes of Winners are fundamental to the Nine Principles of Winning (AKA the Nine P’s).

Winners Recognize Their Own Strengths and Weaknesses

Winners are self-aware. They recognize their own strengths and weaknesses, and respond to situations accordingly. Don’t underestimate this. From Lehman Brothers to Circuit City, countless companies have struggled or gone under because of leaders who stayed in their comfort zones and didn’t take the right action at the right time because they were afraid to make the wrong move.

Winners are also tuned in to the needs and desires of others, and this outward focus guides them to deliver revolutionary solutions, not just better mousetraps. They recognize where their strengths meet someone else’s needs and double down on delivering the greatest value while ignoring lesser distractions.

Winners don’t preach; they persuade. Winners clearly articulate their own principles and kindly, subtly invite you to adopt them. But the choice is yours. Sure, they lead and you follow, but you ultimately come to their point of view on your own. ●

The Nine P’s of Winning: What It Takes to Get to the Top

Winners don’t make excuses.

Because winners live for epic change and radically rethinking the status quo, they must be able to make the case with force and skill. They begin by engaging and inspiring the people who work with them and for them.



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They persist over the objections of skeptics who are afraid of what change might mean. They prevail over critics who want to shut them down completely. Engage, inspire, persist, prevail — you need them all.

It's not as hard as it sounds. Most winners had certain attributes on the day they were born, but each of the nine essential principles can be incorporated into one's life. Winners are never satisfied with the status quo and always pursue more. Better. Higher. Faster. Easier. That's why they aren't satisfied with the skills they were born with; that's just the starting point on a path to greatness. These principles may not come naturally, they may take years of practice and you may not get them all right all the time, but the more you master, the more likely you are to win in the workplace and in the marketplace.

The Nine P's of Winning

So what are the nine principles of winning?

- 1. People-Centeredness.** The job of all winning communicators is to recognize what is missing in the lives of others and then try to address it.
- 2. Paradigm Breaking.** Winners are not improvers; they are game-changers. Three attributes define paradigm breaking: (1) the *attitude* of never settling for the conventional, (2) the *practice* of purposeful reinvention and (3) the *necessity* of using skilled communication to lead people in a new direction.
- 3. Prioritization.** Winners know how to separate what must be done from what should be done — and that has a direct correlation to what they say and when they say it.
- 4. Perfection.** If you're not driven to perfection, you'll never reach excellence. Without a burning desire to do what you do, it's almost impossible to find the internal strength to strive for perfection.
- 5. Partnership.** Honest, open communication is paramount for a partnership to survive. Without it, trust and respect will simply wither on the vine. Your partnerships must also have balance. If one of you is a big risk taker, the other should probably be more prudent.
- 6. Passion.** There isn't a winner anywhere who doesn't bring passion to what he or she does or how he or she communicates.
- 7. Persuasion.** Winners don't preach; they persuade. They tell you exactly why you should accept their point of view, yet you feel like you came to their conclusions on your own.
- 8. Persistence.** Winning is never really about a single

Passion at the Top

When you look at the expressions of passion of those at the top, there are three clear language attributes at play:

- First, they communicate confidence in themselves and in their products
- Second, the message always rests on results and solutions
- Third, there is a clear call to action at the end.

game, product or performance. Winners know how to succeed over the long haul. In fact, they know that winning is *defined* by repeat performances and increasing achievements.

- 9. Principled Action.** From Ken Lay to Jack Abramoff to Bernie Madoff, they will be known not for what they temporarily achieved, but for how they achieved it and, ultimately, how miserably they failed.

No, the P's are not a simple gimmick. Look again and think about the most successful people you know: What may be just words to you are the principles by which they live. ●

People-Centeredness: Humanizing Your Approach

No matter what you may think of Bill Clinton's character or politics, he's the single most people-centered public figure alive today. Regardless of your ideology, when he speaks, you listen. He seems to have weighed the facts, studied the policy, listened to the different arguments and then subjected all those considerations to a simple question: How does this idea affect everyday people? It's no accident that the Clinton White House was famous for late-night, 12-round policy fights that were refereed by Clinton himself. He wanted you to know that he wasn't just feeling your pain; he was working hard to heal it. He studied like a wonk, but communicated like a friend. Translating one to the other is the rarest of political talents.

Clinton is the personification of a people-centered leader. He commands his voice and words — and even his face — in a manner that compels listeners, whether auditoriums packed with thousands, or individuals in one-on-one conversations, to stop, look, listen and learn. And whether he's actually in the room with you or simply on your TV screen, you almost always feel like he's talking to you and no one else. He creates an

authentic connection that can turn even his most ardent critics into momentary cheerleaders. Republican congressmen and senators routinely freeze like deer in the headlights when he speaks to them. Clinton understands people.

What Every ‘Would-Be Networker’ Can Learn From Bill Clinton

Clinton provides a perfect example of what it means to be people-centered — and every would-be networker can learn from his example. For him, networking wasn’t just a matter of passing out business cards, collecting those of others and making the most of the time at the event before calling it a night. And he didn’t rely on charisma alone. Instead he had a *habitual practice* of coming home each night and meticulously recording each conversation in a growing library of index cards. He committed to memory not just where someone worked or what someone did, but *who they were*. So the next time he saw them, asking “How have you been?” wasn’t just an empty formality; it was loaded with understanding that allowed him to meet that person’s individual need to be known and valued. And no matter who we are, we all have that basic need for connection.

If you met Clinton, he remembered you. What’s more, he treated you like an old friend. The lesson: Do not underestimate the simple power that recall has on an individual. Every person wants to be not just noticed, but memorable. In a world that moves faster and faster, and where people are treated more and more like commodities, the leader who slows it down — who truly treats people like individuals and not interchangeable pieces — wins. ●

Paradigm Breaking: The Values of Being First

George Bernard Shaw once said, “You see things; and you say, ‘Why?’ But I dream things that never were; and I say, ‘Why not?’” Years later, Senator Robert F. Kennedy ended his presidential campaign speeches with a similar refrain: “There are those who look at things the way they are, and ask why ... I dream of things that never were, and ask why not?” Winners don’t accept the world for what it is. They’re driven by their ideas of how the world should be. Their vision becomes a mission and that mission reshapes the human experience. If you’re not asking “*Why not?*,” you’re not in the winning mentality.

Shaw and Kennedy fully understood that 1 percent of the world’s dreamers effect exceptional progress that is

enjoyed by the other 99 percent of us who are content to stand back and watch. Notice they even both use the word itself — *dream*. Unlike other acts, dreams allow us to break free of our human limitations. In dreams, there are no rules. Gravity melts away. The sky can be any color we want. Dreams allow us to see a world that’s different from the one we live in now. Prescient or not, they give us the ability to imagine a radically different tomorrow. Envisioning this type of inspired change is what I call paradigm-breaking.

Generally defined, a paradigm is “a set of assumptions, concepts, values and practices that constitutes a way of viewing reality for the community that shares them, especially in an intellectual discipline.” In the simplest terms, paradigms are frames through which we look at the world. They help us organize information and make sense of it all. A paradigm-free world is a Hobbesian world where anything goes and no standards of evaluation exist. You cannot objectively judge things if there is no paradigm in place to create standards for evaluation.

Winners Invent New Touchstones by Dreaming

By dreaming ... by breaking paradigms ... winners invent new touchstones and benchmarks and then *apply* the rules of the real world to those markers. This added level of creative freedom distinguishes winners from the rest of us and is the wellspring of many of mankind’s greatest achievements.

Ultimately, paradigm breaking is the difference between innovation and breakthrough, between incremental and transformational. It’s not just about making something “new and improved,” it’s about re-imagining the entire purpose of the original. But beware — transformation begets transformation. Even after you’ve broken a paradigm, you must continue to challenge yourself, because if you don’t, others will. ●

Prioritization: Creating Confidence One Step at a Time

Winners in politics and business have an uncanny ability to prioritize: to separate what must be done from what should be done. Winners are able to focus intensely on their priorities, and then pour all of their resources into those priorities. That enables them to underpromise and overdeliver. In an era of broken trust in institutions — where everyone promises the world and delivers peanuts — doing the opposite immediately distinguishes you.

Not surprisingly, the ability to define what matters most, to order tasks and allocate resources based on

commonly understood priorities, hinges on clear communication. You can accomplish the right things in the right order at the right time only when your entire organization understands what is important and why.

Remarkably Efficient and Effective

Another essential trait that separates winners from everyone else is time management. You can't show me a winner in any profession who isn't remarkably efficient and effective in how he or she allocates his or her time. To the untrained eye, what winners accomplish in a typical day is unfathomable. In reality, they are *always* thinking, working and doing — and they do it faster and better than anyone else. There are entire books written about how to get the most out of every day, so I won't devote much time to it here. But I do have a time-management lesson from Rich DeVos, Amway's founder, that is worthy of a brief reference:

“It is fun to be in management. You sit in your big office and people come to see you. But that takes time, a lot of time, and I finally decided that I wouldn't see people in my office any longer. If somebody came to see me, I would say, ‘Fine, I will be right down.’ And I would go meet them by the front desk to find out what they wanted — money, a job, whatever. I would stand and talk to them right there, it would take five minutes and then I'd return to my office. But if they sit in your office, they are going to take five minutes just telling you what a beautiful office you have. By the time they get around to talking about what they want, it's a half hour or 45 minutes later. That's not an efficient way to manage your time.”

Articulate Your Priorities Quickly

Articulating your priorities quickly is one of the most important components of communication. First words build first impressions — impressions you have only a few precious seconds to make. Your audience walks into the room with their own set of priorities; time spent with you is time they're not spending on existing commitments. Thus, for you to get inside their heads and earn their attention, you have to move fast. If your first impression is powerful enough, people will never forget it. If not, they will [*forget your impression*] — and you as well.

If the first priority is about you, the second is about them, to determine exactly what matters most to the most people. FedEx CEO Fred Smith neatly summarizes his priorities in a single two-word catchphrase that can be explained in just one sentence: “If you talk to anyone who works for FedEx and ask them, ‘What's the Purple

Promise?’ they will tell you ‘I will make every FedEx experience outstanding.’ There is not a lot of extra verbiage in there. It just says what every one of us has to do, every single day.” His No.1 priority: predictability — which also happens to be America's top priority. ●

Perfection: Why Great Is Not Good Enough

Many assume, incorrectly, that perfectionism is simply never being satisfied with what you're doing. But there's more to the story. Rarely will you find a perfectionist — an eccentric artist, a diligent writer, a world-renowned musician, a savvy businesswoman, an energized campaign volunteer — who goes around saying, “Yeah, that's good enough.” For these people, the words good and enough never appear in the same sentence.

Anyone can criticize something, or say that others' work isn't good enough, or go around nitpicking the work that everyone else does. And, from time to time, these criticisms can be completely warranted and worth a second look. But what makes perfectionists different — and allows them to be winners — is that they take criticism and action a step further. They make excellence the standard by which they judge their work, the people around them and even themselves. They move us closer to the world as it could be, not just as it is.

The Essential Nature of Communication Perfection

For my first book, *Words That Work*, General Colin Powell granted me two interviews — and both times he stressed the essential nature of communication perfection. In fact, Powell's words on the matter apply to almost every area of human endeavor. “If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude.” True, excellence is not perfection, but it's what motivates you to come as near to perfection as human endeavor allows.

It's not so much being perfect that makes one a winner; it's the *driving need* to be perfect that sets winners ahead of the rest. ●

Partnership: Creating Alignment in Words and Actions

Winners understand that they need other people to get where they want to go. They understand, even if they'd never admit it, that they're probably not the smartest per-

son in every room. But, most important, they understand that a whole is often greater than the sum of its parts. And this is the driving force behind some of the most powerful and successful partnerships the world has ever seen.

The best companies are governed by leaders who understand that they exist because of a partnership with their customers, their employees and the communities in which they operate. It is a four-legged stool that cannot function any other way. Destroy any leg of that partnership and you destroy the entire enterprise. Winners always remember one thing — they do not offend the people they most need on their side.

What We Can Learn About Teamwork from Sports Stars

The business world has a lot to learn from the sports world. The principles of winning that sports stars take for granted the rest of us need to learn. Sportscaster Jim Gray has been an astute observer of athlete behavior for three decades. For him, it's the partnership, the teamwork, that turns great players into winners. Says Gray:

“You're only as good as your weakest link. Michael Jordan didn't just show up at a game. He can't inbound the ball to himself. He has to throw it to somebody so they'll throw it back to him. He understood that if it weren't for [former Chicago Bulls head coach] Phil Jackson, [former Chicago Bulls assistant coaches] Frank Hamblen, Tex Winter and Jim Clemons putting all of the right people in the right places, defensively and offensively, if he didn't have the trainer to tape his ankles, if he didn't have the travel secretary to make sure that plane got him there on time, if he didn't have the whole confluence of events that it takes to win, then he wouldn't win.

“LeBron James is great, but has LeBron James won a championship? No. Why not? Because all of the people around him are not fulfilling the expectations that he has, and they're not able to lift him to where he has to be because they all aren't doing their job as well as they need to be.

“You have to trust people, you have to allow them to do their jobs, and you have to put the best people in their jobs so that you can succeed as a leader. If you don't have good people around you and you think it's all about you, you'll be the first to hit the door. A lot of people who get near the top don't understand that it's not just because of them, it's because of everything that everyone has done for them that's put them there.” ●

Passion: The Power of Intensity

Winners eat, breathe, talk, sleep and live passion.

Their work is a *part* of them and, in some cases, it completely defines who they are. Winners strive for perfection because they're driven by something deeper and more powerful than mere interest or curiosity. They never stop looking for ways to do things better and for where they can do more, where they can go that extra mile — and more — to blow away expectations and people.

The best advertisers understand passion. They manufacture it in 30-second bites that capture not just our emotions, but our memories. In fact, taglines that emphasize passion of some sort are among the most memorable. They stay with you long after the commercials that introduced them have hit the shelf. See how many of the following examples you still remember.

The Most Passionate Taglines and Advertising Slogans

1. Nike: Just Do It
2. Lexus: The Relentless Pursuit of Perfection
3. Visa: It's Everywhere You Want to Be
4. BMW: The Ultimate Driving Machine
5. FedEx: When It Absolutely, Positively Has to Be There Overnight
6. *The New York Times*: All the News That's Fit to Print
7. Hallmark: When You Care Enough to Send the Very Best
8. U.S. Army: Be All You Can Be.

Three elements separate real winners from those who merely play the game:

Emotion without vision is just the heart's way of throwing a tantrum for no reason.

Vision without emotion won't get you anywhere because it lacks drive; it has no reason to keep fighting the good fight.

And *commitment* without vision is meaningless because without clear direction, there's no sense of achievement when you get there.

Passion Personified

The biggest difference between winners and everyone else is in how they communicate their passion to the people around them. Since I began working with and talking to America's most successful politicians, CEOs, business leaders and entertainment moguls nearly 20 years ago, the only thing as consistent as their passion is their ability to inspire a passion in the people around them.

In order to really motivate your work force to care about what you care about, you have to give them rea-

sons that connect with *them*, not just with you. They have to feel an emotional response to what you say, not just a rational one. ●

Persuasion: Building Reputation and Earning Trust in Politics and Business

Winners don't win by simply telling people, "This is the way it is" or "This is how it's going to be." They convince us that what they're saying is true, that they can be trusted, so that we willingly follow their lead. Thanks to his powers of persuasion, Winston Churchill sold the British the stoicism and determination they needed to triumph over Nazi Germany. Even if they were scared as hell, they didn't show it. Don't underestimate how hard a "sell" this would have been for Churchill. It's easy to armchair quarterback this from the 21st century. We know how the war ended — the good guys won. But if you lived in 1940 Britain, with Hitler on the march, Europe in the hands of the Nazis and tens of thousands of planes, warships, rockets and more pointed at your tiny island ... would you be inclined to believe a politician who said it was all going to be OK?

Winston Churchill's Powers of Persuasion

Churchill knew the power of language, and the determination of his people, and marshaled his best arguments and delivery to galvanize them. Britain was clearly over-matched, but he utilized Britain's greatest weakness — its size and vulnerability — to his persuasion advantage. The truth is, the British people long relished their ability to do great things of global consequence *in spite* of their relatively small homeland. It was that driving spirit that built an empire. So when it came time to defend that island, when public spirits were lowest, Churchill tapped into a deep-running national current and went on the offense. In a speech delivered in the House of Commons on June 4, 1940, Churchill said:

"We shall defend our island whatever the cost may be; we shall fight on beaches, landing grounds, in fields, in streets and on the hills. We shall never surrender and even if, which I do not for the moment believe, this island or a large part of it were subjugated and starving, then our empire beyond the seas, armed and guarded by the British Fleet, will carry on the struggle until in God's good time the New World with all its power and might, sets forth to the liberation and rescue of the Old."

Internet Revolutionaries Connect With Us

In more recent times, people like Bill Gates

(Microsoft), Steve Jobs (Apple), Larry Page and Sergey Brin (Google), Jeff Bezos (Amazon) and Mark Zuckerberg (Facebook) have convinced us that computers, technology and the Internet will dramatically revolutionize the way people around the world shop, entertain themselves, find information, interact with one another and conduct business. They listened to what was missing, paid attention to what we wanted and came back to us with messages and products that resonated deep within our psyches. They connected with us, and because they were able to do so, we trusted them, we listened to them and eventually bought what they were selling.

Because they believed so strongly in what they were telling us, we were inclined to trust and believe in them as well. That's no small point. Trust is an integral part of communication and persuasion, and you can't really build trust if people don't think you actually believe in what you're saying. ●

Persistence: Learning from Failure

Of all the attributes it takes to win, persistence is the most important because without it, winning is impossible.

I asked New York Mayor Mike Bloomberg, who is on everyone's top 10 list of most admired businesspeople, what he admired most in others. For him, adaptability and survival are the two essential characteristics of a winner:

"The business leaders that I really respect are people who are able to continue to do what they do in changing environments and for many years. Steve Jobs is in a business where you're only as good as your last product. He's gone from one business to another, he's mastered them all and he's in a business where even before your product goes out the door there's a competitor ready with something better. The most successful people can see what's coming and reinvent themselves. They don't sit around. They know how to stay relevant."

Persistence Gnaws at You

Persistence, unlike its weaker, less successful little brother, effort, is a way of life. It gnaws at you. It will wake you up at 3 a.m. so you can go over the numbers one more time. And make no mistake: It will laugh at you when you stub your toe on the coffee table as you fumble for the light switch.

Everything about sports is preparation and persistence. "I'm going to give you the greatest Bill Walton-ism

ever, and I think he got it from Coach Wooden, “Failing to prepare is preparing to fail,” says sportscaster Jim Gray. “Preparation is everything in sports. You’ve got to do the work to achieve greatness. I’ve seen a lot of guys who’ve had magnificent talent who were in and out of the league before they started. You can have all the talent in the world, and all the pride in the world, but none of it means anything without the ability to endure. You have to endure to be great, and to be great you have to be prepared.”

Says Sherry Lansing, the first female CEO of a Hollywood studio, “If the cause is bigger than you, you’ll never be afraid of or hurt by rejection. Having been through a lot, I think you win by not giving up.” ●

Conclusion: Principled Action

With faith and trust in business, government, the media and many of the most important American institutions at an all-time low, these are the words that America wants to hear — and the qualities they want to see — from you:

Language for Demonstrating Principles

“**Accountability**” is the attribute most desired in the business community today — and, unfortunately, it’s also the one perceived to be most lacking. Accountability is about those in power answering to those who put them there. It’s about making things right when they go wrong.

The lack of “**strict standards**” is what sunk BP, Toyota, Goldman Sachs and other victims of the communication disasters of 2010. People want to know that your business won’t bend to the wind as Arthur Andersen did to Enron. Standards alone are not enough; it’s the diligence and rigor with which you uphold them that matters.

“**Corporate culture**” has come to reflect a company’s operating principles. Winners are acutely aware of their corporate culture and seek to define it as they define themselves. The most common corporate culture among winners: innovative, aggressive and even disruptive.

“**Moral compass**” is to the individual what corporate culture is to the organization. It is desired (but not necessarily expected) of business and political leaders that they engage in socially acceptable behavior.

“**Social responsibility**” is what Americans want more than good corporate citizenship. To them, social responsibility is defined first by respect for employees, followed by accountability to customers and service to the community.

“**Objective and unbiased**” defines the kind of information Americans want from their business and political leaders. CEO letters in corporate annual reports that appear one-sided and lack candor will not just fail to resonate ... they will actively undermine the credibility of even the most successful corporation.

“**Uncompromising integrity**” is hard to prove, but if people believe you have it, you are a winner in their eyes. What differentiates a winner from everyone else is the willingness to make tough decisions in tough times.

In a survey we did in 2010, “**the simple truth**” was the second highest desired value in politics after accountability. It represents fundamental, commonsense principles many believe have been lost in the complications and compromises of modern life — and it appeals to their desire to see those truths restored.

“**A chief ethics/ethical officer**” should exist in every corporation and organization in America, holding others accountable for their actions and behavior — an ombudsman but with C-level authority to instill accountability.

“**Say what you mean and mean what you say**” is exactly what Americans want their political and business leaders to do. It defines accountability in action. Warren Buffett is the best illustration of a business leader whom Americans believe most upholds this desirable attribute.

One Powerful Word: *If*

There is no single standard of winning. No secret recipe that — presto! — makes you a winner. However, there are many common traits of all winners. Together, they are factors you must incorporate in ways that suit your own style and objectives.

Every winner has elevated others, and in doing so, elevated him- or herself.

It comes down to a simple, powerful word: *If*.

If you can apply the principles of winning in a principled way, then you’ll have truly won. If you can put others before you, and in doing so lift yourself *and* others to a higher place, then you are, indeed, a winner. ●

RECOMMENDED READING LIST

If you liked *Win*, you’ll also like:

1. **Words that Work** by Frank Luntz. Luntz offers sound advice on how to tactically use words and phrases to get what you want in life.
2. **You Already Know How to Be Great** by Alan Fine. Fine, a former professional tennis coach, offers motivational secrets via a method he terms the GROW process.
3. **Power** by Jeffrey Pfeffer. This executive summary of his latest book, *Power*, is a groundbreaking guide that reveals the strategies and tactics that separate the winners from the losers.