

Big Bucks!

Books by Ken Blanchard and Sheldon Bowles

GUNG HO!

RAVING FANS

Big Bucks!

Ken Blanchard / Sheldon Bowles



William Morrow

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Dedicated to
our colleagues and friends
from

THE YOUNG PRESIDENTS' ORGANIZATION (YPO)

including
those who have "graduated" to

WORLD PRESIDENTS' ORGANIZATION (WPO)

and

CHIEF EXECUTIVES' ORGANIZATION (CEO)

who helped and encouraged
us over the years to be the
best that we could be

INTRODUCTION

Big Bucks! completes our trilogy which describes the three key factors that determine the long-term success and effectiveness of an organization: as a provider of choice (*Raving Fans*), as an employer of choice (*Gung Ho!*), and as an investment of choice (*Big Bucks!*).

We like to think of these three factors—often called “the triple bottom line”—as the legs of a three-legged stool. We like the analogy because to stand, the stool needs all three legs. Take one leg away and the stool falls down. Or if one leg is rotten or weak, it will eventually break with disastrous consequences. Each leg is equally important and vital.

We started our trilogy with *Raving Fans* because in today’s world taking care of your customers is no longer an option. Customers are more sophisticated than ever and if they’re not treated well they go elsewhere.

Readers of *Raving Fans* were taken by the idea that *satisfying* customers just isn't good enough—you have to treat them so well that they want to brag about you. But people said to us, “How can you create Raving Fan Service® with employees who feel unappreciated and therefore are unmotivated?” That's when we decided to write *Gung Ho!* and attempt to teach managers how to develop a totally committed and motivated staff.

Writing *Big Bucks!* last was no accident. We believe people often get it backward. They want to make more money, increase profits, so they concentrate attention on the financial numbers rather than the *people* who are customers and the *people* who look after the customers, the staff. The best definition of profit we have ever heard is: *Profit is the applause you get for taking care of your customers and creating a motivating environment for your people.* Thus, the triple bottom line.

The secrets or tests for moneymaking described in *Big Bucks!* work both for people individually as well as for managers trying to make money for their department or organization. We hope you enjoy the story of Len, the young man searching for the secrets to moneymaking, and his adventures with Rabbi Silver, Father Murphy, Pastor Edwards, and the moneymakers from their congregations. With the completion of this book we feel that managers will have the necessary knowledge to be successful. After all, it takes gung-ho people to create raving fan customers who make your cash register go *ka-ching, ka-ching, ka-ching* with big bucks. Good luck!

Ken Blanchard and Sheldon Bowles

CONFUSION CORNER

Len had two pair: jacks and sevens. Not much, but his best hand so far.

"I'll see you," he said as he slid five pennies forward.

"What you got?" asked Rabbi Silver, turning over a pair of queens and two aces.

The old boiler picked that moment, as it did every five minutes or so, to emit a mighty clunk and wheeze. Len had got used to the boiler, but not the poker game to which the rabbi had invited him. Len and the rabbi had met for the first time the previous evening. It was a toss-up who had been more surprised. Len, finding himself in a synagogue, or the rabbi, discovering an early arrival for Shabbat service down on his knees praying!

Sensing Len's distress, the rabbi had eased himself into a nearby pew. As Len stood up to go, the rabbi said hello.

“Hello, Father,” Len replied.

“Actually, it’s Rabbi, except when I’m home, then sometimes it’s father, but more often I’m just ‘the old man,’ ” said the rabbi with a gentle laugh.

“Oh, sorry,” said Len, looking around the dimly lit sanctuary. “I thought this was St. Mary’s.”

“Across the road. But don’t worry. We share parking lots at Christmas and on High Holy days. You’re always welcome here.”

The synagogue didn’t have a confession box, but within minutes Len found himself telling his troubles to the rabbi. This, in turn, had led to an invitation to the card game.

“Please come. Tomorrow night. Side door. St. Mary’s, eight o’clock. I think you’ll find it a help.”

Rabbi Silver, Father Murphy, Pastor Edwards, and Len started with 100 pennies each. When the game ended, all 400 pennies would be gathered up and put away until the following week. How, Len wondered, could this penny-ante card game, with *returnable* pennies, help his problem: money. To be specific, how to make more money—lots more money, big money.

The intersection of Elm Street and Lonsdale Avenue was known as Confusion Corner. Beth El Synagogue, St. Mary's, and the Evangelical Church of the Book occupied three corners. On the fourth stood the Lonsdale Market Inn, a sleazy hotel known for its hard-drinking bar and harder clientele.

The question was, Which of the four corners held man's best hope? That was confusing enough. Just what this poker game had to do with Len's problem was even more confusing.

The night before he'd gone for a walk to think things over. He felt guilty about not being a better provider at home. Here it was June, and that evening his wife, Linda, had written the check to pay off their final Christmas bill. Worse, he knew that their vow to build a nest egg for next Christmas wasn't going to happen. Taxes, mortgage payments, dentist bills, Linda's parking spot at work, dry cleaning, gas and electric bills . . . Well, it went out as fast, or faster, than it came in. It was a life he was determined to change. Len didn't just want more money. He wanted to be rich. Then he smiled and said to himself, "Filthy rich."

Not knowing where to turn for advice, Len had ended up on his knees in what he thought was St. Mary's Church. Maybe a divine intervention was his only chance for help.

One thing he was sure of, he wasn't going to get rich playing cards. The evening was young and he was already down to 65 cents.

"So you want to make money?" said Pastor Edwards unexpectedly as he expertly flicked the cards to each player.

"Lots of money. Len's interested in big bucks," said the rabbi.

"You've come to the right place," said Father Murphy, giving Len a warm smile before scooping up his cards.

"Here's how it works. Some years ago, when the three of us started to meet, we decided that if we pooled our resources we could accomplish more for God than if we didn't. We started with the easy things like parking and pianos, but soon found the largest and best resource we had to share was our congregations."

“Which brings us to money,” said Rabbi Silver. “We realized we had special people in our congregations with significant skills. We had great negotiators, mediators, motivators; people who could really help others.”

“And as we looked at our congregations, we realized we had another skilled group: moneymakers,” said Father Murphy. “So we approached these people individually and asked two simple questions: Is there a skill set or knowledge base that lets people make big money, and if so, are the skills and knowledge teachable?”

“The answers were clear,” said Rabbi Silver. “Our moneymakers all agreed there were such skills and knowledge and also agreed they could be taught! Except that some people never learned. But they said these were exceptions.”

“What surprised us,” said Pastor Edwards, “was that when we talked to these moneymakers about what it took to make money, their suggestions were very similar. They put their heads together and quickly agreed on a game plan to help others who want to make big bucks.”

“What we learned,” said Rabbi Silver, “is that to be a big moneymaker you have to pass three tests: The test of joy. The test of purpose. The test of creativity.”

“What we’re offering you,” said Father Murphy solemnly, “is a chance to master these three tests. We each have specialists in our congregations ready to teach one of the secrets. If you choose to accept our offer, Richard Paul of Rabbi Silver’s congregation will teach you how to meet the test of joy, Roberta Bains from St. Mary’s will guide you through the test of purpose, and finally, Carlos Grover from Church of the Book will prepare you for the test of creativity.”

While the three were speaking, the card game had stopped. Now they sat quietly looking at Len, waiting for his reaction. Len, for his part, was stunned. He could hardly believe that these three clergymen, playing cards next to a bad-tempered, asthmatic boiler in a church basement, could really be of any help. Except for one thing, the names: Richard Paul, Roberta Bains, Carlos Grover. Anyone who read the newspapers knew those names. These were enormously successful and wealthy individuals. Until now the only thing Len knew they had in common was that they were self-made multimillionaires.

“Why me?” Len heard himself say.

“We’re looking for people to help, whom we like. Rabbi Silver invited you here, as we do with all candidates, for the three of us to check you out. It’s amazing how much one can learn about a person’s character with just a few hands of poker,” said Father Murphy.

“We’re told that the secrets to pass the three tests will work for almost anyone, so we want to be sure that our candidates have character,” said Rabbi Silver.

“By character we mean people who operate from a set of values,” said Father Murphy as he gently fingered his cards in the hope an ace might suddenly appear. “Tell me, why do you want to be rich?”

So many answers flooded Len’s mind.

“I want to pay my bills. Feed my family better. Make life easier for my wife, Linda. It would be great if Hanna, our 10-year-old, could take music lessons. And Jimmy, our 12-year-old, wants new hockey skates. The car is falling apart, but if I buy a new one, it just means the monthly payments go up. I don’t really want money for expensive things, but I do want to be able to provide properly for my family, get the kids a good education, make sure that if something happened to me Linda would still be okay financially, and stop worrying once and for all that the wolf is just around the corner and ready to arrive at our front door.

“I’m working my head off right now, but nothing seems to change. There’s got to be a better way.”

“Fair enough,” said Pastor Edwards, “but let’s suppose you succeed in making lots of money, big money. Is there anything else you’d like to do?”

Len started to reply. "For one thing I'd go up north to fish. I love fishing." Then he stopped. What he was about to say was he'd never shared with anyone else before.

"If I had enough money I'd like to be able to help others in need. It's just a dream. But I'd like to make that dream come true."

"Ka-ching!" said Rabbi Silver.

"Ka-ching?"

"That's the cash register ringing," said Rabbi Silver. "It also means I'm pleased with your answer to Father Murphy's question. You see, we don't want to help anyone who thinks accumulating wealth is just an end in itself, or someone who thinks the person who dies with the most toys wins."

"Are you saying that money is bad?" asked Len.

"Not at all," said the rabbi. "It can be, but that's only when you put money and wealth on a pedestal and become blind to everything else in life. Money isn't the problem, though. It's your attitude toward what you've got that can be a problem."

"Well, one thing about being in debt," said Len, "I don't have to worry about my attitude toward money."