



Ten3 Business e-Coach – the world's leading source of
inspiration, innovation, and unlimited growth!

25 Lessons from Jack Welch

Creating the world's most competitive enterprise

Lessons from the legendary former CEO of GE, whose management innovations have made him the most influential CEO of his era

40 PowerPoint slides + 40 Half-page Executive Summaries

**This is a demo version
(7 slides only)**

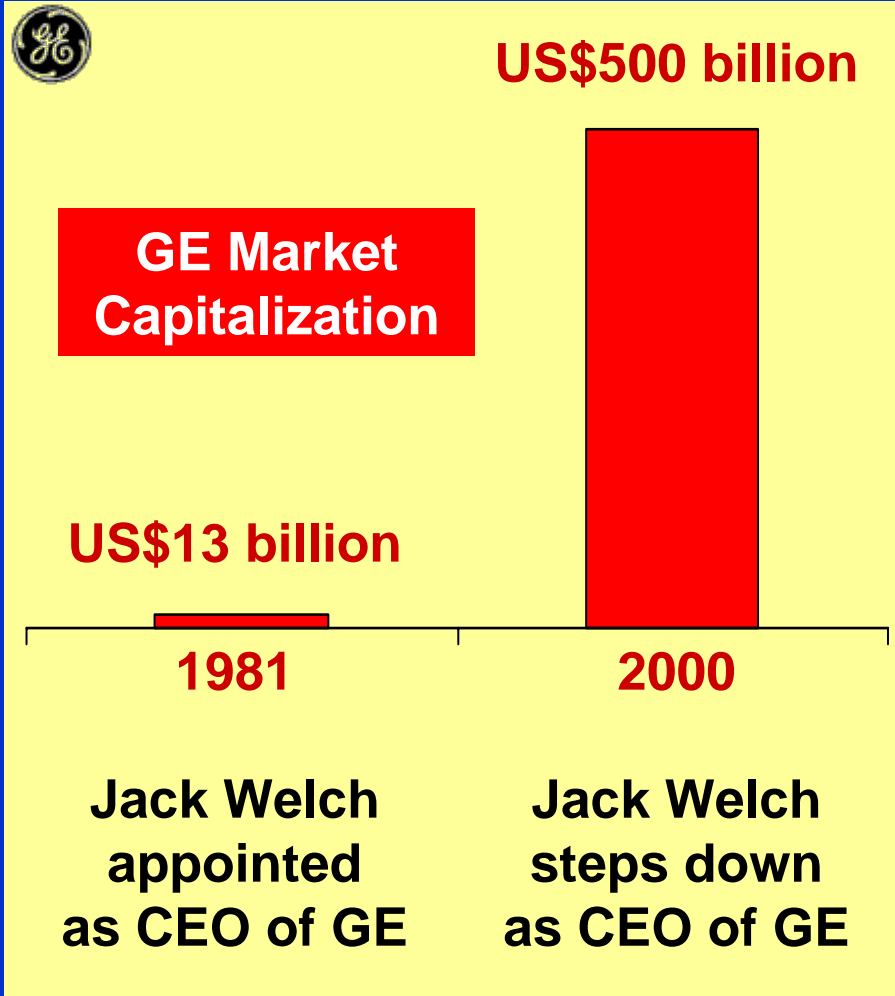
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25 Lessons from Jack Welch

Creating the world's most competitive enterprise

- **GE Success Story: Flash Points**
- **25 Lessons from Jack Welch**
 - **Lead More, Manage Less**
 - **Build a Winning Organization**
 - **Harness Your People for Competitive Advantage**
 - **Build a Market-Leading Company**

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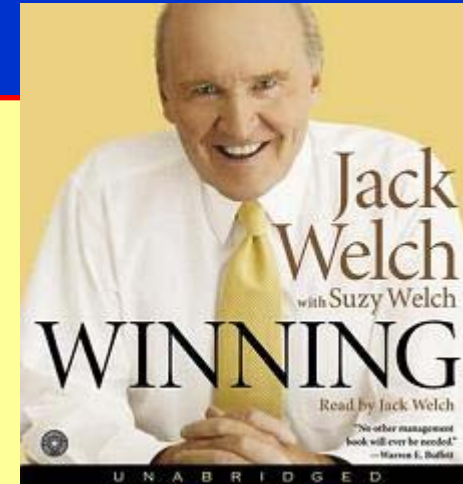
Welch's Seven-Point Program for Management by Leadership

1. Develop a vision for the business
2. Change the culture to achieve the vision
3. Flatten the organization
4. Eliminate bureaucracy
5. Empower individuals
6. Raise quality and efficiency
7. Eliminate boundaries

Jack Welch – Corporate Change Leader

Welch's Trademark Messages

- **Business is simple.**
- **Don't make business overly complicated.**
- **Face reality, then act decisively.**
- **Don't be afraid of change.**
- **Change before you have to.**
- **Fight bureaucracy.**
- **Use the brains of your workers.**
- **Discover who has the best ideas, and put those ideas into practice.**



Leading Organizational Transformation

Lessons from Jack Welch, Former CEO of GE

Leading Change through the GE's Organization

- Redesigning the role of the leader in the new economy: creating followers through communicating a vision, and establishing open, caring relations with every employee
- Creating an open, collaborative workplace where everyone's opinion is welcome
- Empowering senior executives to run far-flung businesses in entrepreneurial fashion
- Liberating the workforce; making everybody a participant through improving vertical communication and employee empowerment

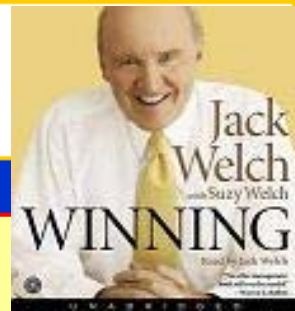


Welch's prescription for winning in business

1. Speed
2. Simplicity
3. Self-confidence

Management by Leadership

25 Lessons from Jack Welch



LEAD MORE, MANAGE LESS

1. **Lead**
2. **Manage less**
3. **Articulate your vision**
4. **Simplify**
5. **Get less formal**
6. **Energize others**
7. **Face reality**
8. **See change as an opportunity**
9. **Get good ideas from everywhere**
10. **Follow up**

BUILD A WINNING ORGANIZATION

11. **Get rid of bureaucracy**
12. **Eliminate boundaries**
13. **Put values first**
14. **Cultivate leaders**
15. **Create learning culture**

HARNESS YOUR PEOPLE

16. **Involve everyone**
17. **Make everybody a team player**
18. **Stretch**
19. **Instill confidence**
20. **Make business fun**

BUILD THE MARKET-LEADING COMPANY

21. **Be number 1 or number 2**
22. **Live quality**
23. **Constantly focus on innovation**
24. **Live speed**
25. **Behave like a small company**

Lead

**Managers muddle – leaders inspire.
"What we are looking for are leaders at every level who can energize, excite and inspire rather than enervate, depress, and control."**



- **Create a vision and then ignite your organization to make this vision a reality**
- **Focus on strategic issues**
- **Don't micromanage**
- **Involve everyone and welcome great ideas from everywhere**
- **Lead by example**

Stretch!

Stretch is a goal or challenge that is significantly beyond the organization's current performance level. Stretch targets energize. "We have found that by reaching for what appears to be the impossible, we often actually do the impossible; and even when we don't quite make it, we inevitably wind up doing much better than we would have done."



- **Stretch your business strategy**
- **Stretch yourself**
- **Ask managers and employees to reach for their dreams**
- **Reward business leaders even for falling short of a stretched goal**
- **Don't abuse stretch – make sure that you do the right stuff**
- **Keep stretching**

Live Speed

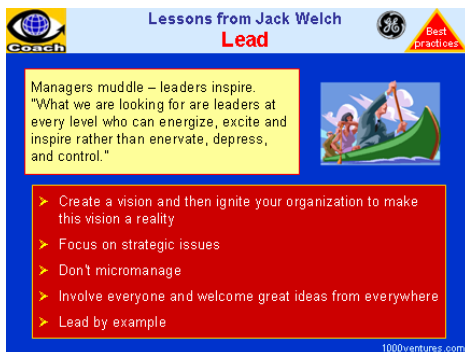
"If you're not fast you can't win... Speed is everything. It is the indispensable ingredient of competitiveness." Speed, simplicity and self-confidence are closely intertwined. By simplifying the organization and instilling confidence, you create the foundation for an organization that incorporates speed into the fabric of the company.



- Cultivate the culture of speed
- Eliminate layers
- Remove all roadblocks
- Don't "sit" on decisions
- Create an open organization
- Communicate faster
- Make speed a habit
- Pounce every day

25 Lessons from Jack Welch

Sample Ten3 slide with
a half-page Executive Summary



Lessons from Jack Welch
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Create a vision and then ignite your organization to make this vision a reality. Get people so passionate about what they are doing that they cannot wait to execute this plan. Have great energy, competitive spirit and the ability to spark excitement and achieve results. Search for leaders who have the same qualities.

Focus on strategic issues. Your job is to understand the strategic issues within each of your businesses where they are going around the key questions. Know the talent they need to win in those markets and the amount of capital they need. And make bets.

Don't micromanage. Your job is to see the big picture. Don't manage every detail. Don't get caught up in the minutiae or obsess over every detail, but instead inspire others to execute of your vision. Surround yourself with great people and trust them to do their job and contribute their best to the organization.

Involve everyone and welcome great ideas from everywhere. Anyone can be a leader, just so long as they contribute, and the most meaningful way for anyone to contribute is to come up with a good idea. Business is all about getting the best ideas from everyone. New ideas are the lifeblood of the organization, the fuel that makes it run. "The hero is the person with a new idea." There is simply nothing more important to an organization than expressing ideas and creating a vision.

Lead by Example. To spark others to perform, you must lead by example. Jack Welch mastery of the four E's of leadership – Energy, Energize, Edge, and Execution – was always in evidence. "He had great energy, sparked others, had incredible competitive spirit, and had a record of execution that was second to none. This is a key of the Welch phenomenon. Had he been lacking in any of the traits he espoused, he would not have commanded such acclaim."

Six Rules for Successful Leadership from GE's Jack Welch

1. Control your destiny, or someone else will.
2. Face reality as it is, not as it was or as you wish it to be.
3. Be candid with everyone.
4. Don't manage, lead.
5. Change before you have to.
6. If you don't have a competitive advantage, don't compete, much on today's problems but rather on tomorrow's opportunities.

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