

Index of Quotes

#	Title	Citation	Quote
001	Performance	William Dean Howells	"An acre of performance is worth a whole world of promise."
002	Sins of the Past	Joseph M. Juran	"Goal setting has traditionally been based on past performance. This practice has tended to perpetuate the sins of the past."
003	Process	W. Edwards Deming	"If you can't describe what you are doing as a process, you don't know what you are doing."
004	In God We Trust	W. Edwards Deming	"In God we trust, all others bring data."
005	Reality	Harold Geneen	"It is an immutable law in business that words are words, explanations are explanations, promises are promises, but only performance is reality."
006	Measurement	H. James Harrington	"Measurement is the first step that leads to control and eventually to improvement. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it."
007	What Gets Measured	John E. Jones	"What gets measured gets done, what gets measured and fed back gets done well, what gets rewarded gets repeated."
008	Standards	Joseph M. Juran	"Without a standard there is no logical basis for making a decision or taking action."
009	You Get What You Measure	John H. Lingle	"You get what you measure. Measure the wrong thing and you get the wrong behaviors."
010	Unhappy Customers	Bill Gates	"Your most unhappy customers are your greatest source of learning."
011	Practice	William Hazlitt	"Great thoughts reduced to practice become great acts."
012	Who Wins	Lisa Fernandez	"The team with the best athletes doesn't usually win. It's the team with the athletes who play best together."
013	In Theory	Jan van de Snepscheut	"In theory, there is no difference between theory and practice. But, in practice, there is."
014	Tact	Isaac Newton	"Tact is the knack of making a point without making an enemy."
015	Not Knowing When to Quit	George H. Allen	"People of mediocre ability sometimes achieve outstanding success because they don't know when to quit."
016	Common Sense	Unknown	"Common sense is not always common."
017	Making Excuses	George W. Carver	"Ninety-nine percent of all failures come from people who have a habit of making excuses."
018	Do the Right Thing	Brian Tracy	"Disciplining yourself to do what you know is right and important, although difficult, is the high road to pride, self-esteem, and personal satisfaction."
019	People Will Remember	Maya Angelou	"People will forget what you said, people will forget what you did, but people will never forget how you made them feel."
020	Commitment	Joseph M. Juran	"Commitment is the daily triumph of integrity over skepticism."
021	What You'll Get	Unknown	"If you keep doing what you've always done, you'll keep getting what you've always got."
022	If You Don't Like Change	Gen. Eric Shinseki	"If you don't like change, you're going to like irrelevance even less."
023	Approximately Right	Carl G. Thor	"When dealing with numerical data, approximately right is better than precisely wrong."
024	Absence of Vision	Unknown	"Dissatisfaction and discouragement are not caused by the absence of things, but the absence of vision."
025	Praise	Unknown	"Praise only works with three types of people: men, women, and children."
026	Attitude	Harry Banks	"For success, attitude is equally important as ability."
027	Moving Fast	Robert Anthony	"Moving fast is not the same as going somewhere."

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028	Solutions	Ed Rehkopf	"Never complain – always occupy yourself with solutions."
029	Planning	Ed Rehkopf	"The importance of disciplined planning cannot be overstated. Haphazard planning results in haphazard operations and equally haphazard performance."
030	Forget about Yourself	Corazon Aquino	"Forget about yourself and just think of your people. It's always the people who make things happen."
031	Good Judgment	Omar Bradley	"I learned that good judgment comes from experience and that experience grows out of mistakes."
032	Original Ideas	Howard Aiken	"Don't worry about people stealing an idea. If it's original, you will have to ram it down their throats."
033	Facing Change	James Baldwin	"Not everything that is faced can be changed; nothing can be changed until it is faced."
034	Two Kinds of Companies	Jeff Bezos	"There are two kinds of companies, those that work to try to charge more and those that work to charge less."
035	Change It	Maya Angelou	"If you don't like something, change it. If you can't change it, change your attitude."
036	Manage Yourself	William Boetker	"If you wish to succeed in managing and controlling others – learn to manage and control yourself."
037	Geniuses to Manage It	Peter Drucker	"No institution can possibly survive if it needs geniuses or supermen to manage it. It must be organized in such a way as to be able to get along under a leadership composed of average human beings."
038	The Key to Failure	Bill Cosby	"I don't know the key to success, but the key to failure is trying to please everybody."
039	Two Kinds of Men	Cyrus K. Curtis	"There are two kinds of men who never amount to much – those who cannot do what they are told and those who can do nothing else."
040	Lion or Sheep	Daniel Defoe	"It is better to have a lion at the head of an army of sheep, than a sheep at the head of an army of lions."
041	The Most Important Part	Lucius Columell	"The most important part of every business is to know what ought to be done."
042	Following the Herd	Nerella Campigotto	"Following the herd often leads to the slaughterhouse."
043	Management by Objectives	Peter Drucker	"Management by objectives works if you first think through your objectives. Ninety percent of the time you haven't."
044	Effective Subordinates	Peter Drucker	"No executive has ever suffered because his subordinates were strong and effective."
045	Only Good Intentions	Peter Drucker	"Plans are only good intentions unless they immediately degenerate into hard work."
046	Plans are Worthless	Peter Drucker	"Plans are worthless, but planning is invaluable."
047	Nothing so Useless	Peter Drucker	"There is nothing so useless as doing efficiently that which should not be done at all."
048	The Scarcest Resource	Peter Drucker	"Time is the scarcest resource and unless it is managed nothing else can be managed."
049	Where Profit Comes From	W. Edwards Deming	"Profit in business comes from repeat customers."
050	What I'm Always Thinking	Walt Disney	"Whenever I go on a ride, I'm always thinking what's wrong with the thing and how it can be improved."
051	Insanity	Albert Einstein	"Insanity: doing the same thing over and over again and expecting different results."
052	Good Enough	Debbi Fields	"Good enough never is."
053	Fast is Fine	Wyatt Earp	"Fast is fine, but accuracy is everything."
054	Treat People	Goethe	"Treat people as if they were what they ought to be, and you help them to become what they are capable of being."

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055	Excellence Is	John W. Gardner	"Excellence is doing ordinary things extraordinarily well."
056	Respect for People	John W. Gardner	"If you have some respect for people as they are, you can be more effective in helping them to become better than they are."
057	Uncompetitive	Roberto Goizueta	"We became uncompetitive by not being tolerant of mistakes."
058	Power Flows	Elbert Hubbard	"Power flows to the man who knows how. Responsibilities gravitate to the person who can shoulder them."
059	Delegating	Robert Half	"Delegating work works, provided the one delegating works, too."
060	Looking Down on People	Robert Half	"People who look down on other people don't end up being looked up to."
061	Surrounded by Smarter People	Henry J. Kaiser	"I make more progress by having people around who are smarter than I am – and listening to them. And I assume that everyone is smarter about something than I am."
062	Good Example	James Kent	"Nothing is so potent as the silent influence of a good example."
063	Quality Planning	Joseph M. Juran	"Quality planning consists of developing the products and processes required to meet customer's needs."
064	Brilliant Ideas	Lee Iacocca	"You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere."
065	Morale	Peter B. Kyne	"The morale of an organization is not built from the bottom up; it filters from the top down."
066	Management Thinking	Akio Morita	"A company will get nowhere if all of the thinking is left to management."
067	The Naked Truth	Ann Landers	"The naked truth is always better than the best dressed lie."
068	Things May Come	Abraham Lincoln	"Things may come to those who wait, but only what's left behind by those that hustle."
069	The Quality of Life	Vince Lombardi	"The quality of a person's life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavor."
070	The Fool	Chinese Proverb	"He who asks a question is a fool for five minutes. He who does not ask a question remains a fool forever."
071	Telling People How to Do Things	George S. Patton	"Don't tell people how to do things, tell them what to do and let them surprise you with their results."
072	Wars are Won	George S. Patton	"Wars are not won by fighting battles; wars are won by choosing battles."
073	Vision	Japanese Proverb	"Vision without action is a daydream. Action without vision is a nightmare."
074	The Trouble with Most of Us	Norman Vincent Peale	"The trouble with most of us is that we would rather be ruined by praise than saved by criticism."
075	Moving Mountains	Chinese Proverb	"The man who moved a mountain is the one who started taking away the small stones."
076	The Unexamined Life	Plato	"The life which is unexamined is not worth living."
077	Quality Improvement	Tom Peters	"Almost all quality improvement comes via simplification of design, manufacturing . . . layout, processes, and procedures."
078	Overdeliver	Tom Peters	"Underpromise; overdeliver."
079	The Highest Reward	John Ruskin	"The highest reward for a person's toil is not what they get for it, but what they become by it."
080	Do What You Can	Theodore Roosevelt	"Do what you can, with what you have, where you are."
081	The Best Executive	Theodore Roosevelt	"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling while they do it."
082	Great Power	Seneca	"He who has great power should use it lightly."
083	Real Commitment	Peter Senge	"Real commitment is rare . . . 90% of the time what passes for commitment is compliance."

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084	Big Things	Alvin Toffler	"You've got to think about big things while you're doing small things, so that all the small things go in the right direction."
085	Changing the World	Leo Tolstoy	"Everyone thinks of changing the world, but no one thinks of changing himself."
086	A Journey	Mark Twain	"Success is a journey, not a destination. It requires constant effort, vigilance, and re-evaluation."
087	Opportunities	Sun Tzu	"Opportunities multiply as they are seized."
088	Placing Responsibility	Booker T. Washington	"Few things help an individual more than to place responsibility upon them and to let them know that you trust them."
089	What a Man Stands For	Malcolm X	"A man who stands for nothing will fall for anything."
090	Humility	Rick Warren	"Humility is not thinking less of yourself; it is thinking of yourself less."
091	The Only Real Security	Henry Ford	"If money is your hope for independence you will never have it. The only real security that a man will have in this world is a reserve of knowledge, experience, and ability."
092	Without Accountability	Ed Rehkopf	"Without accountability it is senseless to give authority to managers and say they are responsible."
093	Better to Be an Optimist	Unknown	"It's better to be an optimist who is sometimes wrong than a pessimist who is always right."
094	Goals	Jim Rohn	"Goals. There's no telling what you can do when you get inspired by them. There's no telling what you can do when you believe in them. There's no telling what will happen when you act upon them."
095	Attitudes	Irving Berlin	"Our attitudes control our lives. Attitudes are a secret power working twenty-four hours a day, for good or bad. It is of paramount importance that we know how to harness and control this great force."
096	Knowing and Mastering	Lao-Tzu	"Knowing others is intelligence; knowing yourself is true wisdom. Mastering others is strength, mastering yourself is true power."
097	Your Daily Routine	John C. Maxwell	"You will never change your life until you change something you do daily. The secret of your success is found in your daily routine."
098	Planning is Indispensable	Dwight D. Eisenhower	"In preparing for battle I have always found that plans are useless, but planning is indispensable."
099	Where Do You Want to Go?	Lewis Carroll	Alice came to a fork in the road. "Which road do I take?" she asked. "Where do you want to go?" responded the Cheshire cat. "I don't know," Alice answered. "Then," said the cat, "it doesn't matter."
100	On a Mission	Gary Harpst	"People are creatures of emotion and reason. The best performers want to belong to an organization that's on a mission, and they need to see how they're contributing to that mission."
101	What Causes Results	Gary Harpst	"If you want lasting excellence it is not enough to get good results, you must know what causes those results."
102	Reallocation of Resources	Gary Harpst	"The forces of business and human nature cause programs and projects to expand, resulting in an ever-increasing misalignment of resources. An organization must have the self-discipline to free up resources and reallocate them to higher value projects and deliver competitive profitability at the same time. If an organization doesn't discipline itself to do this, our wonderful free market will."
103	Defining Processes	Gary Harpst	"Defining the way a process currently works often identifies significant improvement opportunities."
104	Measures	Gary Harpst	"In the business world, measurement accelerates learning and stimulates innovation. Clear measures help people move toward a goal, giving them tangible feedback on their innovation and effort."
105	Step Back	Gary Harpst	"If we want to move our businesses toward our long-term priorities, we must learn how to step back from all the activity occasionally, so that we gain a broader view."

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106	Find Something Positive	Brian Tracy	"Make a game of finding something positive in every situation. Ninety-five percent of your emotions are determined by how you interpret events to yourself."
107	The Future Does Not Get Better	Jim Rohn	"The future does not get better by hope; it gets better by plan."
108	When You Treat Employees Like Owners	Bob Nelson	"When you treat employees like owners, they will act like owners."
109	When People Laugh Together	W. Lee Grant	"Shared laughter creates a bond of friendships. When people laugh together, they cease to be young and old, teacher and pupils, worker and boss. They become a single group of human beings."
110	Become a Student of Change	Anthony J. D'Angelo	"Become a student of change. It is the only thing that will remain constant."
111	Business Opportunities	Richard Branson	"Business opportunities are like buses, there's always another one coming."
112	Organizational Culture	Ed Rehkopf	"In the absence of a culture developed and disseminated by the organization's leadership, a culture will arise on its own, usually fostered by a vocal few and often cynical and at odds with the purpose of the organization."
113	What is Defeat?	Wendell Phillips	"What is defeat? Nothing but education; nothing but the first step to something better."
114	Saying No	Jack Canfield	"There are only two words that will always lead you to success. Those words are yes and no. Undoubtedly, you've mastered saying yes. So start practicing saying no. Your goals depend on it!"
115	What You Cannot Do	John Wooden	"Do not let what you cannot do interfere with what you can do."
116	Failure	John Wooden	"Failure is not fatal, but failure to change might be."
117	The Time to Do It Right	John Wooden	"If you don't have time to do it right, when will you have the time to do it over?"
118	Details	John Wooden	"It's the little details that are vital. Little things make big things happen."
119	Activity for Achievement	John Wooden	"Never mistake activity for achievement."
120	Success	John Wooden	"Success is peace of mind which is a direct result of self-satisfaction in knowing you did your best to become the best you are capable of becoming."
121	Three Essentials to Achievement	Thomas A. Edison	"The three great essentials to achieve anything worthwhile are: Hard work, Stick-to-itiveness, and Common sense."
122	Management is	Lee Iacocca	"Management is nothing more than motivating people."
123	Never Neglect Details	Colin Powell	"Never neglect details. When everyone's mind is dulled or distracted the leader must be doubly vigilant."
124	Failure is a Detour	Zig Ziglar	"Failure is a detour, not a dead-end street."
125	Learn from Defeat	Zig Ziglar	"If you learn from defeat, you haven't really lost."
126	Success	Zig Ziglar	"Success is in the details."
127	A Goal Properly Set	Zig Ziglar	"A goal properly set is halfway reached."
128	Expect the Best	Zig Ziglar	"Expect the best. Prepare for the worst. Capitalize on what comes."
129	Member Relationship Management	Ed Rehkopf	"The purpose of Member Relationship Management is to build and institutionalize a system that will replicate the personalized service that was the hallmark of the best 'Mom and Pop' operations of old."

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130	Appreciation	Rhoberta Shaler	"Most people do not receive nearly enough appreciation. How can this be when appreciation is free, easy, and readily available? All you have to do is speak. Go give some away now."
131	Teamwork	Virginia Burden	"Cooperation is the thorough conviction that nobody can get there unless everybody gets there."
132	Continual Process Improvement	Ed Rehkopf	"Continual Process Improvement is the discipline and methodology of constant review of all aspects of operations to include work processes, standards, policies, procedures, organizational systems, programming, training, and administration to ensure they attain a new level of performance that is superior to any previous level."
133	Benchmarking	Ed Rehkopf	"Benchmarking is the act of measuring and analyzing operating performance, helping managers better understand the patterns underlying a club's operation. Everything in life follows patterns. When patterns are tracked and analyzed, they can be used to predict future operations."
134	Without Benchmarking	Ed Rehkopf	"Without a formal system of benchmarking you will forever be reacting to the bad news from last month."
135	Ambition is	Bill Bradley	"Ambition is the path to success. Persistence is the vehicle you arrive in."
136	An Expert is	Niels Bohr	"An expert is a man who has made all the mistakes which can be made in a very narrow field."
137	If You Want Something Done	Lucille Ball	"If you want something done, ask a busy person to do it."
138	Hospitality Management	Ed Rehkopf	"Hospitality management is not rocket science, but it does take a keen understanding of the component business disciplines, the personal organization and discipline to attend to them daily, and the service-based leadership skills to effectively direct a diverse, mixed-gender, multi-ethnic workforce in delivering high quality service to a demanding audience."
139	If You Don't Know Where You Are	Ed Rehkopf	"You may know where you want to go. But if you don't know where you are, you'll never get there from here."
140	What Counts?	Albert Einstein	"Not everything that can be counted counts and not everything that counts can be counted."
141	Focusing on Their Resume	Hal Rosenbluth	"I think that companies today have an obligation to create an environment where people are happy. Because if people aren't happy and they don't like the company they're part of, if they don't like their leader, then they are really not going to be focusing on the customer. They're going to be focusing on their resume."
142	The Worker is Not the Problem	W. Edwards Deming	"The worker is not the problem. The problem is at the top! Management is the problem!"
143	Constancy of Purpose	W. Edwards Deming	"Until or unless top management establishes constancy of purpose for service, and makes it clear that everyone in the company can work without fear toward this purpose, efforts of other people in the company, however brilliant be the fires they start, can only be transitory."
144	Improvement in Quality	W. Edwards Deming	"Improvement of quality is not for the curious, nor for the faint-hearted."
145	Involvement	W. Edwards Deming	"There is much talk about how to get employees involved with quality. The big problem is how to get the management involved."
146	If You Can't Argue with Your Boss	Gen. Leslie E. Simon	"If you can't argue with your boss, he is not worth working for."
147	The Common Disease in Management	W. Edwards Deming	"A common disease that afflicts management and government administrations the world over is that, 'Our problems are different.' They are different, to be sure, but the principles that will help solve them are universal in nature."

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148	Management's Responsibility	W. Edwards Deming	"It is management's responsibility to remove the barriers that rob the hourly worker of pride of workmanship. This is a 5-year job in some companies; 10 years in others. In some companies, it can never happen without a complete turnover in the management."
149	The Prevalent Supposition	W. Edwards Deming	"The supposition is prevalent the world over that there would be no problems in production or in service if only our . . . workers would do their jobs in the way they were taught. Pleasant dreams. The workers are handicapped by the system, and the system belongs to management."
150	Inspecting for Quality	Harold F. Dodge	"You cannot inspect quality into a product."
151	Divided Responsibility	W. Edwards Deming	"Divided responsibility means that nobody is responsible."
152	Quality Control	W. Edwards Deming	"Quality control, to be successful in any company, must be a learning process, year by year, top management leading the whole company."
153	Responsibility and Consequences	Yoshi Tsurumi	"In Japan, when a company has to absorb a sudden economic hardship such as a 25 per cent decline in sales, the sacrificial pecking order is firmly set. First, the corporate dividends are cut. Then the salaries and the bonuses of top management are reduced. Next, management salaries are trimmed from the top to the middle of the hierarchy. Lastly, the rank and file are asked to accept pay cuts or a reduction in the work force through attrition or voluntary discharge. In the United States, a typical firm would probably do the opposite under similar circumstances."
154	Taking Credit or Placing Blame	Yoshi Tsurumi	"As long as management is quick to take credit for a firm's successes, but equally quick to blame its workers for its failures, no surefire remedy for low productivity can be expected in American manufacturing and service industries."
155	Good to Great Level 5 Leadership	Jim Collins	"Level 5 leaders look out the window to attribute success to factors other than themselves. When things go poorly, however they look into the mirror and blame themselves, taking full responsibility."
156	It is Simple – They React Like Human Beings	Yoshi Tsurumi	"One Japanese plant manager who turned an unproductive U.S. factory into a profitable venture in less than three months told me: 'It is simple. You treat American workers as human beings with ordinary needs and values. They react like human beings.'"
157	Without Management Commitment	Yoshi Tsurumi	"Without management commitment to the personal welfare of its workers, it will be impossible to inspire employees' interest in company productivity and product quality."
158	What is Success?	Winston Churchill	"Success is going from failure to failure without loss of enthusiasm."
159	Four Ways to Grow a Club	Mitchell Stump	"Four Ways to Grow a Club 1. Increase the number of Members of the type a Club would want. 2. Increase the number of times Members come back to use the Club amenities. 3. Increase the average value of each sale to a Member. 4. Increase the effectiveness of each process in the Club."
160	What is most cost effective?	Mitchell Stump	"Clubs must understand that it should be more cost effective to sell an existing Member services than it is to attempt to find and sell a prospective Member or a Non-Member services."
161	Discipline Is	Ed Rehkopf	"Discipline is the necessary ingredient that separates 'the dreamer' from 'the doer.'"
162	Inspiring Progress	Ed Rehkopf	"Feedback is the most important element to inspire progress."
163	Do You Want to Fix Problems	Quint Studer	"It is the front-line staff who best know what needs to be fixed and how to do it."

#	Title	Citation	Quote
164	Definite Procedures	William J. Latzko	"One finds in service organizations . . . an absence of definite procedures. Consider a manufacturer who has full specifications for making a product, but whose sales department does not have guidelines for how to enter an order. A control on error on placing orders would require procedures for the sales department. I have seen numerous service-oriented operations functioning without them."
165	Who Really Knows What Customers Want?	Bill Robinson	"To be able to regularly solicit, capture and execute upon the strong ideas of those on the front lines who really know what the customers want will be the panacea for the 21st century business world."
166	Who's Accountable	Ed Rehkopf	"When department heads aren't held accountable, only the General Manager will be."
167	The Greatest Management Principle	Michael LeBoeuf	"The greatest management principle in the world is 'the things that get rewarded and appreciated get done.'"
168	Underestimating the Personal Touch	Tom Peters	"We wildly underestimate the power of the tiniest personal touch."
169	The Three Keys of Inspiring Service	Mac Anderson	"The three keys to inspiring . . . service – Reinforce, Reinforce, Reinforce."
170	Changing Faster	Mark Sanborn	"Your success in life isn't based on your ability to simply change. It is based on your ability to change faster than your competition, customers and business."
171	Executing the Extraordinary	Ed Rehkopf	"The less effort you and your staff spend to execute the basics, the more time and focus you'll have to conceive and execute the extraordinary."
172	To Truly Understand Something	Kurt Lewin	"If you want to truly understand something, try to change it."
173	It's Not the Will To Win	Paul "Bear" Bryant	"It's not the will to win that matters...everyone has that. It's the will to prepare to win that matters."
174	If You Don't Understand Your Pay Cost	Ed Rehkopf	"If you don't understand the details of your payroll cost in a formal way – that is with ongoing payroll benchmarking – you have no real understanding of what is going on with your pay cost and, therefore, no real way to curb abuses, schedule more efficiently, or control overtime."
175	List of Tens	Ed Rehkopf	"The essential purpose of the list of tens is to uncover issues in the operation. Using periodic lists of ten and acting on the responses sends a powerful message to employees that their ideas and concerns will be listened to and, if possible, addressed."
176	High Levels of Turnover	Ed Rehkopf	"When we view staff as a disposable, easily-replaceable commodity, we condemn ourselves to high levels of turnover with its attendant training costs, turmoil, and loss of organizational continuity. High levels of turnover must be viewed as a critical organizational and leadership failure that is damaging in all ways to the club's mission and operation."
177	When Your Values Are Clear	Roy E. Disney	"When your values are clear to you, making decisions becomes easier."
178	The Ultimate Discipline	Ed Rehkopf	"I'd like to commend to you the most basic, yet ultimate discipline – that as you contemplate the many ways to add service and value to your organization and customers, you must always focus your attention and that of your entire staff on the ABCs, that is . . . Accomplish the Basics Consistently!"
179	Without Discipline	Ed Rehkopf	"Despite whatever talents your management team may possess, without discipline you're just muddling through."
180	How to Go from Good to Great	Jim Collins	"Much of the answer to the question of 'good to great' lies in the discipline to do whatever it takes to become the best within carefully selected arenas and then seek continual improvement in these. It's really just that simple."
181	A Culture of Discipline	Jim Collins	"A culture of discipline is not just about action. It is about getting disciplined people who engage in disciplined thought and who then take disciplined action."

182	Reminding	Patrick Lencioni	"People need to be reminded a lot more than they do to be instructed."
183	Expectations	Ed Rehkopf	"Unless your employees inhabit some alternate reality, one in which every one of them intrinsically understands the multi-dimensional requirements of service and has telepathic powers to know how you want them to function at all times, you as a General Manager must spell out your expectations for them."
184	Excellence is a Habit	Will Durant	"Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit."
185	Zero-Based Budgeting	Ed Rehkopf	"Zero-Based Budgeting is distinct from the common practice of taking last year's operating results and adding a percentage inflationary increase thereby incorporating last year's operating inefficiencies and plan requirements into the financial plan for the coming year. This problem merely compounds erroneous and often 'fat' budgets year after year."
186	Member Relationship Management Plan	Ed Rehkopf	"A Member Relationship Management Plan describes all elements of a club's effort to build stronger relationships with its members and their guests. As such it is a living document that will change with the evolving nature of those relationships and the innovations and ideas of club management and employees to continually improve the program and render higher and better personalized service to its members."
187	Club Operations Plan	Ed Rehkopf	"A club operations plan is the fully-integrated and detailed description of the organizational structure, systems, and processes that enable the multiple operating departments of the club to deliver a seamless, consistent, and high quality private club experience to its members."
188	Post Mortems	Ed Rehkopf	" <i>Post mortems</i> may be performed on cadavers, but a robust, club-wide process of continual improvement, encouraged and supported by the club's leadership, will breathe new life into any operation."
189	Oral Histories	Ed Rehkopf	"As valuable as oral histories were to ancient cultures, as well as to modern day historians, they should never, by default, be the basis for preserving and disseminating the organizational values and operational methods of a business enterprise."
190	All Problems	Michael Crandal	"All problems are people problems."
191	A Formal Program of Coaching	Ed Rehkopf	"Enterprises that engage in a formal program of coaching experience significant benefits, ranging from improved morale and engagement from people who recognize their employer's commitment to their development, to enhanced performance resulting from a focus on the fundamentals of the business, and to pride in belonging to a high-performing operation."
192	No Greater Satisfaction	Ed Rehkopf	"There is no greater satisfaction than that of the coaches who share their knowledge and experience in a meaningful way with those following in their footsteps."
193	Training Success Factors	Ed Rehkopf	"The underlying success factors for training are the 'will to make it happen,' the development and organization of the material, and the management discipline to train, remind, and reinforce – comprehensively, consistently, and continually."