



## Excerpt from Chapter 2

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# Recognizing the Role of the Customer: Know Yourself and Your Organization's DNA

Let's face it: most attempts at change fail. Why? There are lots of reasons, but for me, reason number one is that often we start in the wrong place. We start on the wrong change. We're doomed before we begin. To avoid this trap, we must recognize who we are before we can aspire to meaningful change and achieve it.

We all have the right to dream—I want to golf like Tiger Woods! Like him, I believe in setting inspirational “stretch” goals, but I also know that you need to have strings that you can pull to achieve them. If you don't have the right strings, you won't reach your goal. The job of any organization is to set stretch goals so it can be the best it can be, but if it sets the wrong goals, it will fail. I never became Tiger Woods, but I became a damn good golfer!

The power of customer-driven change starts with an achievable, aspirational vision that is captured in a customer strategy. That sounds simple enough, but it's not. Even a perfect customer strategy must live within the strategic context of the mother ship. It must accept two dominant aspects of the DNA of the mother organization: its default decision-making culture and its fundamental business strategy.

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