



# Re-imagine!

## **Praise for Tom Peters and *Re-imagine! Business Excellence in a Disruptive Age***

“Peters is passionate, egotistical, evangelical, outrageous and often maddeningly simplistic—but always provocative and fun. And the truth is, most of the time he’s right.”

— *Washington Post*, October 26, 2003

“One of the top 10 Business & Investing books of 2003.”

— *Amazon.com* editors, December 2003

“One of the books we loved in 2003.”

— *Chicago Tribune WomanNews* editors, December 24, 2003

“[Peters] is to business what [Dr.] Robert Atkins is to the obese.”

— *Evening Standard (U.K.)*, October 1, 2003

“No matter how his message is transmitted, what’s wonderful about Peters is his restless mind and love of learning.”

— *USA TODAY*, November 13, 2003

“Tom Peters is the most provocative and engaging (as well as annoying and threatening) management guru running loose in America today.”

— *CBS MarketWatch*, October 28, 2003

“Peters is the Michel Foucault of the management world: a scourge of the rationalist tradition and a celebrant of the creative necessity of chaos and craziness.”

— *Financial Times*, September 23, 2003

“In Tom’s world, it’s always better to try a swan dive and deliver a colossal belly flop than to step timidly off the board while holding your nose.”

— *Fast Company*, October 2003

“The one-man brand that is Tom Peters is still reinventing himself, even after 20 years in the business. While others of his age think of retirement, the man who co-wrote ‘In Search of Excellence’ back in 1982 is still cranking up the volume on new ideas he thinks the workplace ought to hear.”

— *CNN.com*, November 24, 2003

“Peters is right more than wrong.”

— *New York Post*, October 26, 2003

“Peters could just repeat himself. ... Or he could rest. ... It is to his credit that he refuses to go gently into that good night.”

— *Miami Herald*, November 3, 2003





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**For Immediate Release**

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Photos and headshots available at:  
<http://www.tompeters.com/reimagine/presskit.asp>

## **FIRE ALL MALE SALESPeOPLE! HIRE FREAKS! TOM PETERS' NEW BOOK SOUNDS ANGRY WAKE-UP CALL TO CORPORATE AMERICA**

**IN *Re-imagine!*, PETERS REINVENTS AMERICAN BUSINESS  
WITH PASSION, DESIGN, AND WOMEN AT THE HELM**

***Re-imagine! Business Excellence in a Disruptive Age*  
(DK Publishing; \$30 U.S./\$40 Canada, hardcover; October 15, 2003)**

October 15, 2003; New York, N.Y.—In his first book of the post-Enron, post-boom, post-9/11 era, Tom Peters, America's most influential business thinker, proclaims that the old business playbooks are useless in a new world that's messy and chaotic.

Declaring war on the worthless rules, absurd organizational barriers and petty corporate middle managers that stand in the way of creativity and success, *Re-imagine! Business Excellence in a Disruptive Age* (DK; \$30.00 U.S./\$40 Canada, hardcover; October 15, 2003) lays out the new ground rules for uncertain times where screwing up, destroying, and thinking weird rule the day.

Putting his money where his mouth is, Peters has teamed with DK—a publisher renowned for its creative visual style—to re-invent the business book by introducing vibrant color, bold graphics, and head-turning design to a genre better known for mind-numbing text and charts. The result is an in-your-face anti-handbook in sync with our rapidly changing world.

Dubbed “the ur-guru of management” by *Fortune* and “the father of the post-modern corporation” by the *Los Angeles Times*, Peters is the acclaimed co-author of a string of international bestsellers, including the landmark *In Search of Excellence*, which was named one of the top three business books of the 20th Century by NPR.

Citing examples as far-flung as Jack Welch and Jiffy Lube, Apple and *alQaeda*, eBay and E-ZPass, *Re-imagine!* urges full-scale, “Technicolor” assaults on outdated systems, ideas, and values starting with corporate America's self-defeating dismissal of women in the office and the marketplace.



# Re-imagine!

In Peters' inimitable style, *Re-imagine!* does not settle for incremental change. Instead, recognizing that American women represent the world's largest economy, Peters urges a top-to-bottom re-imagining of American business that makes women priority #1 when it comes to hiring, promoting, marketing, branding, design, culture, and leadership. "Women are the primary purchasers of damn near everything," writes Peters, marking the first time that one of the nation's top male "management gurus" takes corporate America to task on the "women's issue." "We must therefore strive to achieve nothing less than Total Enterprise Realignment around this awesome, burgeoning, astoundingly untapped market."

In *Re-imagine!*, Peters also riffs on corporate America's apathy towards design and offers surprising ideas for making design the "soul" of every enterprise. (E.g: Put design on the agenda of every meeting. Make the chief designer a member of the board.)

Other dinosaurs targeted by Peters' meteoric rage include the American education system, which he calls a "thinly disguised conspiracy to quash creativity," and an obsession with youth that leaves American business ill-equipped to take advantage of the coming boom in older Americans.

**Making it perfectly clear that this is not your father's business book, each chapter also showcases:**

- **Technicolor Rules** – Basic important truths for today's business world. ("White collar employment as we've known it is dead." "The time for mellow prescriptions is past.")
- **Rants** – A bullet-fast summary of why American business is unprepared for today's challenges. ("We acknowledge that a new, fluid world is emerging. But we retain our male-inspired, male-dominated hierarchies.")
- **Visions** – A brief peak into Peters' ideal future. ("A truly creative society: Each person moves from project to project, from gig to gig – Hollywood-style.")
- **Was/Is** – A spirited list of contrasts between your father's world and yours. ("Doing it all/delegating, quiet classrooms/noisy classrooms, acquire big things/acquire cool things.")

Twenty years after the release of the groundbreaking *In Search of Excellence*, Peters declares that in the "new strange world, defining excellence—let alone searching for it—will prove more and more elusive." With that in mind, *Re-imagine!* is nothing less than a rallying cry for every Dilbert-ized cubicle slave to throw off the shackles, get off the sidelines, and take charge of their lives and livelihoods.

For more information and photos visit: [www.tompeters.com/presskit](http://www.tompeters.com/presskit)

***Re-imagine! Business Excellence in a Disruptive Age***

**By Tom Peters**

**DK Publishing • Publication date: October 15, 2003**

**\$30.00, U.S.; \$40, Canada • 352 pages; hardcover • ISBN: 0-7894-9647-X**



# Re-imagine!

## Meet the New Boss: Why Women Rule!

**Women practice improvisation with much greater ease than men.**

**Women are more self-determined than men.**

**Women appreciate and depend upon their intuition more than men do.**

**Women, unlike men, focus naturally on empowerment (rather than hierarchical “power”).**

**Women understand and develop relationships with greater facility than men.**

*From Re-imagine! Business Excellence in a Disruptive Age*  
by Tom Peters (DK Publishing, October 2003, \$29.95)





# Re-imagine!

## About Tom Peters

*"In no small part, what American corporations have become is what Peters has encouraged them to be."* — The New Yorker

*"Peters is ... the father of the post-modern corporation."* — Los Angeles Times

*"We live in a Tom Peters world."* — Fortune

Fortune calls Tom Peters the Ur-guru (guru of gurus) of management—and compares him to Ralph Waldo Emerson, Henry David Thoreau, Walt Whitman, and H.L. Mencken. The Economist tags him the Uber-guru, and his unconventional views led BusinessWeek to describe Tom as "business' best friend and worst nightmare." Tom describes himself as a prince of disorder, champion of bold failures, maestro of zest, professional loud-mouth (as a speaker he's "a spitter"—according to Dilbert), corporate cheerleader, lover of markets, capitalist pig, and card-carrying member of the ACLU.

**In an in-depth analytic study released by Accenture's Institute for Strategic Change in May 2002, Peters scored second among the top 200 "Business Intellectuals" ... behind only Michael Porter. Tom was also recently honored by membership in Richard Saul Wurman's *Who's Really Who 2002: The 1000 Most Creative Individuals in the USA*.**

Tom & Bob Waterman co-authored *In Search of Excellence* in 1982; the book was named by NPR (in 1999) as one of the "Top Three Business Books of the Century," and ranked as the "greatest business book of all time" in a poll by Britain's Bloomsbury Publishing (2002).

Tom's most recent bestseller, *Re-imagine! Business Excellence in a Disruptive Age* (DK Publishing, October 2003), was named one of the top 10 business & investing books of 2003 by Amazon.com and was praised by the Washington Post as "passionate, egotistical, evangelical, outrageous, and maddeningly simplistic—but always provocative and fun."

In addition to *Search* and *Re-imagine!*, Tom has penned a string of international bestsellers: *A Passion for Excellence* (1985, with Nancy Austin—which ousted Lee Iacocca from the #1 slot), *Thriving on Chaos* (1987), *Liberation Management* (1992: acclaimed as the "Management Book of the Decade" for the '90s), *The Tom Peters Seminar* (1993), *The Pursuit of WOW!* (1994), and *The Circle of Innovation* (1997). Tom's series of books on Reinventing Work were published in September 1999: *The Brand You50*, *The Project50*, and *The Professional Service Firm50*. Two Tom Peters biographies have recently been published: *Corporate Man to Corporate Skunk: The Tom Peters Phenomenon*, by Stuart Crainer; and *Tom Peters: The Bestselling Prophet of the Management Revolution*, by Robert Heller (part of a four-book series of business biographies on Peters, Bill Gates, Peter Drucker, and Warren Buffet).

**Leadership guru Warren Bennis, the only person who knows both Peter Drucker and Tom personally, told a reporter, "If Peter Drucker invented modern management, Tom Peters repainted it in Technicolor." In fact, as even Tom's book titles indicate, his passion is for *passion ... destruction & disruption ... commitment ... workforce liberation ... creativity & innovation ... entrepreneurship*. Tom's newest passions are for *disruptive leadership, women-as-the-new-economy's-natural-leaders, the role of design-as-ultimate-competitive-advantage, and the wholesale reinvention of healthcare & education*.**

Tom presents about 80 major seminars each year, has written hundreds of articles for various publications, and serves as Chairman of Tom Peters Company. When he's not on an airplane, Tom and his wife Susan Sargent (and Max and Ben) co-habit a 1,500-acre working farm in Tinmouth, Vermont.

Tom is a graduate of Cornell (B.C.E., M.C.E.) and Stanford (M.B.A., Ph.D.) and holds honorary degrees from several institutions. He served on active duty with the U.S. Navy in Vietnam (a Navy Seabee) and Washington from 1966 to 1970, was a senior White House drug abuse advisor in 1973-74, and worked at McKinsey & Co. from 1974 to 1981, becoming a partner in 1979. Tom is a Fellow of the International Academy of Management, The World Productivity Association, the International Customer Service Association, and the Society for Quality and Participation.



# Re-imagine!

## Q&A with Tom Peters

### Q: Why this book? Why now?

A: Two principal factors. First, like many millions of others, I was shaken by the events of 9/11 and what they portended. My concerns, moreover, also reached to the core of my professional life. After all, as a lifelong student of management, my shtick is organizational arrangements. And on 9/11, behind the human tragedy, our organizational arrangements—for example, in the arena now called “homeland security”—were found woefully inadequate. The bad guys, for one thing, used the Internet effectively. The good guys didn’t. So I felt a renewed sense of urgency to re-think the way we organize to get work done in general, and the work of the public security sector in particular.

Second, I have watched with great alarm the aftermath of the 2001 recession. As we all know, it’s been a jobless “recovery.” The reason for this, which I began to discuss a half dozen years ago, is the enormous productivity boost finally coming out of the new technologies—which not only directly replace workers, but also make it far easier to ship valuable white-collar jobs offshore. Yesterday’s trickle of jobs lost will obviously be tomorrow’s flood. In this case, a red tide of white-collar professional blood.

Those two factors—one dealing with security concerns, the other with commercial and career concerns—motivated me to blow the cobwebs from my keyboard, and get going.

### Q: Why “re-imagine”?

A: One of the book’s two epigraphs comes from the just-retired Chief of Staff of the U.S. Army, General Eric Shinseki: “If you don’t like change, you’re going to like irrelevance even less.” Put simply, it’s a time to re-imagine positively everything. Our domestic security. Our war fighting. Our commercial arrangements. Look at the power expressed by Wal\*Mart and Dell, courtesy the new technologies and new organizational approaches—note: new ways of organizing, not clever new B. School strategies.

We need, then, new business models, new methods for war fighting, new ideas about the progressions of careers in the absence of employment security, and, perhaps the apex of it all, brand new approaches to education in an age where value is based on intellectual capital and creativity, not the height and girth of one’s smokestacks. Added up, it’s a time for wholesale re-imaginings. In fact, on the back cover of my book, I call such re-imaginings the “foremost task and responsibility” of this generation. I am dead serious.

### Q: Presumably, you do not think the Internet was a fad, or that the dot-com crash signaled the decline of technological frenzy?

A: I’ll say! Like Intel Chairman Andy Grove, I think we’re pretty much at the beginning of the beginning. The dot-com crash was real. Bubble and burst bubble, the madness of crowds and all that. But from the battlefields of Afghanistan and Iraq to Wal\*Mart, Dell and Amazon’s “supply chains,” we’re beginning to catch glimpses of the power of the new information technology’s reach. Talk about shock and awe! The fundamentals of how humans communicate and work will be wholly upended in the next five to 25 years. Hey, all you have to do these days is look at how the kids have brought the movie and recording industries to their knees. Napster may be on hold, and Hollywood’s principle strategy may be filing lawsuits against teenagers—but the genie is out of the bottle.

And of course I haven’t even touched on the biosciences revolution, which, over a slightly more extended timeframe, may well make the info-revolution look puny by comparison. Added up, and it’s going to be a hell of a ride for, say, the next 50 years. Technological frenzy past? Need for a new economy passé? You’ve got to be kidding!







# Re-imagine!

## Q&A with Tom Peters (continued)

**Q: You mentioned Hollywood lawsuits. Industries are hunkering down and consolidating. Is it to be a battle of the Titans? Is the '80s and '90s wave of entrepreneurship but a distant memory?**

A: No! It is an age of disruption! No one, no institution is safe! In the last 30 years, we've watched GM, IBM, AT&T, U.S. Steel, Sears et al. take their lumps, to put it mildly. Does any sane person think that Microsoft and Wal\*Mart are invulnerable? Probably the same "sane" persons who thought GM and AT&T and IBM and Sears were invulnerable a scant quarter century ago!

I confidently expect wave after wave after wave of entrepreneurs to wreak havoc on any industry you can name for the foreseeable future. Incidentally consolidations historically have typically been the last gasp of the terminally-non-innovative. No difference today, as far as I can tell.

**Q: Let's shift gears. Why a new publisher? Why Dorling Kindersley?**

A: My decision to shift publishers ties neatly into what I've just been saying. It is an epoch of perpetual disruption. Vivid responses to vivid problems are called for. I've never seen business as dry and dreary, as an abstraction. That was the whole point of *In Search of Excellence*, remember? My goal has long been to repaint conceptions of business in Technicolor. Now, as the pace of change accelerates the need for spirit and bravura and Technicolor approaches to everything from your and my career to Mr. Rumsfeld's war making, I felt the business book per se ought to enter the 21st century with a bang. It ought to exude the energy and passion and excitement—and madness—of the times. And that's precisely what Dorling Kindersley, almost alone, has long been doing in publishing.

Frankly, this is a marriage made in heaven, a "management guru" whose signature is passion and contrarian views mates with a publisher who has breathed vigor into the presentation of books. I must say that producing this book was the greatest thing that's happened to me since *In Search of Excellence*.

**Q: Speaking of your passions, you alone among the "guru set" seem fixated by the idea of the power of women and the power of design. Why?**

A: Because, to paraphrase the immortal bank robber Willie Sutton, it's where the money is!

Let's start with women. I was led to this party seven years ago by the woman who was president of my training company. She insisted that it was high time I got educated. She gathered about 30 of America's leading women entrepreneurs—and they spent a cathartic day reading me the riot act about the way women are ignored in the marketplace by any industry you can name, from hospitality to financial services. I pondered. I wandered. I listened. I took notes. I gathered data. And in short order I was shouting, "Holy smoke. How did we—we male gurus!?!—miss all this?" Women account for over half of America's GDP. Women own ten million businesses in the United States. Yet the still male-dominated business structures and hierarchies—just 7 of 500 Fortune 500 CEOs are female—are hopelessly out of it. As to why I'm the only one of my kind ranting about this obvious multi-trillion-dollar-opportunity-gone-wanting, I don't have a clue.

Not so incidentally, as I dug into the whys and wherefores of businesses' non-responsiveness to women-as-purchasers, I delved even more deeply into basic business structures. And it became alarmingly clear that (1) those structures are thoroughly out of touch with the new world economic order and (2) that women as would-be leaders bring exactly the right, new skill set to the party. Hence the second of my two chapters in the book on women is titled, "Meet the New Boss: Women Rule."



# Re-imagine!

## Q&A with Tom Peters (continued)

My design passion came out of the same brewing kettle, more or less. The basic notion of the business “value proposition” is changing dramatically. And rapidly. We took a hit from efficient Japanese manufacturers in the 1980s, and learned our lesson—quickly. We adopted the quality thing and the continuous improvement thing—with vigor. But welcome to 2003! Excellent quality and business efficiencies are pervasive—from Mexico and China and the U.S., as well as from Japan and Germany. Not so incidentally, those latter two mega-threats from the 1980s are mired in intractable economic slumps. Their quality record is still tops. Their innovation record is problematic.

So what’s next on the value-added horizon? I devote about a third of the book, chapters 5 through 12, to answering that question. But at the heart of the heart of the matter is design. Not “cool looking stuff,” though that’s part of it, but a generic approach to enterprise that honors creativity and innovation and the concoction of extraordinary customer experiences. What if every business “transaction” was like the “experience” of Cirque du Soleil? Well, I think that to survive, such is more or less going to be the story across the board. Enterprise offerings must center upon the provision of scintillating experiences. For example, IBM has become one giant consultancy, peddling change-the-world solutions, not hardware-with-good-service. UPS wants us to “get over the truck,” and think oceanically about what “Brown can do for us.” Business processes must “sing.” Training courses must “sing.” In short, as the new technologies and new competitors engulf us as individuals and enterprises, we must scramble up the value ladder, as our forbearers did when the farms were foreclosed and then the factories were shuttered. “Design thinking” is near the core of the answer. And, incidentally, it’s another area that seems to be almost wholly ignored by the management guru set. Reason? Again: beats me.

### **Q: So are most individuals, from U. S. Army PFCs to mid-level bureaucrats, up to the challenge of re-imagining the way they work and do business?**

**A:** I honestly think so, which is not say the trip will be painless, not by a long shot.

I’m making my way through a brilliant new biography of Ralph Waldo Emerson. Emerson’s view, circa 1850, of “self reliance” is my view, circa 2000, of Brand You. Brand You is not about ego-centrism, at least in a pernicious way. It’s about recognition. Recognizing that lifetime employment is dead. Perhaps recognizing that lifetime white-collar employment wasn’t that great a ride to begin with. Think Dilbert. Think cubicle slavery. It’s about recognizing that there is no alternative except to grab the reins of one’s career—grab the reins out of the hands of an inconstant employer! We may indeed stay with that employer, but no longer with a naïve belief about the perpetuity of our “employment contract.” The new me will view every perspective project through the prism, in part, of how it can add directly to my “portfolio of marketable skills”—should the other shoe drop or the plug be pulled.

One comforting thing about all this is that it’s quintessentially American. Our National Character oozes the urge to re-invent. From the Pilgrim fathers and Ben Franklin and Ralph Waldo Emerson to Tony Robbins we’ve been exhorted to “Go West,” take charge of our lives, re-invent ourselves. Frightening? Of course! Exhilarating and liberating? Absolutely! Hey, just ask a woman! Women—recall my earlier statistic—are starting businesses at a per capita rate that wildly outpaces men!







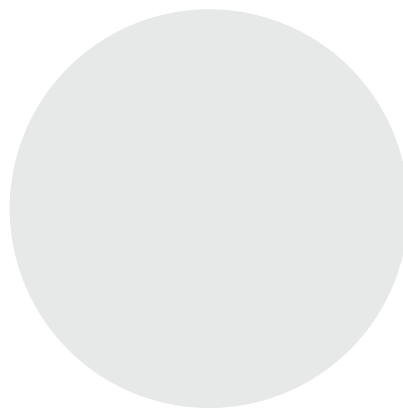
# Re-imagine!

## Q&A with Tom Peters (continued)

### Q: Last thoughts?

A: I hope “readers” look at this book. Sniff it. Feel it. The goal is to reflect the wild energy that is enterprise at its best. At its best, business is about creativity, service, growth, talent development—and, yes, profits that allow you to invest in more wild adventures with more top talent.

But the bottom line is clear: We cannot turn back the clock. New enemies in new guises are here to stay. New technology is here to stay. New competitors are here to stay. My hope is that we can get beyond “coping”—and learn to thrive amidst the volatility of the wild and wooly, horrible and wonderful years to come.





# Re-imagine!

## From Tom Peters' new book, *Re-imagine!* **Business Excellence in a Disruptive Age**

### WAS

A job for life (key word: career)

A job

GM. Ford. Bethlehem Steel

Detroit model: Punch in at the factory

Acquire...Big Things

Men in suits

Designers labor away in  
a peripheral department

Condescending to women

Women buy big-time  
(and men ignore that fact)

Women are a specialty market

Marketing mantra: "18 to 44"

Doing it all

Career strategy: "Do what you're told"

Goal: Become the boss (after 25 years)

Women in "support" functions

Hire the guy (gal) from a prestigious school

Quiet classrooms

### IS

A life full of jobs (key word: project)

A performance

Dell. EBay. Wal\*Mart

Hollywood model: Join team at studio

Acquire...Cool Things\*  
(\*Hint: Cool things are usually small)

Women in charge

Designers have influence at the head of  
the table (board of directors)

Catering to women

Women buy big-time  
(and men embrace that fact)

Women are the market

Marketing mantra: "50 & up"

Delegating

Career strategy: "Do what you excel at"

Goal: Be the boss (now)

Women in sales positions

Hire the guy (gal) with a freaky portfolio

Noisy classrooms

