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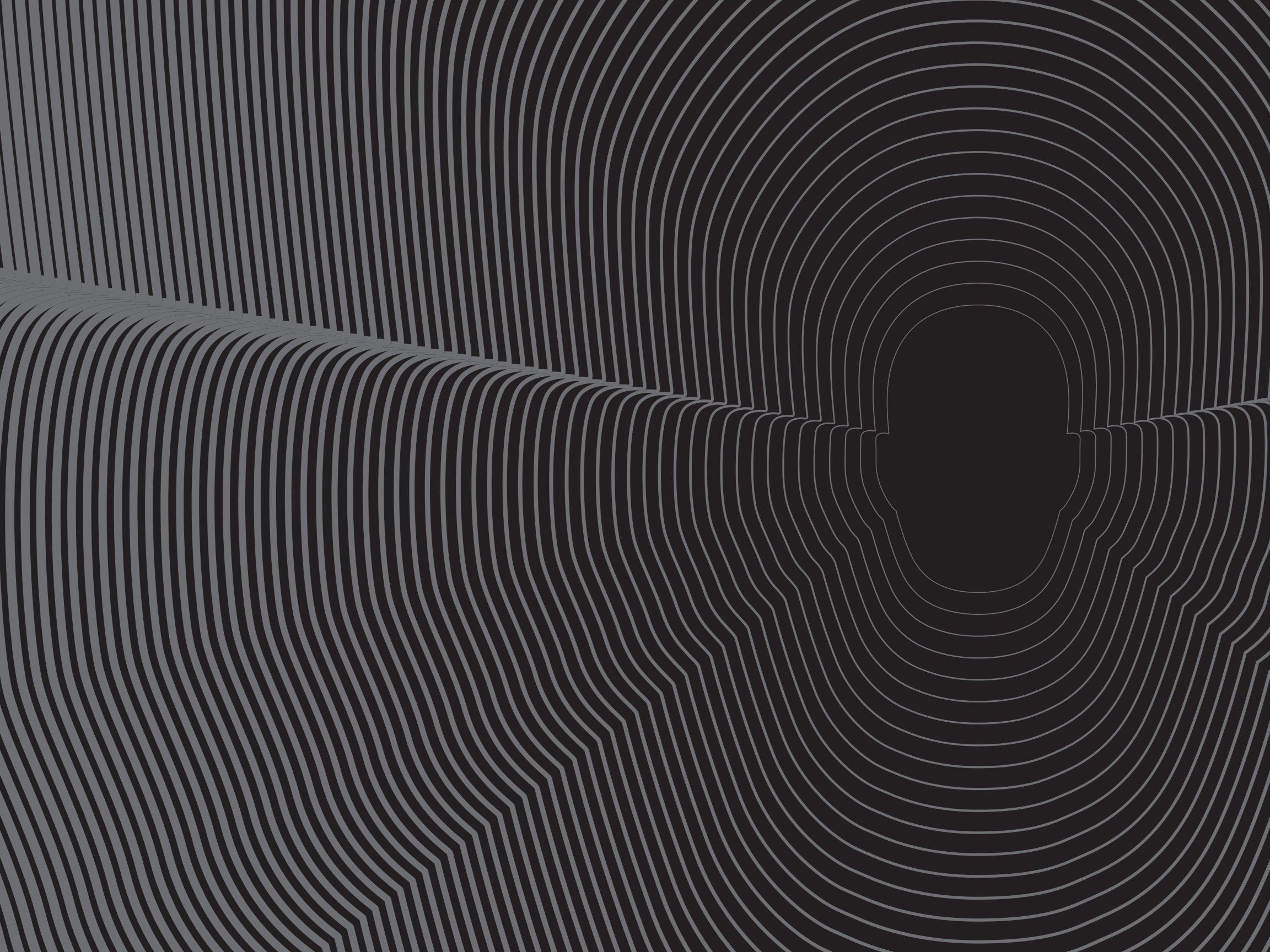
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INTRODUCTION BY KEVIN ROBERTS

64 is a magic number.

Remember 1964? It was a landmark year that changed the world in many ways. The Beatles held the top five positions on *Billboard*, headed by “Can’t Buy Me Love.” Bob Dylan recorded “The Times They Are A-Changin’.” The Rolling Stones released their first album. Dr. Martin Luther King, Jr. was awarded the Nobel Peace Prize and President Lyndon B. Johnson enacted the Civil Rights Act. Nelson Mandela gave his “I Am Prepared to Die” speech over three hours from the dock before being sentenced to 27 years. Cassius Clay became both heavyweight champion of the world and Muhammad Ali. BASIC computing language was introduced and the computer mouse was invented. Protests began against the Vietnam War. Andy Warhol began his most celebrated period.

1964—I was 15 years old...and hungry for life.

It turns out that 64 is a super-perfect number. The square root of 64 is the lucky number eight. There are 64 squares on a chessboard, and the *Karma Sutra* has 64 positions (but you know that!). Sixty-four is the country calling code for New Zealand, my home on the edge of the world. And the title of a famous Lennon and McCartney love song from the greatest album of all time.

This book *64 Shots*—a shot being a fast swing, an injection, a strong drink, an explosive charge, a Moon shot—is designed to help leaders succeed in today’s ultra-turbulent world. I wrote it to bring a sense of optimism to a Volatile, Uncertain, Complex, and Ambiguous era. VUCA forces are eroding the ground under every organization and individual. Technology, in particular, has sparked an incredible moment. Industries, companies, and entire societies are being reset at record pace. Falling behind or getting ahead in life is an intense high-speed contest.

I have distilled 64 shots for leaders and aspiring leaders to meet today’s extraordinary demands. Leadership is the defining difference in any field, and leading people in a crazy world requires a wider range of skills and emotional capabilities than ever. A leader’s skillset has to be meta, macro, and micro; soft and hard; strategic and creative; directional and executional.

The book is inspired by Saatchi & Saatchi which is the central current in my business life. I spent 20 years as a client, then 17 years as Saatchi & Saatchi’s global CEO, and one year as Executive Chairman, which evolved into Chairmanship. The *Lovemarks* book series was my means of reframing the industry I found myself in; leadership, however, is my passion.

These 64 shots assemble everything I’ve learned in business to propel the 21st-century leader. They are the basis of my operating style, teaching method, frameworks and formats, and forward focus. Their launch pad is the wisdom of a pantheon of leaders across fields and time.

In these crazy times, everyone must lead. My goal with *64 Shots* is to liberate you, the leader, from mind-numbing management literature. This book is meant to inspire, unleash, and entertain you. These 64 jabs to the solar plexus are quick sets of illumination, activation, and acceleration. Different shots will help different people. Go straight to what helps most, or read the book cover-to-cover for the full treatment on leadership. There is a linear logic to the shots but each set of four is a stand-alone idea.

Another meaning of “shot” is a photograph, an image, and the act of taking one. There are 64 shots in this book that form a parallel story, a book-within-a-book. These portraits are of people who have had a pervasive and inspirational impact on me. Some I know. They are all impact people. All are leaders who have “been through it.” The book feels complete with them because I stand on their shoulders on my own leader’s journey.

64 Shots comes from the worlds of business and sport. It is for anyone leading any group of people anywhere. I hope there is something here that will inspire you, and help you set others free.

And whatever you do, make sure you take the shot.

KR
New York
January 2016

Q'S—BUILDING COMPETITIVE ADVANTAGE

SHOT 29 IQ
SHOT 30 EQ
SHOT 31 TQ
SHOT 32 BQ

64 SHOTS

KEVIN ROBERTS

We live in the Age of Now, an era of instant connections. People to cars to homes to toothbrushes, everything connects. Beam me up, Scotty! For business, it is the Wild West reloaded because you are either quick or dead. The thoroughfare is global, unforgiving and super-connected. The market is see-through, with no place to hide.

On this battlefield, survivors are leaders and leaders are fighters. NFL coach Vince Lombardi sets the play: “Running a football team is no different than running any other kind of organization—an army, a political party, or a business. The principles are the same. The object is to win—to beat the other guy. Maybe that sounds hard or cruel. I don’t think it is.”

Business is won and lost at frenetic pace. We live in an accelerated era of teens in T-shirts creating billion dollar companies overnight. We live in a disruptive era where industries can disappear in weeks. We live in a demanding era where people with ideas rule, not institutions. People have searching power, comparing power, sharing power, switching power, and destroying power.

Success in business used to require just your head. In the connected era, you need head, heart, tech, and speed, all to the power of an idea. The equation for winning is $(IQ + EQ + TQ + BQ)^{CQ}$.

To build a career, a company, or an empire in the Metaverse, you must run all four quotients. Get these four quotients humming—or be left in the dust.

Intellectual Quotient

Success starts with a smart view of the world, and it really is but a

SIX PRINCIPLES OF JUGAAD

Seek opportunity in adversity	1
Do more with less	2
Think and act flexibly	3
Keep it simple	4
Include the margin	5
Follow your heart	6

Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth
by Navi Radjou, Jaideep Prabhu, Simone Ahuja.

start. Everyone in the hunt is smart because smarts are just a click, tap, or swipe away. An ocean of information is on tap. So be informed, be learning, be intelligent, and be stimulating your IQ daily. I may not be the smartest guy in any room, but bet your lunch I am the best prepared.

Generalists and specialists both matter. The world needs both. But it has never been easier to access technical expertise, never simpler to buy specialist brains. It is less easy to understand how things connect, to connect the dots, to create new dots, and to build lines into the future.

**“Understanding is a path,
not a point. It’s a path
of connections between
thought and thought;
patterns over patterns.”**

—TED founder Richard Saul Wurman

In the age of connectivity, the intersections are everything because they lead people to better places. A leader crosses the streams and creates priceless value off deep vaults of knowledge. As a working class kid I used to read the Latin classics in bed by torchlight. Build your knowledge platform early by being curious, reading widely, and networking madly. Few people are likely to have the breadth and depth of Leonardo da Vinci—an engineer, mathematician, architect, painter, sculptor, cartographer, botanist, and inventor—but knowing a lot of stuff about a lot of stuff is a good starting point.

Expand your frame of reference all you can. Disappear in book stores, rummage around the Internet, journey through history, scan engineering manuals, read the classics, bone up on conspiracy theories, explore physically and virtually. Howard Schultz's inspiration for Starbucks as a European-style coffeehouse came from a visit to Italy.

A top IQ searches for really good problems, because a good question is worth more than a good answer. Physicist Isador Isaac Rabi, who won the Nobel Prize, reportedly said: "My mother made me a scientist without ever intending it. Every other Jewish mother in Brooklyn would ask her child after school: 'So? Did you learn anything today?' But not my mother. She always asked me a different question. 'Izzy,' she would say, 'did you ask a good question today?' That difference—asking good questions—made me become a scientist!"

Every enterprise needs a unique intellectual point of view just to compete in a high-speed world. Leaders must lead. What is your unique point of view? What distances you from the pack? I asked business: what lies beyond brands? Saatchi & Saatchi got speed with the simplicity of Lovemarks—no brand manual required. Brands are about the people who make them. Lovemarks are about the people who love them. Lovemarks go straight for the heart.

Intellectual intelligence is base camp for an ascent to Peak Performance. Companies that hire dummies die. The IQ in the competitive advantage equation demands that companies hire the smartest people for the role. Most of us emit shades of both brilliance and dimness. It just depends on the task. Hire me in any role that needs a leader. Fire me in a trade that demands a unique craft. I can't write an ad, but I can recognize a great selling idea amidst merely good ones.

"Practical intelligence" is also part of IQ because fast times demand short cuts. Leaders need to improvise in a crazy world. Leaders learn to "MacGyver" and make do. They master the innovative Indian frugal work-around known as Jugaad. Leaders adapt, improvise, and catalyze.

Ernest Rutherford, the man who split the atom and who had a penchant for creating innovative experiments to solve problems, said of the lean, scrappy, and pragmatic research environment of New Zealand in the 1890s: "We don't have the money, so we have to think."

Emotional Quotient

Many companies have high IQ but suffer from low EQ. It is high EQ that counts now. Emotion fuels the twin driving forces of today. Not strategy and efficiency, but connectivity and creativity.

Reengineering, restructuring, and "re-everything" in business have exhausted people, and they haven't got us to a brighter, shinier future anyway. The connected world runs on the power of an idea, and all great ideas are fueled by one thing—passionate emotion.

The more ideas you have, the more you will succeed. Giant leaps come from intuition, instinct, and imagination, not from computations. Big data is the launch pad, but big emotion is how people create new worlds.

It is a leader's capacity to dream, to feel the rhythm of a problem, to gain empathetic insight into the issue, and then empower the team to hurtle towards greatness. Or as former attack and head coach of the England rugby union team Brian Ashton describes the "secrets" of the All Blacks:

- Win the ball.
- Win the space in front of them (i.e., go forward).
- Win the battle for continuity.
- Win the fight to set the tempo.
- Score tries.

At the ground level of business, creative foresight is about understanding how customers *feel*. Data tells us what people say and do, not how they feel. Great products and experiences are based on being empathetic and intuitive, not on being a calculator. Most insights are not insightful. They are repackaged information. You want a hard truth

THE MBA REFRAMED: MAKER OF BRILLIANT ADVANCEMENTS

Learn how to bring joy to your workplace.	1
Learn a new sport or attend a physical boot camp.	2
Read the top 20 books you've never read (starting with <i>Don Quixote</i> and <i>Catch-22</i>).	3
Become an alchemist—combining creativity and technology.	4
Complete an art appreciation program.	5
Invest in negotiation skills, including a study of the best songwriters and their phrasing/persuasive skills.	6
Become a brilliant salesman or woman.	7
Develop a startup with a storytelling element.	8
Make at least 500 Facebook friends before graduating.	9
Learn a bit of business strategy (or just immerse yourself in Drucker).	10

that glows. Give me the hairy anthropologists over the research vampires and digital ninjas any day. You've got to interpret it. You have to feel it.

Because we have a dilemma, a shocker, and we must fix it quick. Companies worldwide rely on MBA-schooled managers to interpret the world and to unleash creativity.

Many management schools today have not caught up with the VUCA world we live in, or the key trigger points of their Millennial students. The MBA needs a reframe. MBA = Master of Business Administration. "Master" means you stop learning. "Business" misfires on creativity. And what do business schools churn out—administrators! Edward de Bono told me: "There's no use being brilliant at the wrong thing."

Business schools focus on rationality, equations, analysis, and data. A good foundation. But then what? They overload IQ and they bench EQ. They teach strategy but do not provide enough learning on execution; they teach process instead of sentience—the ability to feel, perceive, or experience subjectively.

**"The consumer isn't a moron;
she is your wife."**

—David Ogilvy

Many freshly minted MBAs exit management school with no personal purpose, poor negotiation skills, and a low emotional quotient. Down the track you get a train wreck. Today's MBAs can look like doctors parachuting into a foreign-language country with no bedside manner.

There's a lot in common with general high school. Much of the teaching at schools is a waste of time. It is forgotten and even resented the day you leave school. Albert Einstein: "Education is what remains after one has forgotten what one has learned in school."

Every MBA student I encounter is exhausted. Tell me why that is good? Schools throw course work at students. It's like *The Hunger Games* or SEAL training: survival of the fittest. Business needs the greatest. The most inspirational. The quickest. Not just marathoners.

Business schools can narrow people down instead of equipping them for the broad world of business.

I did my MBA at Procter & Gamble. I'm an uneducated professor. I was kicked out of school for the wrong reasons. Now I teach MBAs in order to subvert the education system. I teach them how to win through dexterity, velocity, and integrity. Bruce Wayne gets to be Batman. Students and teachers love the flailing of orthodoxy.

To get to the future first, check that your EQ is well developed, and don't join an organization with low EQ. Emotional intelligence is by far the most important dimension in an enterprising life. The ability to make emotional connections with colleagues, partners, clients, stakeholders, consumers—any audience—is the defining skill of your future.

Technological Quotient

What a world we live in. It's a world where machines talk back to people, vehicles drive themselves, house lights turn themselves off, mail and medicine come from the sky, energy is generated from the sun and the wind, storage is in a cloud, footprints are digital, and trolls have computers.

The pace of technology is blistering, disrupting, and exciting. The immense promise of technology is transforming everything from transport, energy, and agriculture to healthcare, education, and retailing. I have no fears about technology and believe it offers more opportunity for prosperity and harmony than any other phenomenon in history. As for any problems, we will work them out. It's a 90/10 equation between opportunities and issues.

Technology is embedded in modern living, and you need TQ just to compete in life. I'm either the worst or the best person to talk about

technology. Apart from my core iPhone utilities and apps, my most sophisticated use of tech is my trusty Montblanc pen, mighty and deadly as it is!

Technology has to be basic. It has to be easy for anyone to use. TQ means technical eloquence, empathetic design, and intuitive use. Nowadays there is a user at the end of every business line with a short fuse and a long reach.

Treat technology as a critical enabler, not the differentiator. The trick is to make this magic wand your slave, and not to become its slave. Most companies and most executives are unwittingly vanquished by technology, especially if born pre-Internet. Most organizations and people are faking it to their hearts' content. They don't use tech for their benefit. A company needs a broad vision and incremental approach to technology. Bite off too much, it will bruise the CFO.

Having TQ is not about being a nerd or a technophile. It is about knowing what tech is out there, staying on top of it, and bending it to your will in business and in life.

Have you been enslaved? A leader can't be. A leader takes charge. A leader resists the machine. I have conversations with strangers in elevators rather than bury my head in a device to check the latest incoming. I feel completely in charge of my own technology. I can enjoy solitude and contemplation and yet feel open to the world. Most CEOs live in a bunker. I'm open to the world and most correspondents get a handwritten reply within 24 hours. I was known in PepsiCo as the person who gave instantaneous responses.

A golden rule is no screens at the dinner table or in the bedroom. iPhone-interruptus is a blight on conversation and dreams. Parents take the path of least resistance and allow their children unfettered screen time. It's one of the few areas in which I counsel moderation in favor of excess.

Bloody Quick!

Relentless execution is the killer app. I learned this working at Procter & Gamble 35 years ago. Today it's crucial. In a high-speed world, be bloody quick or be beaten bloody.

You can't be consensus-driven, process-driven, or horizon-driven today. You have to be now-driven. The pace of change, the speed of culture, and the immediacy of demand requires this. If you are not bloody quick, your competition will eat your breakfast, lunch, and dinner.

A business leader takes the enterprise from strategic to ballistic, whether the business is curing diseases, transiting people, delivering daily sustenance, communicating ideas, or exploring space.

Velocity defeats strategy. In 2012, at an Institute of Directors conference at the O2 Arena in London, I proffered to senior business leaders that strategy is dead. It created a ruckus. Chess Grand Master Savielly Tartakower was driving this truck ages ago: "Tactics is what you do when there is something to do; strategy is what you do when there is nothing to do."

Classically, a leader does three things: assess, decide, and execute. Leaders spend half their time interrogating the data, checking the facts and assessing. They spend 30 percent on discussion and consensus. The other 20 percent—execution—is a hospital pass to some poor sucker down the line. This is most businesses today: strategically driven, by-the-book, MBA-obsessed, ponderous.

In a crazy world, this model fails. Today, spend just 20 percent of your time assessing, because there is nothing to interrogate. Everyone has the same information, mountains of it. The information has surrendered. It's waving a white flag, saying, "Here I am, take me!" More than ever, a leader must decide, not dither. Decide from the gut; decide now. Use your emotional quotient, because it's amazing shorthand. Spend only 10 percent of your time on decision-making. Then spend the remaining 70 percent executing and driving it home remorselessly.

In turbulent times, a leader is navigating, surfing, flexing, and course-correcting every day. The leader is close to the audience, feeling its pulse, testing ideas, tasting success, and applying the mantra of former Coca-Cola boss Roberto Goizueta: Meet, Beat, Repeat.

Focus on what counts. A 100-day plan is bloody quick. It's about action. It takes commitment. List 10 things to achieve over the next 100 days. Start each plan with an action verb. Make them stretchy, real, and measurable actions. Hit double digits. Get the account. Design the app. Cure the disease. Win the campaign. End the war.

Cross off at least half the items on your list. Decide what goes and what stays based on importance, not urgency. Get started. In 100 days, go again. Make your life an endless journey of 100 days plans. You'll smoke everyone around you.

IQ+EQ+TQ+BQ are then all raised to the CQ quotient. What's CQ? That's the special sauce, the X-factor, the brand promise, the irresistible component that provides exponential power. It's an element that varies from business to business. At Saatchi & Saatchi, that C stands for "creativity." For a retailer, that C stands for "customers" (how to be faster, more convenient). If you're a professional services firm, C is the "client." At The Ritz-Carlton, legendary for the incredible investments it makes in employee training and development, C stands for "colleagues." The key is to identify your C quotient—then amplify it!

THE 64 SHOTS

64 SHOTS



THE LEADERS

Winston Churchill, Dr. Martin Luther King, Jr.
John F. Kennedy, Margaret Thatcher

64 SHOTS



THE ARTISTS

Andy Warhol, Bob Dylan
Leonard Cohen, Bruce Springsteen

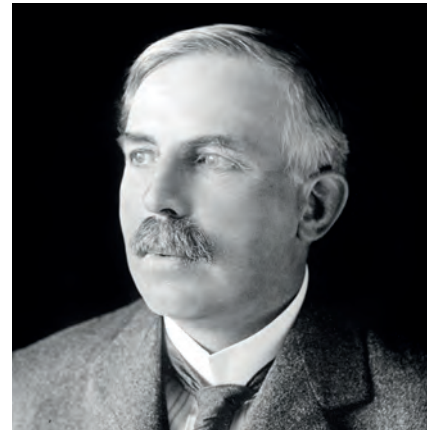
KEVIN ROBERTS



THE STYLE ICONS

Mary Quant, Vivienne Westwood
Twiggy, Brigitte Bardot

KEVIN ROBERTS



THE NEW ZEALANDERS

Ernest Rutherford, Edmund Hillary
Rewi Alley, Richie McCaw

BIOGRAPHY

KEVIN ROBERTS



Kevin Roberts has an international reputation for an uncompromisingly positive and inspirational leadership style. He is Chairman of Saatchi & Saatchi, one of the world's leading creative companies, and Head Coach of Publicis Groupe, the global communications company.

Born and educated in Lancaster in the north of England, Kevin started work in the late 1960s with iconic London fashion house Mary Quant. He became a senior marketing executive for Gillette and Procter & Gamble in Europe and the Middle East. At 32, he was appointed CEO of Pepsi-Cola Middle East; and was then Pepsi's CEO in Canada. Between 1997 and 2014 he was CEO Worldwide of Saatchi & Saatchi. His business books include the groundbreaking *Lovemarks: The Future Beyond Brands*, published in 18 languages, alongside further books on the power of emotional connections in business, and peak performance in sports.

An Honorary Professor in leadership, innovation, and creativity at universities in England, Canada, and New Zealand, Kevin advises national organizations and global brands across commerce, media, and sport. He is a former director of the New Zealand Rugby Union and former Chairman of USA Rugby. In 2013, Kevin was made Companion of the New Zealand Order of Merit for services to business and the community.

Kevin is an acclaimed conference speaker in over 60 countries. One reviewer commented that "Kevin Roberts was arguably more entertaining and more informative than any other speaker, speaking about any subject, anywhere. During the hour of his speech, there was nowhere else in the world that I would have rather been than in his audience." Kevin lives in New York and Carefree Arizona USA, Auckland New Zealand, where he is a citizen, and Grasmere in England's Lake District.

64 SHOTS

In order of appearance

Andy Warhol Jack Mitchel/Getty Images
Bob Dylan Jan Persson/Getty Images
John F. Kennedy Hank Walker/Getty Images
Martin Luther King Jr. Popperfoto/Getty Images
Muhammad Ali The Ring Magazine/Getty Images
Nelson Mandela Boston Globe/Getty Images
Winston Churchill Central Press/Getty Images
Margaret Thatcher John Downing/Getty Images
Ernest Rutherford Apic/Getty Images
Albert Einstein Culture Club/Getty Images
Shimon Peres Popperfoto/Getty Images
Leonard Cohen Joel Saget/Getty Images
Clarence Clemons The Estate of David Gahr/Getty Images
Bruce Springsteen Will Russell/Getty Images
Mary Quant Keystone-France/Getty Images
Vivienne Westwood Michael Putland/Getty Images
Twiggy Michael Ochs/Getty Images
Brigitte Bardot Phil Ramey/Corbis
Charles Saatchi Matthew Shave/Darling Creative
Maurice Saatchi Robert Wilson/Getty Images
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Peter Drucker George Rose/Getty Images
Wanda Ferragamo David Lees/Museo Salvatore Ferragamo

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The Lone Ranger (Clayton Moore)—ABC Photo Archives/Getty Images
Kevin Roberts Juan Carrera

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