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# **TAKING PEOPLE WITH YOU**

**The Only Way to Make  
Big Things Happen**

**DAVID NOVAK**

**DAVID NOVAK** is Chairman of the Board, CEO and President of Yum! Brands, Inc., the world's largest restaurant company and owner of the brands KFC, Pizza Hut, and Taco Bell. He previously worked for PepsiCo as President of KFC and Pizza Hut. Yum! Brands has more than 1.4 million employees in 117 countries. Mr. Novak is also a Director of JP Morgan & Chase Co., Bank One Corporation, The Yum! Brands Foundation and The Friends of the World Food Program. He is a graduate of the University of Missouri.

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**MAIN IDEA**

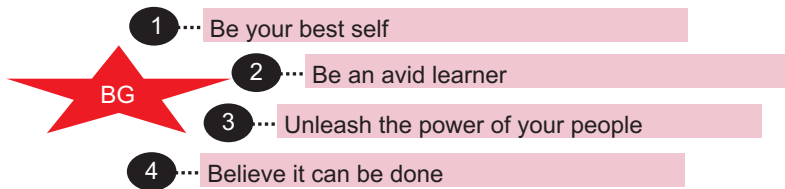
The only way you can achieve something great is if you learn how to take others with you in the direction of your dreams. You will never accomplish anything big if you try and do everything yourself. Therefore, learning how to motivate and channel the efforts and actions of others – that is, becoming a leader – is an essential prerequisite of success. To maximize your success, use your leadership skills to involve others in getting big things done. In practice, this always involves three steps:



**1. Get your mind-set right** . . . . . Pages 2 - 4

The first step in leading people and achieving big goals is to pause and think through exactly what you're trying to achieve. This is usually a matter of figuring out the answers to three questions:

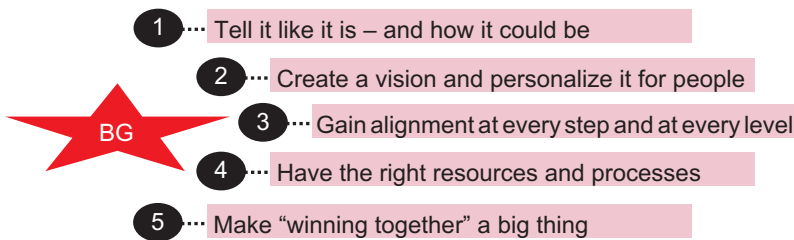
1. What's the single biggest thing you could achieve which would grow your business?
2. Who do you need to influence or take with you to be successful?
3. What perceptions, habits or beliefs do people have which you need to build on, change or reinforce?



**2. Have a clear plan your people understand** . . . . . Pages 4 - 6

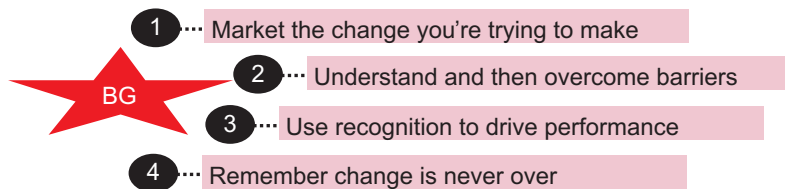
Once you've thought things through, you then need to switch to doing the things which will make your Big Goal happen. This will always be a combination of three elements:

1. *Strategy* – clearly identifying where you're going and what needs to get done.
2. *Structure* – putting the right resources and processes in place so people can execute.
3. *Culture* – creating an environment which engages people and encourages productive behavior.



**3. Follow through and make people accountable** . . . . . Pages 7 - 8

To get the results you want, you're going to have to follow through with daily intensity and consistency. You have to generate an awareness of what must be done and the energy to make it happen again and again. The way you do that is by holding people accountable for their part.



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