

Trail Blazer

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I decided to call this book trailblazer because at its core, this book is about leading the kind of change that will define the successful companies and individuals of the future.

A powerful engine of our success hasn't been our software, our people or our business model but our values we made in 1999.

Our philosophy is about creating a culture where doing well is synonymous with doing good.

A genuine hero is one who learns about the business by building one

In 1999 when I told my dad that I was quitting my lucrative oracle job to start salesforce.com, he warned against it.

The big idea behind salesforce.com was to make it easy for any business to access all the software it needed to manage its operations and customer relationships from the cloud.

I decided early that no matter how big salesforce became, we would donate 1 pc of its product, 1 pc of its equity, 1 pc of its employee's time to help non profits and charities.

There is a great misconception that business has to choose between profit and being a platform for change.

Most people think that once they have the id badge of a company, they start behaving like a passenger who has come along for the ride. We all need to develop a passion for progress and the imagination to realize it.

In the past a business having a conscience was an item named 'other' on the balance sheet. Now every business has to realize that it creates value through its values.

Business is temporary, but relationships are eternal, which means they have to be genuine and built on common ground

As a leader you need to be concerned about what people are not saying than about what they are. When people start griping, you as a leader should get worried because it is the first sign that things are being brushed under the carpet.

Over the years I've realized that trust and transparency are two sides of the same coin.

Trust is about trusting others, but also getting others to trust you.

At some point every leader will come to a point when he rejects the input of his team and goes by his own judgement. This is tricky, whether you go with your judgement or a collective judgement?

Trusting your instinct can be essential to bringing a vision or idea to life.

The most dangerous place to make a decision is in the office, make decisions where the customer is.

Technology will never stop evolving, in the future AI and machine learning will probably make or break your business.

We've never had a better set of tools to
succeed in business.

That gap between what customers want from business and what's actually possible is narrowing rapidly.

AI isn't the possibility to do any one thing more efficiently, it is about the possibility of doing almost everything better.

If you don't value innovation as a fundamental principle, you will never achieve it.

There is a strong correlation between your ability to make progress and your willingness to ask others for help.

Culture is more than perks and freebies but many employees get lost in perks and freebies. Culture at its core is how you define and express your values.

The bigger a company gets and the more people you impact, the harder it becomes to simply let your product define you.

In the old world of business, proprietary knowledge was a weapon, now no longer so. In the old days CEOs answered tough questions with practiced vagueness, they cannot do so anymore.

Like a growing child, culture needs to be continuously nurtured as a company gets bigger and ages

Dalai lama said 'laughter is good for thinking because when people laugh, it is easier for them to admit new ideas to their minds'

Research shows that what makes people happy is not things but experiences at work.

According to Fortune 500, more than 50 % of employees will require significant reskilling by 2022.

One of the temptations of the human condition is that at some time we will surrender to the universal temptation to kick a problem down the road.

Multitasking has proven to be a pretty safe to do many things badly.

The CEOs job is an endless exercise in finding new ways to squeeze work into every last corner of your waking hours.

Employees at every level in a company are feeling the pressure of the never ending workday.

In times of high stress or crisis, when there is little time for careful reflection, instinct has to take over. In some sense, those decisions are the true measure of all leaders.

I'd invited the monks of Vietnam to my home in San Francisco. They had visited Google, Facebook etc. the previous week. The monk mentioned that everyone seemed unhappy at Google and Facebook and he had seen a lot of suffering

People, the monk observed, can be victims of their success but no one has been a victim of happiness.

The most important aspect of mindfulness is
'listening deeply'

As a leader you need to prioritize, else getting thousands of people on the same page is a challenge.

It is not the ones and zeros that make a difference, but our words, words and versatile and powerful.

Technology is neither good or bad, its how you use it.

You cannot bank trust, its like a jar, you simply fill up the marbles in the jar of trust, you have to be clear that you cannot tilt this jar as everything will spill out.

In San Francisco, seven thousand five hundred individual and twelve hundred families including 1800 children are homeless.

Reality is that unbridled capitalism is not good for anybody.

There are two types of CEOs – one who believe that improving the state of the world is part of their mission and the second who think of only delivering results.

In recent years, more CEOs are starting to speak out on social and political issues- as a matter of survival if nothing else.

70 pc of the top 100 revenue generating entities in the world are not nations but corporations.

CEOs sometimes have to make decisions knowing that there could be economic consequences.

We have lived through a period of exuberant innovation and creativity. The fifth industrial revolution is about finding ways to harness all of this 'progress' for the common good.

For a business of the future, the question is not 'are we doing well?', it is about 'are we doing good?'