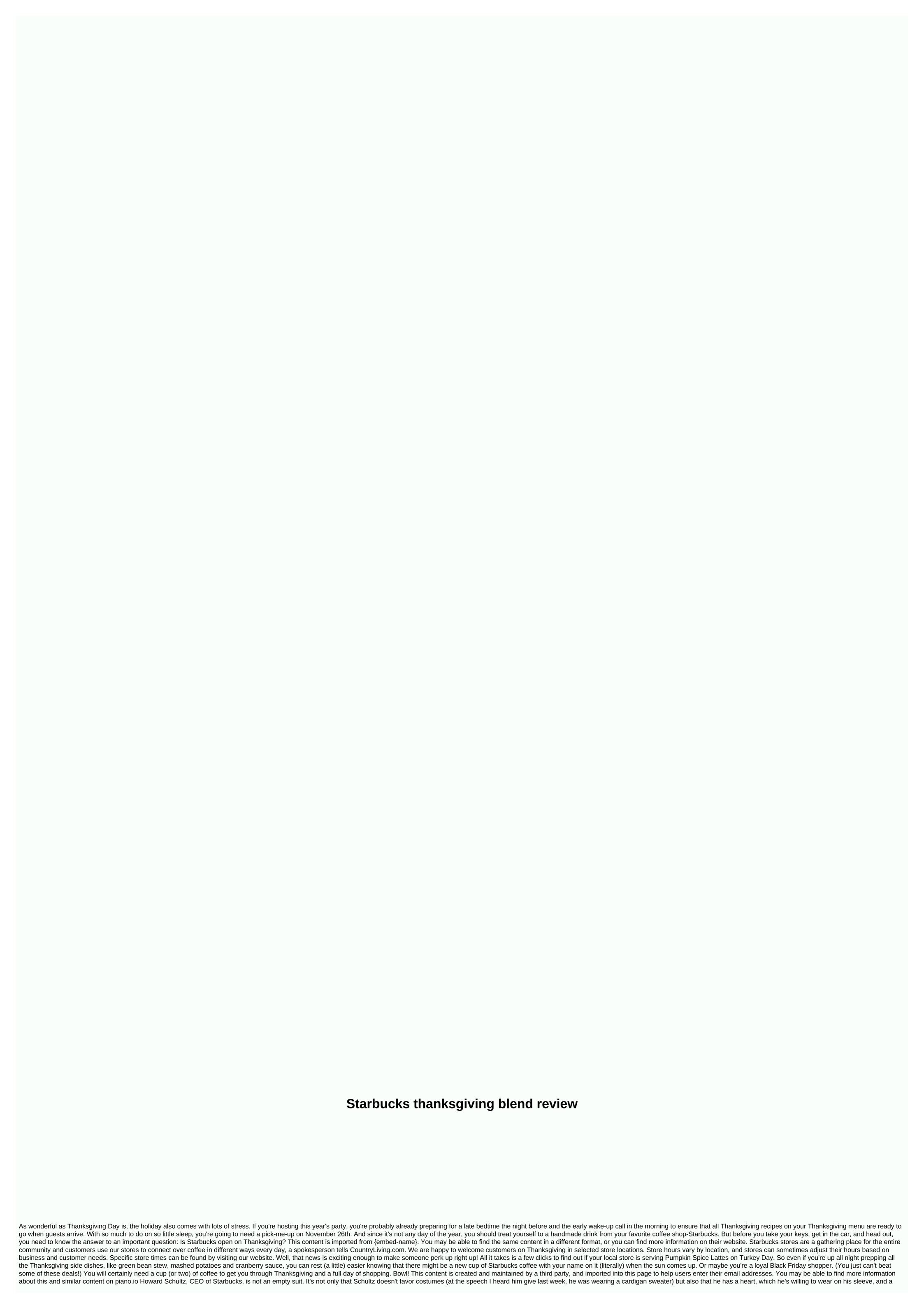
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mission in life that's not limited to profit. What makes Schultz a different kind of leader is his recognition that all companies today must see themselves as part of a larger community, serving a universe of stakeholders far beyond its closest shareholders. Specifically, Schultz is looking to prove the power of a different kind of business model — one that, in his words, balances profit with social In his new book Onward: How Starbucks fought for its life without losing its soul. Schultz talks about his mission in a way that is very different from most CEOs. Everything we have tried to do, he writes, is steeped in humanity. At Starbucks, that has involved contributing both money and time to meet local needs in the communities and ethically sourcing coffee, and packaging and transporting their products with sensitivity to their environmental impact. It is also meant to create what Schultz calls a third location between home and office, where people can connect with each other or spend time alone, comfortably and relatively cheaply. As Schultz sets across the country to promote his book, I hope he will help launch a national conversation about a different kind of leadership, and a different kind of business model. He has now proved, for the second time, that his approach can work. The first began in 1986 when Schultz bought a small group of Seattle-based coffee shops and built the company into a household name over the next two decades. In 2000, he resigned as CEO of Starbucks. In 2007, as the company expanded at a dazzling pace, its business went into something of a free fall. In 2008, Schultz returned as CEO and engineered a transformation that had its bumps along the way, but ultimately led Starbucks back to its best financial performance ever in the last quarter. There are a lot of fascinating details in Onward about the business moves Schultz made to move the company, including his outrageous decision to lay off hundreds of distressed stores along the way and lay off thousands of employees. Slimming down the company [was] brutal, he writes. Absolutely brutal. And even when we made it as compassionate as possible, our actions still seemed unfair. But the tragedy of not doing it would have been much worse. Most interesting to me was what Schultz did to breathe new life into the passion of Starbucks employees, and reconnect the company to its customers. Two powerful examples: I the crazy rush to expand, Schultz concluded that the quality of his signature product had been sacrificed. With this in mind, Schultz decided to close each of his stores to retrain his 135,000 baristas in how to brew the perfect espresso. And that's what he did, starting at 5 pm on a Tuesday in February, 2008. If Barista doesn't care and produces a worse espresso that's too weak or too bitter, Schultz writes, then Starbucks has always been about so much more than coffee. But without great coffee, we have no reason to exist. Closing stores costs Starbucks \$6 million in lost revenue, a lot of media sniping, and the ability to thwart its customer customer customer lnstead, Schultz is convinced — and I believe him — that the closures proved to be a turning point, re-enacting a spirit of excellence among employees, and ultimately providing a better product to customers. The second event was a leadership conference for 10,000 employees that Starbucks held a month after the stock market crash in September 2008 — in flood-damaged New Orleans. Many at Starbucks favored postponing the biennial event to save the \$30 million it would cost to put it on. Schultz felt it was important to move forward and especially liked investing in New Orleans. The first day of the conference was devoted to volunteering. All told, Starbucks employees invested 50,000 hours — painting, planting grass, laying compost, cleaning the storm drains and even constructing playgrounds. The rest of the conference focused on giving the assembled employees new energy. Somewhere along our trip the love our people had for Starbucks had blurred, Schultz writes. New Orleans brought it back into focus. Schultz deeply understands two connected keys to business success over the next decade. Firstly, employees – especially in Gen Y – feel much more engaged in companies whose values are in line with our own. I admire Howard Schultz, which is why I would suggest another leadership challenge to consider. Starbucks already offers one of the better compensation packages to its employees, including full health benefits, the right to buy Starbucks stock at a discounted rate and modest matching company contributions to employee 401(k) plans. Why not continue to lead the way in the name of justice by finding ways to create more fairness in pay for employees, and minor differences between the highest and lowest? Reprinted from Harvard Business Review Tony Schwartz is president and CEO of The Energy Project, a company that helps individuals and organizations fuel energy, engagement, focus and productivity by leveraging the science of high performance. Tony's latest book, The Way We're Working Isn't Working: The Four Forgotten Needs as Energize Great Performance, was published in May 2010 and became an instant The New York Times and Wall Street Journal bestseller. Follow him on Twitter @TonySchwartz. Many of us at the Good Housekeeping Institute are big fans of Starbucks Thanksgiving Blend and decided we needed to check out their special Christmas offerings. But since this is the Good Housekeeping Institute and we couldn't just try coffee, we decided to conduct a blind taste test. The coffee we tested was Starbucks Holiday Blend (\$6.95/80z.), and Christmas Blonde Roast (\$14.95/lb.). Winner? Starbucks Roast, which Starbucks website site like a bright, bright Christmas coffee with notes of brown sugar, sweet orange and allspice. Our team preferred the sweet, spicy taste of this mild blend. It also appealed to those who usually drink flavored coffee, which many picked up on caramel notes. Coming in at a close second was Starbucks Christmas Blend. There was a love/hate reaction to this plump greasy brew with hints of spice but dark roasted drinks were sold. Although described by Starbucks as a medium steak with sweet maple and herbal notes, Holiday Blend proved too bitter for some of our testers. But for those looking for something with fruity notes, some did pick up some sweet undertones. When you're hosting friends and family during the holidays, keep this tip in mind from Sharon Franke, director of our Kitchen Appliances Lab, to ensure the best coffee ever: When you pour coffee from the coffee maker, rather than leaving the remaining coffee on keep warm setting, turn off the machine so that the coffee won't be bitter. When you're ready for your next jolt of java, just pour a cup and microwave it. NEXT: The New Health Food Trend Is Butter In Your Coffee » On the Market for a New Coffee Maker? Check out our reviews. And if you're going to visit New York City in 2015, sign up for a free tour of the Good Housekeeping Institute to see where all our product testing takes place. This content is created and maintained by a third party, and imported into this page to help users enter their email addresses. You may be able to find more information about this and similar content piano.io piano.io

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