

**TURNING  
CHANGE INTO  
OPPORTUNITY**



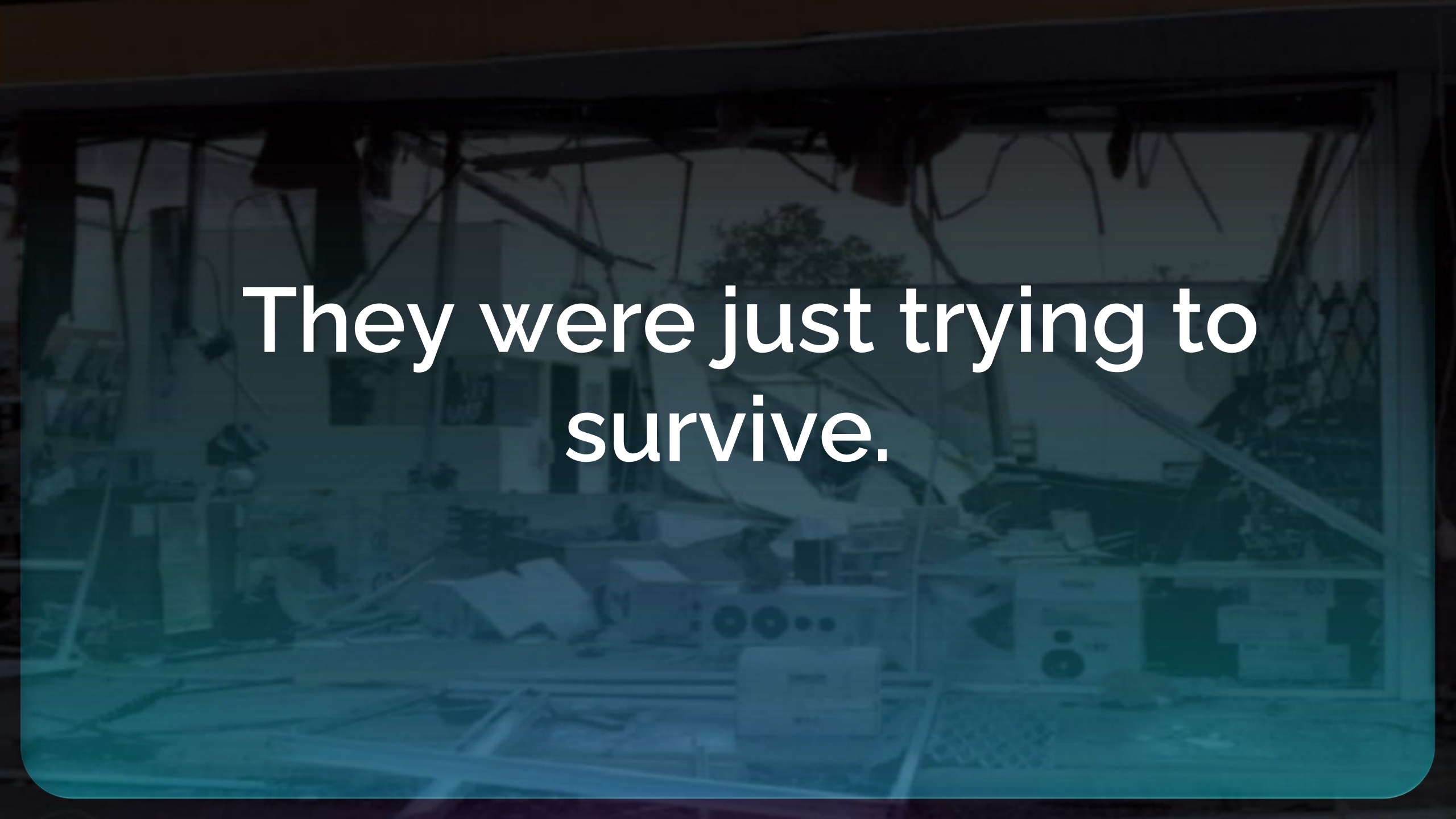
**AUDIO-VIDEO CAR STEREO**



**ROSEVILLE, MINNESOTA · JUNE 14, 1981**







They were just trying to  
survive.



They were about to transform  
the world of retail forever



**IN SIX DAYS, THEY WENT FROM THIS...**



**...TO THIS.**



**TORNADO SALE!**



**BEST  
BUY**

A MASTERCLASS IN BUSINESS TRANSFORMATION

1966

TODAY

1

store

\$10,000

initial investment

Sound of Music  
St. Paul, Minnesota



1,100

stores

\$44 billion

in annual sales

Best Buy Co., Inc.  
Richfield, Minnesota

CHANGE EMBRACED · OPPORTUNITY SEIZED · EMPIRE BUILT



# What's the 'TORNADO' in your world right now?

*The disruption. The uncertainty. The opportunity.*

An aerial photograph of a river winding through a dense, green forest. The river is a light blue-grey color, contrasting with the dark green of the trees. The forest covers rolling hills and valleys, creating a textured, organic pattern. The lighting is soft, suggesting a misty or overcast day.

**Change IS NOT the  
differentiator.**

**How fast you adapt IS.**

A person in a dark suit stands with their back to the camera, looking out over a vast, futuristic landscape. The ground is composed of glowing, curved blue lines that create a sense of depth and movement. The background is a dark, hazy blue with some faint, glowing elements. The overall mood is one of contemplation and forward-looking vision.

**Change is inevitable.**  
**TRANSFORMATION**  
**is a choice.**



**WHO** is responsible for  
leading transformation  
where you work?

The background of the image is a dark teal gradient. In the center, there is a faint, semi-transparent image of a chessboard. A white king piece and a white pawn are visible on the board. To the right of the chessboard, there is a large, dark, circular object that looks like a wheel or a large coin, partially overlapping the board. The text 'YOU ARE' is written in a large, white, outlined font across the top half of the image.

# YOU ARE

*Regardless of your title, your tenure, or your position*

# What Leaders Do

**1**

**See reality  
as it is**

**2**

**See what  
can be done**

**3**

**Do it**

To lead transformation,  
turn CHANGE into  
OPPORTUNITY

PRINCIPLE 1

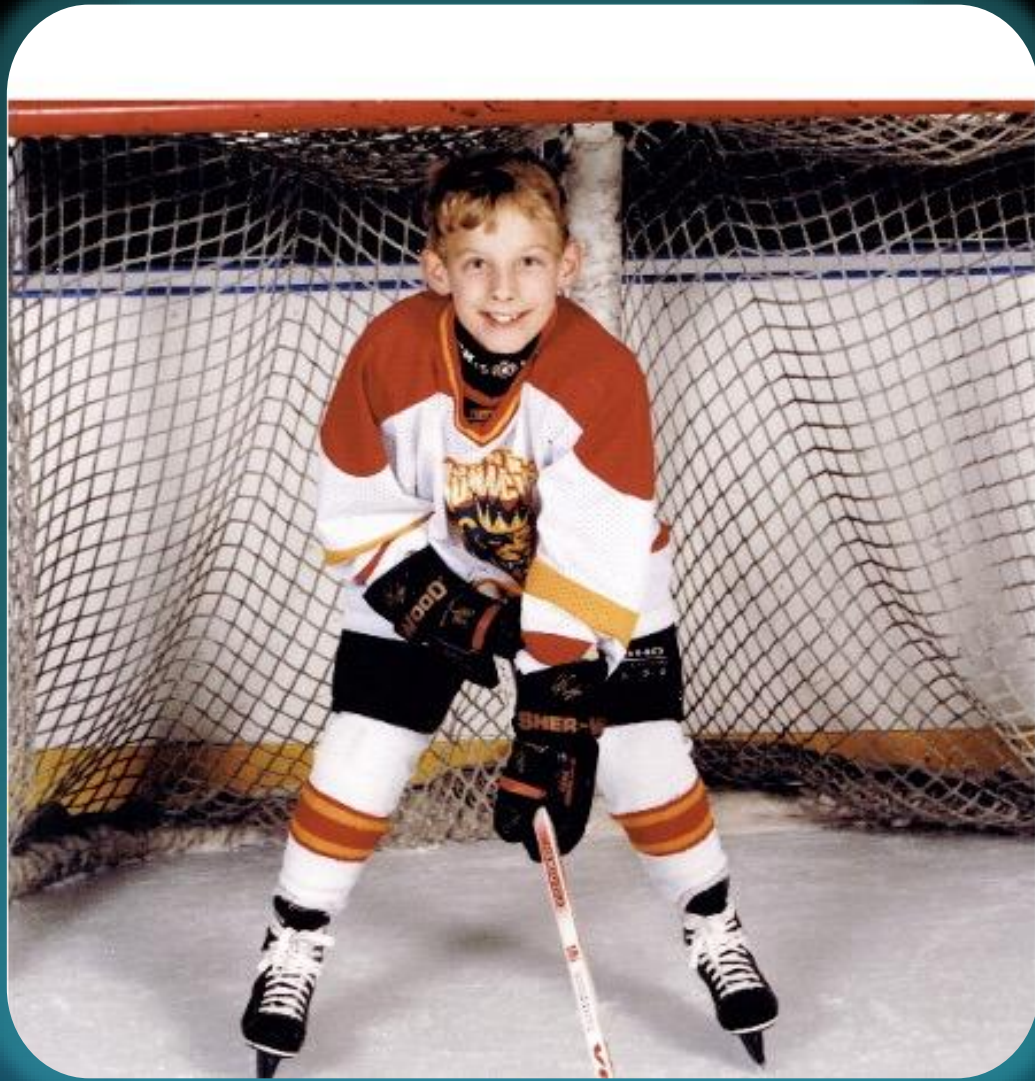
# Lead yourself first

*Manage your fear – before it manages you*



"Dad...

*...I want to play  
hockey."*



01

**Have a vision bigger  
than your fear**

*Be afraid and do it anyway.*

PRINCIPLE 2

# Lead through relationships

*Use the ToWho List to build trust-based  
relationships*

A spiral-bound notebook is open on a rustic wooden desk. To the left of the notebook is a white ceramic cup filled with dark coffee. To the right is a silver ballpoint pen. The notebook page is white with horizontal lines and features a handwritten list. The background is a dark teal gradient with a large, faint, stylized number '2' on the left side.

## The ToWho List

1. Relationships to
2. grow, nurture
3. and sustain
- 4.
- 5.

PRINCIPLE 3

# Let Go

*Put down the chairs*

03



# Nelson Mandela

*Imprisoned for 27 years*



## **Nelson Mandela**

*"As I walked out the door toward the gate that would lead to my freedom, I knew if I didn't leave my bitterness and hatred behind, I'd still be in prison."*

Nelson Mandela

# Transformed from Prisoner to President

*Then he transformed his country.*

PRINCIPLE 4

# Latch on to your values

*Like a compass, they will always  
point you in the right direction*



**What do you  
value most?**

*Repeat after me:*

**I am NOT the center  
of the universe!**

044



PRINCIPLE 5

# Laugh, especially at yourself

*Laughter relaxes the body  
and opens the mind*

PRINCIPLE 6

# Grow where you're planted

*Find a way. No excuses.*







# Carson

*He grew where he  
was planted.*

# Where we've been

*And the opportunity that awaits*

# Richard and Best Buy

*Adapting faster and better is your competitive advantage*

# Carson and Hockey

*Lead yourself first and grow where you're planted*

# Nelson Mandela

*Put down the chairs*

**Now, it's your turn**

*It's time to write your story*

**Transformation doesn't  
happen to you.**

*It happens because of you.*

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