

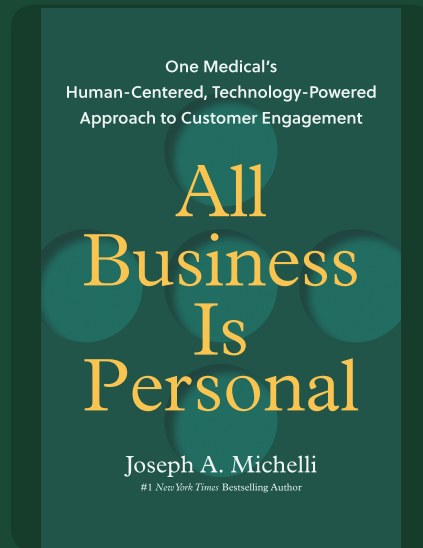
# ALL BUSINESS IS PERSONAL

*Leadership Lessons from the One Medical Story*

PEOPLE

INNOVATIVE DESIGN

SUSTAINABLE GROWTH



**JOSEPH A. MICHELLI, PH.D.**

New York Times #1 Bestselling Author • Customer Experience Thought Leader



THE EXPERIENCE IMPERATIVE

## How do you grow a business without losing its soul?

When I set out to write *All Business Is Personal*, I wanted to capture what made One Medical one of the most talked-about healthcare disruptors in America —and ultimately a four-billion-dollar Amazon acquisition. Having been a part of designing the patient experience at One Medical, I knew the answer wasn't technology alone. It was the deliberate, disciplined decision to keep people at the center of every design, every process, and every growth decision.

The six insights in this eBook are a window into that story — and into the full framework inside the book. They are drawn from hundreds of hours inside One Medical offices, interviews with its leaders, and the universal principles that apply to any organization willing to do the hard work of building something genuinely human.

*“All business is personal. The organizations that forget this are the ones their customers will also forget.”*

— Joseph Michelli

# From Startup Clinic to \$4 Billion Acquisition

• A human-centered approach. Scalable impact. •

## THEN

A scrappy startup with a radical idea: primary care could be personal, unhurried, and technology-enabled.

2007

## NOW

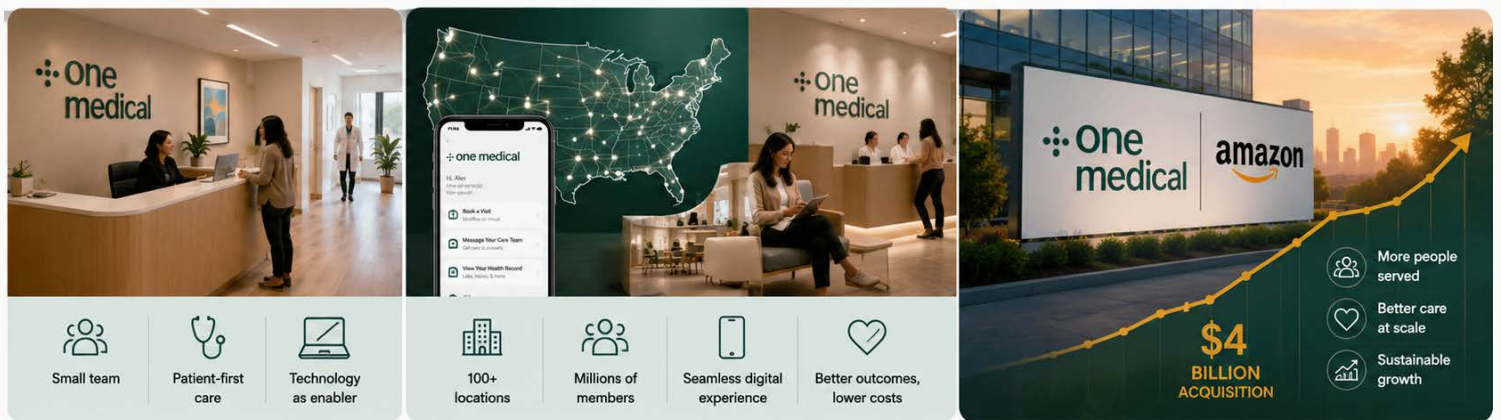
A national leader in membership-based primary care, combining exceptional experience with technology that amplifies human connection.

2010–2020

## ALWAYS

A four-billion-dollar Amazon acquisition—proof that human-centered design at scale is both possible and profitable.

2023+



One Medical didn't just grow bigger. It stayed true to what mattered most—people. **That's the power of putting people first.**

One Medical did not disrupt healthcare by deploying better technology. It disrupted healthcare by combining genuine human care with technology that amplified — rather than replaced — the provider-patient relationship. The lessons in this eBook are drawn from that story, but they belong to every leader in every industry who wants to build something that lasts.

*“Turning ordinary interactions into extraordinary experiences is not a strategy. It is a commitment.”*



DRIVER 1: PEOPLE

PRINCIPLE ONE

# Caring FOR and ABOUT People

*The employee experience is the customer experience*

## THE EMPLOYEE EXPERIENCE IS THE CUSTOMER

# Caring FOR and ABOUT People

Most organizations draw a clean line between the people who deliver service and the people who receive it. One Medical erased that line. They understood that a burned-out provider cannot deliver the kind of care that builds loyalty, and that an unsupported team member cannot consistently show up as the best version of themselves for the people they serve.

From the beginning, One Medical paid clinical providers a competitive salary rather than incentivizing them to chase billable revenue. Shorter patient panels, longer appointment times, and administrative support freed providers to do what they entered medicine to do: build trusting, long-term relationships. The result was not just a better employee experience. It was a fundamentally better patient experience — and a business that attracted, retained, and inspired the talent it needed to grow.

## REFLECTION

1. What does your organization do specifically to protect the people who serve your customers?
2. Where does burnout or disengagement show up in your service delivery?
3. What one structural change would most improve the experience of your frontline team?

### 90-DAY ACTION:

*“You cannot consistently deliver a great customer experience through people who are not having one themselves.”*

— Joseph Michelli



DRIVER 1: PEOPLE

PRINCIPLE TWO

# Doing Right by ALL Stakeholders

*Value networks replace transactional thinking*

## VALUE NETWORKS REPLACE TRANSACTIONAL ONES

## Doing Right by ALL Stakeholders

The instinct in most organizations is to serve one master: the customer who pays. One Medical built its entire model on a more demanding idea — that sustainable success requires creating genuine value for every node in your ecosystem. Providers. Patients. Employers. Insurers. Partners.

This is not altruism. It is strategy. When employers see reduced healthcare costs and higher workforce productivity, they renew. When insurers see fewer emergency visits and better chronic care outcomes, they expand partnerships. When providers feel respected and purposeful, they stay and perform. Every relationship in your value network is either building your business or quietly eroding it. One Medical chose to build every one of them deliberately.

### REFLECTION

1. Who are all the stakeholders in your value network — and which ones are you systematically underserving?
2. Where in your organization does a short-term win for one stakeholder create a long-term loss for another?
3. What would a genuine value audit of your ecosystem reveal?

### 90-DAY ACTION:

*“We are an interconnected world, no organization can succeed in a world it is helping to fail.”*

— Joseph Michelli



DRIVER 2: INNOVATIVE DESIGN AND EXECUTION

### PRINCIPLE THREE

# Designing Human-Centered, Technology-Powered Experiences

*Design thinking starts with the human, not the tool*

## DESIGN THINKING STARTS WITH PEOPLE

# Designing Human-Centered, Technology-Powered Experiences

Technology does not create great experiences. Thoughtful humans using technology intentionally do. One Medical's design philosophy began not with a software roadmap but with a question: What would it feel like to experience healthcare the way it should be? From that question came same-day appointments, unhurried visits, 24/7 virtual access, and a mobile app that gave patients genuine control over their own care.

The discipline of design thinking — empathize, define, ideate, prototype, test — guided every innovation. Not as a buzzword, but as a rigorous practice. Each technology was evaluated by whether it made the human experience simpler, warmer, and more effective. That is the question every leader should be asking before approving the next platform investment.

## REFLECTION

1. Which of your current technology investments were designed around operational efficiency rather than human experience?
2. Where does technology currently create friction rather than remove it for your customers or team?
3. What would your service look like if you designed it from your customer's emotional state outward?

### 90-DAY ACTION:

*"The best design is invisible. Your customer should feel taken care of, not processed."*

— Joseph Michelli



## DRIVER 2: INNOVATIVE DESIGN AND EXECUTION

### PRINCIPLE FOUR

# Sparking Innovation

*Execution is the strategy most leaders skip*

EXECUTION IS THE STRATEGY MOST LEADERS SKIP

## Sparking Innovation

Great ideas are not rare. Organizations that can reliably turn ideas into consistent, scalable performance are. One Medical built its operational backbone around TOPS — the One Medical Performance System — a three-pillar framework of strategic alignment, continuous improvement, and active daily management. What TOPS ensured was that innovation did not stop at the design phase.

Equally important was C-I-CARE — a human interaction model guiding every provider-patient encounter: Connect, Introduce, Communicate, Ask, Respond, Exit. Not as a script but as a discipline. When you combine a rigorous operating system with a human interaction framework, you get what most organizations only aspire to: consistency that feels personal.

### REFLECTION

1. What is your organization's equivalent of an operating system — and is it actually driving daily behavior?
2. Where does your execution fall short of your design intentions?
3. What interaction framework guides your frontline team in their highest-stakes moments with customers?

#### 90-DAY ACTION:

*“Ideation without execution is delusion. The gap between what leaders intend and what customers experience is where most organizations quietly fail.”*

— Joseph Michelli



DRIVER 3: SUSTAINABLE GROWTH

PRINCIPLE FIVE

# Developing Your People First

*You cannot grow an organization faster than you grow its people*

YOU CANNOT GROW AN ORGANIZATION FASTER  
THAN YOUR PEOPLE

## Developing Your People First

One Medical's growth was never simply a function of opening more offices or acquiring more members. It was a function of expanding the capability, confidence, and engagement of its people first — and then letting that human development drive organizational growth. The operating principle is straightforward: invest in your people and they will invest in your customers.

This means learning and development is not a compliance function or an annual event. It is an ongoing leadership commitment. Organizations that treat training as overhead will eventually find their customer experience reflects that assumption. Those that treat human development as a growth strategy — as One Medical did — find that loyalty, referrals, and retention follow as natural consequences.

### REFLECTION

1. How does your organization signal — through time, money, and attention — that developing people is a genuine priority?
2. What skills does your team need to deliver on your customer experience vision, and where are the gaps?
3. What would it mean to develop your people intentionally before your next growth initiative?

### 90-DAY ACTION:

*“If you want to grow a business, grow your people first. Everything else — products, experiences, loyalty — follows from that investment.”*

— Joseph Michelli



DRIVER 3: SUSTAINABLE GROWTH

PRINCIPLE SIX

# Growing Together

*The right partnerships multiply what you can do alone*

## THE RIGHT PARTNERSHIPS MULTIPLY

## Growing Together

One Medical's acquisition by Amazon was a recognition. Amazon saw in One Medical a rare combination: customer obsession, human-centered design, and technological fluency — all working in alignment. Neil Lindsay, Senior VP of Amazon Health Services, put it directly: we acquire companies that deliver outstanding experiences we can help elevate, scale, and expand.

The lesson for every leader is to build something worth partnering with. Organizations that create clear, consistent, and demonstrable value for everyone they touch become attractive to the partnerships, resources, and relationships that accelerate their growth. Growing together requires clarity about who you are, honesty about where you are weak, and the discipline to choose partners whose strengths genuinely complement your own.

## REFLECTION

1. What partnerships would most accelerate your ability to serve customers at a higher level?
2. What does your organization offer a partner that they cannot easily build themselves?
3. Where does growing alone create unnecessary constraints on your impact?

## 90-DAY ACTION:

*“The organizations that grow the furthest are rarely those that grow alone. They are the ones that build something worth growing alongside.”*

— Joseph Michelli

One Medical's  
Human-Centered, Technology-Powered  
Approach to Customer Engagement

# All Business Is Personal

Joseph A. Michelli  
#1 *New York Times* Bestselling Author

## These Six Are Just the Beginning

All Business Is Personal explores the full story of One Medical — the people, the design decisions, the growth strategies, and the Amazon acquisition — through the lens of principles every leader can apply. Available on Amazon and wherever business books are sold.

### Work with Joseph

Keynote Speaking  
Leadership Development  
Retreat Facilitation  
Training

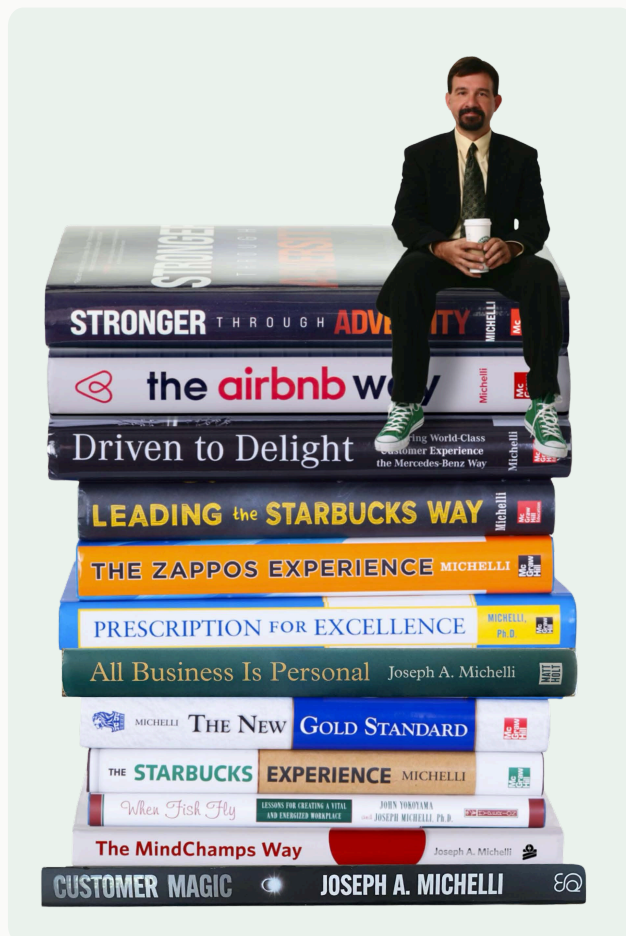
### Connect with Joseph

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# Continue the Journey

All books available on Amazon and wherever business books are sold.

- **All Business Is Personal**
- The Starbucks Experience
- Leading the Starbucks Way
- The New Gold Standard
- Driven to Delight
- The Airbnb Way
- The Zappos Experience
- Prescription for Excellence
- Stronger Through Adversity
- When Fish Fly
- Customer Magic
- The MindChamps Way



## Ready to go deeper?

These insights are the starting point. Joseph's keynotes and training programs translate each principle into practical tools, facilitated conversations, and implementation roadmaps your team can act on immediately.

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This leadership guide is designed for reflection, discussion, and practical application.