

# Better Business Focus

August 2019

Expert inspiration for a Better Business



Better Business Focus is the essential key for business owners and managers. It achieves that by focusing on the way in which successful businesses compete and manage their organisations. It focuses on how people are recruited, coached and developed; on how marketing and selling is undertaken in professional markets as well as in markets with intense competition; on how technology and the Internet is reshaping the face of domestic and home business; and on how people are being equipped with new skills and techniques. In short, it offers expert inspiration for a better business.

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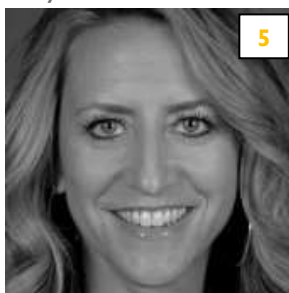
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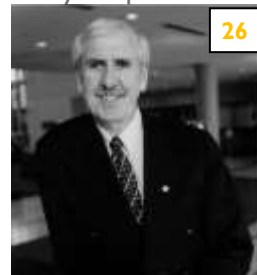
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# The difference between sales and marketing



People often say that marketing is there to generate leads and opportunities and sales is there to convert them. But in today's marketplace, we can all quote examples where that just isn't the case anymore.

When you walk down the aisle at your local supermarket, you aren't greeted by salespeople representing Andrex and Coca Cola trying to close deals on toilet paper or soft drinks.

This proves that the definition that's used as the difference between sales and marketing is just wrong.

In the business to business world, people often say that marketing is there to generate leads and opportunities and then sales is there to convert them. But as we can see; in the consumer world, marketing is there not just to generate interest but also to ensure that people buy. So, if that's the case, what IS the difference between sales and marketing?

'Marketing exists to enable companies to obtain and retain customers' and in fact sales is there to do exactly the same thing 'to obtain and retain customers'. So, they actually have the same objective. In fact, personal selling, to give it its academic name, is just a marketing channel.

In other words, when you're communicating, you can use direct mail, TV advertising, radio advertising, sponsorship and all sorts of other channels – and one of the channels to get to your customer, that you can utilise, is human beings – and that is personal selling.

Marketing is 'brand to person communication' and Selling is 'person to person communication'. In the business to business world, there are many big ticket items, that quite simply, people wouldn't buy without the reassurance of dealing with a human being.

Therefore, in business to business, there are many companies that wouldn't be able to make sales without the human part of the process, and that's absolutely fine, strategically, for them to use those disciplines in that way. However, it doesn't define the difference.

In reality, Marketing is about brand to person communications and Selling is the person to person element.

## About the Author

Grant Leboff is one of the UK's leading Sales and Marketing experts. His fourth book, 'Digital Selling', debuted at #1 on the Amazon charts.

This follows the success of Leboff's previous titles. 'Stickier Marketing' (2014) went straight to #1 in the Amazon Sales & Marketing Chart, and was in the top 10 overall Business Chart, on publication. 'Sales Therapy' (2007) and 'Sticky Marketing' (2011) were both in Amazon's top 10 Business Books, and #1 in the Sales & Marketing bestsellers chart.

Sticky Marketing Club® Ltd., is a sales and marketing consultancy providing companies with the strategies to thrive in an increasingly competitive world. Leboff's Sales and Marketing portal, [stickymarketing.com](http://stickymarketing.com) produces a wealth of resources and information on effective Sales and Marketing for organisations in an ever-changing business environment. He is a highly sought-after consultant and speaker, and constantly makes presentations at conferences and events all over the world.

## Co-ordinates

Sticky Marketing Club® Ltd.  
Unit 45, Harriet Way,  
Bushey, WD23 4JH

Get in Touch:

[www.stickymarketing.com/contact-us](http://www.stickymarketing.com/contact-us)





August J. Aquila

# Succession planning best practices

Succession planning today is more complex for professional services firms than it was 15 years ago. Practices have become more complex, the traditional business model that served firms so well in the 20th century, no longer works today, and clients have become more sophisticated.

Fifteen years ago, it seemed that succession planning was nothing more than having the current firm leader announce who was going to take over the firm. And for the most part that process seemed to work. Today the process is more complex. Through my work with many professional service firms in this area, I have identified the follow succession planning key best practices.

**1. Deploy a Succession Management Process:** There needs to be a process that the firm will follow. Different size firms require a different process. The key element is that firms need to make succession planning an integral process by linking succession planning and the firm's overall business strategy. This link is critical since it gives succession planning the opportunity to affect the firm's long-term goals and objectives. Furthermore, in case of an unexpected event, the firm should know how the next leader will be selected. Otherwise, the firm may be open to civil war or implosion.

**2. Identify Future Leaders:** Smart firms don't wait until its time to elect a new managing partner or other key player in the firm. They use a continuous identification process to focus on future leaders. They have developed for their firm a unique set of technical, professional, client and leadership competencies.

### 3. Develop Future Leaders:

Best-practice firms create specific, individualized development plans for each employee. These plans identify which developmental activities are needed. In larger firms this is handled through the human resource group. The HR group will help develop or purchase training programs and will also monitor employee follow up in the developmental areas. Many smaller firms look to their State CPA Society or Bar for executive type programs in leadership and personal development.

In addition to the developmental activities described above, I have noticed that the best practice firms embrace daily mentoring and coaching. Finally, the best way to develop future leaders is by on the job training. Future leaders are involved in key firm projects either as team members or team leaders. These projects range from developing new services, new internal business processes to having P&L responsibility.

**4. Measure Results:** Best-practice firms realize that if it is not measured it is not important. These firms develop measures and targets for success. Targets are specific and may include the number of employees and partners that have completed a specific training program and can effectively utilize the knowledge from the program in their daily work schedule.

**5. Keep it Simple:** The best succession management process is simple and logical. Everyone has enough to do as it is without creating a bureaucratic and cumbersome practice.

**6. Align Succession with the Firm's Overall Strategy:** When you align succession with the firm's overall objectives, it makes it more real and present. Partners can visualize how and why succession is important. They are also more likely to support the process that ties into the firm's goals.

### 7. Support the Process:

I've seen many firms that are in dire need of a succession plan, but the managing partner becomes the biggest

restraining force. He simply does not support it. Unless you have the high-level support and endorsement for the process, none of the above best practices will work. From a managing partner's perspective, the best practice is to know when to step down.

The goal of any good succession plan is to get the right person in place for tomorrow's job. The way to accomplish this is get a match between the firm's future needs and the aspirations of individuals.

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### About the Author

August Aquila is the founder and CEO of AQUILA Global Advisors, LLC and is a key thought leader for professional service firms (PSFs). He has worked with various types of PSFs in the US, Canada, India and England. August was a partner in a Top50 US CPA firm and a senior executive with American Express Tax & Business Services, Inc., For 30 years he has advised PSFs in the areas of succession planning, mergers and acquisitions, compensation plan designs and partnership issues. His articles have appeared in MP (Managing Partner), Journal of Accountancy, CA Magazine, Accounting Today, Of Counsel and other major publications. Recent books include How to Become the Firm of Choice, What Makes a Great Partnership, Client at the Core: Marketing and Managing Today's Professional Services Firm; Performance Is Everything – The Why, What and How of Designing Compensation Plans; Compensation as a Strategic Asset: The New Paradigm; What Successful Managing Partner Do and Engaging Partners in the Firm's Future. August holds an MBA from DePaul University (Chicago) and a PhD from Indiana University (Bloomington).

### Co-ordinates

August J. Aquila, PhD  
Aquila Global Advisors, LLC  
4732 Chantrey Place  
Minnetonka, MN 55345  
Email: [aaquila@aquilaadvisors.com](mailto:aaquila@aquilaadvisors.com)  
Web: [www.aquilaadvisors.com](http://www.aquilaadvisors.com)



Amy Vetter

# How to cultivate a future-facing mindset

As somebody who travels the country speaking about the role of technology in the professional environment, I've had the chance to talk with countless business owners and team members about innovation. Far and away the most frequent question I'm asked is how somebody can create a workplace atmosphere where innovation is seen as a benefit, rather than an obstacle.

More often than not, when people ask this question, they're expecting me to reply with an answer that involves demonstrating the benefits of advanced technology, providing them with sources for cutting-edge initiatives, or creating systems that makes adoption of new services easy. While all of that stuff is undeniably important, it's not the biggest barrier to innovation in most organizations. The hurdle you have to overcome first and foremost doesn't live in computer code or your SOP handbook; it resides in your own mind.

## The Mind of an Innovator

"The best leaders begin with an environment that embraces and rewards change and innovation," says Lynne Doughtie, the chairman and CEO of KPMG US. To develop this environment in your workplace, it has to start at the top. If a business owner requires innovation from their team but doesn't expect it from themselves, there's a disconnect that inhibits company-wide enthusiasm for new endeavours. In other words, you have to practice what you preach if you want an innovative mentality to stick.

What you need to be is a **connected leader**. Your behaviours will inform those of the team, so it's up to you to dictate what your company's approach to innovation will be. If you have **habits** that make you resistant to innovation, you need to break them.

Being an **innovative leader** involves seeking out opportunities for improvement, getting your team excited about change, and presenting a vision for the future.

The bottom line is that if you want your business to be innovative, you have to be an innovator and have innovators in leadership roles. It's not a magic switch you can flip. No amount of technological savvy will do you any good if you are emotionally and psychologically resistant to change. When it comes to innovation, you can't fake it until you make it. You need to be onboard from day one of any new initiative if you want it to stick.

## The Benefits of Innovation

In today's business environment, a willingness to innovate is among the most prized qualities a company can possess. Fast Company's annual list of the **50 Most Innovative Companies** has become a hotly desired accolade. The companies who innovate are those which earn headlines, investment, and status.

Innovation, then, is essential to growth. While that may sound like an imperative to innovate, it's equally a way to encourage your team to tackle innovation head on. Innovation provides opportunities for both career advancement and personal growth. When these two concepts begin to feed off one another, you're well on the way to developing a workplace where innovation is looked at with optimism, not scepticism. As Carol S. Dweck writes in her best-selling book "Mindset," "When entire companies embrace a growth mindset, their employees report feeling far more empowered and committed; they also receive far greater organizational support for collaboration and innovation."

Another point this quote deftly illustrates is the importance of embracing innovation in terms of its advantages to employees. Yes, the crux of adopting new practices or beginning

new services is to provide more for your customers. However, it's also about how innovation will impact the lives of your team. If they believe innovation is a way to displace them, they are never going to feel good about it. It has to be about empowering them, to use Dweck's word. Make clear to the team that innovation is about giving them the tools they need to excel, not finding a way to replace them.

## Innovate inwards-out

So, to answer the question I'm asked so many times in as few words as possible I'd say this: If you want to create a workplace that embraces innovation, start by looking in the mirror. You have to be fully ready and committed to embrace change yourself. Cultivate that inward flame before projecting outward.

Once you've established a mindset of innovation, you can get down to the nuts and bolts. Skip that first crucial step, however, and you'll just be going through the motions.

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## About the Author

Amy Vetter is an accomplished entrepreneur, business executive, national speaker, CPA, and yoga practitioner. She is also the author of *Business, Balance & Bliss: How the B<sup>3</sup> Method Can Transform Your Career and Life* available in June 2017. As a third-generation woman entrepreneur, Amy has launched and sold multiple businesses including yoga studios, an accounting practice, and other business ventures. Amy has also held corporate leadership roles overseeing customer, sales, education, and marketing functions. Throughout her 20-plus years in business, Amy has learned valuable insights on how to achieve work-life harmony and live a more purposeful life.

## Co-ordinates

Email: [INFO@AMYVETTER.COM](mailto:INFO@AMYVETTER.COM)

Web: [www.amyvetter.com/](http://www.amyvetter.com/)



Mike Shipulski

# The right time horizon for technology development



Patents are the currency of technology and profits are the currency of business. And as it turns out, if you focus on creating technology, you'll get technology (and patents) and if you focus on profits, you'll get profits. But if no one buys your technology (in the form of the products or services that use it), you'll go out of business. And if you focus exclusively on profits you won't create technology and you'll go out of business. I'm not sure which path is faster or more dangerous, but I don't think it matters because either way you're out of business.

It's easy to measure the number of patents and easier to measure profits. But there's a problem. Not all patents (technologies) are equal and not all profits are equal.

You can have a stockpile of low-level patents that make small improvements to existing products/services and you can have a stockpile of profits generated by short-term business practices, both of which are far less valuable than they appear. If you measure the number of patents without evaluating the level of inventiveness, you're running your business without a true understanding of how things really are.

And if you're looking at the pile of profits without evaluating the long-term viability of the engine that created them you're likely living beyond your means.

In both cases, it's important to be aware of your time horizon. You can create incremental technologies that create short term wins and consume all your resource so you can't work on the longer-term technologies that reinvent your industry. And you can implement business practices that eliminate costs and squeeze customers for next-quarter sales at the expense of building trust-based engines of growth. It's all about opportunity cost.

It's easy to develop technologies and implement business processes for the short term. And it's equally easy to invest in the long term at the expense of today's bottom line and payroll. The trick is to balance short against long.

And for patents, to achieve the right balance rate your patents on the level of inventiveness. This article originally appeared on: [www.innovationexcellence.com/blog/2019/07/22/the-right-time-horizon-for-technology-development/](http://www.innovationexcellence.com/blog/2019/07/22/the-right-time-horizon-for-technology-development/)

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## About the Author:

Mike strives to define best practices and tools for *Product and Technology Development* and embed them into company culture. With that, practices and tools become a working part of how a company does business instead of ending up in a thick handbook that defines how things "should be done" which is read by no one. To Mike, behaviour is most important.

## Co-ordinates:

Web: [www.shipulski.com](http://www.shipulski.com)

Twitter: [twitter.com/mikeshipulski](https://twitter.com/mikeshipulski)





Sari van Poelje

## Leaders need members – optimising versus maximising

I help businesses innovate their business more quickly than they innovate their products. What that means is I help businesses modernize their leadership to become more coaching and co-constructive. I help businesses create cooperation across silos. I help businesses engage their customers, to co-create their products. And I help businesses to integrate their commercial and their innovation functions, so that they can actually sell, what they make.

One of my favourite topics is leadership. Leadership in all sorts of forms and all sorts of variations. One of the things that I distinguish is leadership as a relationship, rather than leadership as a position. What does it mean if you take a certain rank within an organization? And at the relational level: Can you be a leader without followers?

### Leaders and members

One of the important equations in that is that we have to teach leaders to be leaders and members to be members. And there is actually very little literature and research and training on how to be a good member of a group. For me, being a good member means three things.

### Structural Level

The first thing at the most obvious level is that you have agreed to be a member, and that means that there is a certain level of adaptation you have to the rules within that system. It means that you respect the time, the place, the role and the task boundaries within that system. Very practically, it means things like I'll come on time. I'll negotiate what is asked of me. If I say yes, I'll do it. If I can't, I'll tell the leadership I can't and think of options. It means I respect the role that I have in this system, which is invaluable, and the role that leadership has in the system, which is also invaluable.

It means I will show up where we've agreed to show up as a member. So, this is really talking about membership at the structural level. What does it mean?

### Relational Level

Often, we also have to take into consideration that leadership and membership is a relationship. So, what does that mean if you're in the relationship with a leader as a member?

It means I guess that you accept interdependence. That you accept that a leader has a job to do and that you have a job to do. And in a business, it often means that **the leader is responsible for optimizing what happens in a system, where a member might be focused on maximizing.** I will translate that for you.

Members in a system want to do the best they can. They naturally want to achieve, and so they'll go for a 100% or 200%. A leader is responsible for many members, and so gets all these maximized invitations, and has somehow to balance that with the well-being of the system as a whole, hence optimising.

For instance, members come with, "I want this much budget." And the other person says, "I also want a 100% of the budget." And a leader really has to go, "Look, for the well-being of the system, we have to balance these requests to optimize our functioning as a team."





I guess what I'm saying is that as a member you have to understand that there are different perspectives in this relationship, and that though your part of it is to go for maximum, the leader has to go for an optimum and that it doesn't say anything about his or her relationship to you.

### Psychodynamic Level

At the psychodynamic level, membership means once I accept the belonging to a system, I'm in or I'm out. So, I guess at that level it really means clarity about the fact that you belong to that system or that team. And perhaps you belong to many, many different teams in life. You're a member of the volleyball club and the tennis club and you're a member of the organization and you may be a member of a voluntary group.

***If you accept to be a member, you're in.***

One of the myths of membership is: "I am a member when I can be completely myself". It is a myth because anytime you decide to belong to any group or team or system, it means that you also accept that there is a certain level of adaptation you have to do.

These things, being a member at the structural level, so accepting the boundaries. Being a member at the relational level, which means accepting that there is maximization and optimization. And being a member at the psychodynamic level, which means that you accept that for belonging, there's also a certain level of adaptation.

These three areas are things that we as team coaches have to educate people about.

I think this is the next frontier. Because if I look at the world today, **maybe we've taught people to be leaders, but we are losing the capacity to be members.**

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### About the Author

Drs Sari van Poelje is one of the world's leading experts on creating agile and innovative leadership teams. Sari is a business consultant, executive coach and trainer. She is the managing director of Intact Academy. With offices in Budapest and Goteborg, and associated offices in Antwerp, Milan, Lyon and Paris, the company offers executive coaching, management consultancy and training programs for coaches, consultants and leaders.

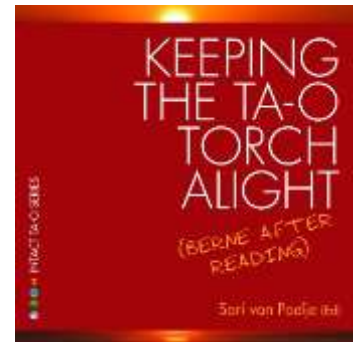
Sari has 30 years' experience of coaching and consulting with managers and directors in a multinational business setting. She has been a consultant and coach for such diverse companies as IFF, BMW, Claas, Carmeuse, ING, Prezi and GE. Sari has also fulfilled senior director roles in various international corporations such as KLM, EMI music, ASML and Shell for 23 years.

### Co-ordinates

Web: [www.sarivanpoelje.com](http://www.sarivanpoelje.com)  
[www.intactacademy.com](http://www.intactacademy.com)  
[www.teamagility.com](http://www.teamagility.com)



## Kindle Book – Keeping the Tao Torch Alight: Berne After Reading



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Yoram Solomon

# How a Shortage of Innovation Leads to Unemployment

Some believe that robots will take over all our jobs and therefore innovation (specifically in the area of robots) will cause unemployment. But in reality, it's the other way around.

You may be familiar with the product life cycle diagram. Every product (and when I say "product" I also include service, process, or business model) has a life cycle, typically considered to have 4 stages:

- Introduction: when the product is introduced
- Growth: when the sales grow at the fastest rate
- Maturity: when the product reaches mass market
- Decline: when new products start to take over

The investment in innovation (specifically, research and development) is highest during the introduction stage and the first part of the growth stage. Revenue is the lowest, as very few customers decide to buy this early in the product life cycle (typically referred to as "innovators" or "early adapters"). Profit, therefore, is the lowest due to both low revenue and high investment in development.

The new product starts to turn a per-unit profit only at the later part of the growth stage, as investment in development declines and revenue increases as more (and less risk-taking) customers hear about the product and decide to buy.

However, this is per-unit profit, and doesn't yet account for the significant loss incurred earlier due to the investment in research

and development done at the introduction stage and the early part of the growth stage.

The overall break-even that includes the early loss (and investment) only takes place well into the maturity stage and carries into the decline stage. In fact, some might say that the decline stage is the most profitable as there is almost no investment in the product anymore. No new features, no new versions, no new services, just fulfilling demand that has all but gone.

While cumulative profitability only starts during the maturity stage, the per-unit profitability declines, as more and more competitors enter the market with similar products (or services), and the main differentiator becomes the price. But that's OK, because the market for the new product is the largest it has ever been and thus cumulative profits continue to grow.

As a result, more and more companies decide to take a shortcut. Instead of spending money on innovation at (and prior to) the introduction stage, they enter the market with a similar product, a copy of the product made by the first company to develop it. They don't expect the large per-unit profit that the first producer made during the growth stage. They settle for the much lower profits gained during the maturity stage.

Unfortunately, more and more companies take this shortcut. Consequently, less and less is spent on research and development. Not only in terms of money, but in terms of letting employees spend their time on innovation and encouraging experimentation (and failure).

In fact, the focus on short-term profitability leads to a maniacal focus on efficiency and reductions in force, and therefore unemployment. The first jobs to go are not those which are required for production (and hence could be replaced by robots). The first jobs to go are those related to innovation and long-term strategy. You know, those jobs that cannot be replaced by robots.

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## About the Author

Yoram can often be found speaking in different venues, from University Graduate business schools to Rotary Clubs, the Association for Strategic Planning National Conference, DEMO, and many more. He is an engaging speaker who was said to make people think afterwards. He is a professional member of the National Speakers Association.

Dr. Solomon published 7 books: "Un-Kill Creativity", "Blueprints for the Next Big Thing", "Bowling with a Crystal Ball (two editions)", "Business Plan through Investors' Eyes", "From Startup to Maturity," and "Worst Diet Ever." He authored numerous articles, many of them published at Inc. Magazine, Innovation Excellence, and his blog on this website.

## Co-ordinates

Twitter: [@yoram](https://twitter.com/yoram)

Web: [www.yoramsolomon.com](http://www.yoramsolomon.com)





Tom Koulopoulos

## Successful kids are taught this most important lesson

Our kids look to us for answers, advice, and guidance, but what if the best advice was letting them figure it out?



If you're a parent, I'm about to push you outside of your comfort zone.

One day your child will look at you, with disappointment, perhaps even anger, and say, "Why didn't you force me to keep (fill in the blank \_\_\_\_\_) when I was younger?" Their regret may be not having learned to play a musical instrument, or not being more involved in a particular sport, or any one of a million things that they will wish they had done more of in order to further their sense of self-worth and confidence.

So, what was, or what will be, your response to that question?

The temptation is to remind them of how ridiculously difficult it was to get them to do whatever they are now bemoaning not having done. Or to point out how their obstinance was turning into an immense friction in the parent/child relationship. Or that you just got tired of their incessant whining and complaining. Or, maybe you'll just pull the trump card that's been used by every parent since the stone age,

"Just wait until you have kids; then you'll see!"

If you've been there, as have I, you've likely done all of the above.

Still, you will take their comment very personally and you will undoubtedly question your parenting choices. Were you neglectful, lazy, didn't push hard enough, didn't negotiate well, were you unqualified for parenthood? After all, we've all heard about how uber-successful Olympians, athletes, and musicians were pushed by their parents to excel.

Let's face it, nothing is as humbling as being told by your own kids that you dropped the ball on them.

But did you?

I'm not saying that as parents it's not our responsibility to help them by pushing them to reach beyond their perceived limits, or that allowing them to always take the easy way out is a strategy. It's a parent's responsibility to put up guardrails, limits, and discipline to keep them safe while helping them grow.

But go back to what I said at the outset of this column. The reason they are regretting not being pushed harder is because they want to further their sense of self-worth and confidence.

The objective of parenting is to raise kids who take ownership of their choices in order to develop self-worth and confidence. Which is why the worst thing we can do as parents is to not give them the license to choose; the knowledge that their choices are their own—even when we know that those choices are absolutely not the ones we would want them to make.

*"Parenting is sort of like remotely piloting the landing of the Mars Rover."*

Otherwise, they will forever go through life looking for someone or something else to blame for what they need to own. And guess what? Successful adults own all of it, because if they don't they've just handed over the reins to their success to circumstances, people, and events that they have no control over.

So, what can you do as a parent to help them develop their ability to make choices and take ownership of them, in order to be more successful as adults? Here's a simple list of five ways to do just that:

### 1) Allow Them to Make Bad Choices

This is the toughest one; it's like seeing them step onto the tracks of an oncoming train. Of course, we have a responsibility to keep our kids healthy and safe. No parent will argue that. But there are many less consequential choices that you can let them make which will keep them within the guardrails and still allow them to learn from their choices, good and bad. And when they do make a choice that turns out badly avoid at all costs the "I told you so" reflex. The result of the choice is less important than the acknowledgement that it was their choice and that they need to accept the implications of that choice.

### 2) Explain to Them the Consequences of Their Choices, Not Yours

My son once gave me a pearl of unassailable wisdom that has stuck with me. While trying to convince him that my 40 plus years of life experience might actually count for something which could help him on his own journey, he responded, "Dad, you've only taken one path through life, yours; there are infinitely more paths you could have taken and you don't know how they

might have turned out.” Yes, brilliant, thanks for that. It’s their path, not yours. The more paving of their path that you do the less they feel capable of doing it on their own and the more they’ll blame you for every bump in the road.

### 3) Let Them Earn Their Success on Their Own

Thomas Paine once said, “Anything we earn too easily we esteem too lightly.” Nowhere is this as true as it is for the choices we make. There’s little doubt that there are many cases when a parent can make a better informed choice that will result in a better outcome. But it’s their outcome not yours that they need to earn and own. The more you try to advertise the pride you’ve taken in your choices the less chance you give them to take pride in theirs.

### 4) Give Them Tools With Which to Make Their Own Decisions

Making decisions is one of the most basic survival skills. It’s essential to every aspect of professional and personal life. To some degree it’s innate. We’re wired to balance options, alternatives, and risks. But the complexity of modern life is more than just picking left or right at the fork in the road. The implications and the intricacies of many decisions can be paralyzing.

Help your kids by showing them that decision making is a process that can be managed. Keep in mind that their ability to understand consequences is not yet fully evolved. Research has shown that adolescent and teenage brains discount the severity of poor choices, increasing the appetite for risk when kids are younger. It’s also easy for kids to get overwhelmed with the many variables that go into a choice.

Your role is to walk them through the decision making process without making the decision for them. Do that by practicing decision making with them. Ask for their opinions on choices you are making and then follow through on their opinion by taking their advice in order to

demonstrate that you have confidence in their ability to make choices.

### 5) Teach Them That There Is Always A Choice

At the end of the day the greatest lesson any of us can learn is that in every situation there is a choice. And while we may not have our hands on the levers of the external forces that determine and dictate our situation, we always have a choice in how we react to and what we learn from every situation. Knowing you have the power of choice, even when things go wrong, is perhaps the greatest strength of successful people. You will make bad choices. You will fail and fall. You, and you alone, will choose how fast you get back up.

Sounds easy, right? Have I done all of these with my own children? I’d love to say that I have. I haven’t. Parenting isn’t precise. It’s sort of like remotely piloting the landing of the Mars Rover.

It takes about 14 minutes to send a radio signal to Mars. That means that there is no way you can land anything on Mars remotely since the descent to the Martian surface takes only six minutes. The Rover needs to land itself, making myriad decisions along the way. The same applies to raising kids, only the lag time between what you tell them and their metaphorical landing is more like 20 years!

Still, what I can tell you is that with patience and determination these five lessons work.

#### ‘Thanks Dad’

When my daughter was just 17, and first driving, she backed up directly into one of my cars parked in the driveway. Of course, it just happened to be a car I was especially fond of and had meticulously maintained.

Upset, and expecting some sort of retribution on my part, she came in apologetically to tell me what had happened. I could see and hear her anxiety. I didn’t need to pile on. She knew what she’d done. So, I let it go, telling her to just use it as a lesson and to be

careful, take her time, and make sure that she looked carefully all around her when backing up from now on. Then, after she left, I sat and stared at the fender gouging into my tyre.

The next day she came home and handed me an envelope. Inside was a simple card that read, “The only thing bigger than the ocean and the sky is a Dad’s heart,” to which she had added her inscription, “Dad, thanks for always supporting my choices.” She called it a Father’s day card. It was August.

I can tell you that in that moment everything she’d ever done to upset and frustrate me over the past 17 years was wiped clean. Isn’t that what you want to hear; that your kids have made their choices, not yours? And that they are able to navigate life’s twists and turns without you, perhaps even better than you?

I have no doubt that she, as do I, and as does every child, will blame Dad for many things. I’ve often joked that it’s ultimately why we have parents, to abdicate responsibility for those things we just don’t want to own by placing the blame at Mom or Dad’s doorstep. Clearly, we’re not blameless. Sometimes we should have pushed harder, other times we pushed too hard.

Ultimately, all that matters is how hard they choose to push themselves.

This article originally appeared on Innovation Excellence:

[www.innovationexcellence.com/blog/2019/07/25/successful-kids-are-taught-this-most-important-lesson/](http://www.innovationexcellence.com/blog/2019/07/25/successful-kids-are-taught-this-most-important-lesson/)

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#### About the Author

Tom Koulopoulos is the author of 10 books and founder of the **Delphi Group**, a 25-year-old Boston-based think tank and a past Inc. 500 company that focuses on innovation and the future of business.

#### Co-ordinates

Web: **Delphi Group**

Twitter: **@tkspeaks**



Soren Kaplan

# Six trends shaping the future of health care



The healthcare industry is an ecosystem. So are the companies disrupting it.

This article is one more in a series I call *Everything Transformed* where I'm highlighting the disruptive forces revolutionizing just about every industry on the planet, including **packaging, travel and hospitality, industrial safety**, and more. This time it's healthcare.

It's no secret. The healthcare industry is going through massive disruption. To some, it's not fast enough. To others, it's been too much too fast. Whatever your stance, it's fair to say healthcare is broken. \$3.5 Trillion was spent on healthcare in 2018, roughly 18% of the country's GDP. Despite this giant investment, the Commonwealth Fund ranked the U.S. dead last in a study of 11 developed nations when ranking the performance of our healthcare system.

I'm drawing insights from my consulting work with some of the largest industry players, as well as my relationship with **Plug and Play**, one of Silicon Valley's largest investment firms and start-up accelerators. According to Neda Amidi, Global Head of Health at Plug and Play, "I think we'll continue to see start-ups tackling massive datasets using AI and machine learning. The information gathered from these datasets have the potential to bring up some fascinating predictive insights that will be of tremendous value to

insurers, pharmaceutical companies and hospital systems."

Artificial intelligence is just one thing that might help the system. I asked Amidi what she sees as the major drivers transforming the industry – and that represent opportunity areas for start-ups and healthcare players to innovate. Here are a few:

## Consumerization of Healthcare

Consumers now bear more cost for their care, so they expect new tools for comparison shopping and finding 'value' as they shop for healthcare. They also have expectations from using services in other industries (like mobile banking, ride-sharing or Amazon's one click purchasing) they want healthcare providers to deliver as well.

## Value-Based Care

The value-based care model ties medical payments to the quality of care provided (like not being readmitted to the hospital within a certain time frame). There's a movement towards the model where providers are incentivized and rewarded on lower spending and better outcomes instead of the traditional fee-for-service reimbursement model, which is pushing them to innovate their care delivery processes and infrastructure.

## Population Health Management

Population health involves managing the overall health – and

health costs – of a total population of people. Keeping people well saves money on expensive care, so if you're an insurance provider it might make sense to provide added support like healthy food options, exercise plans, transportation, and even education for make healthy decisions.

## Opioid Crisis Solutions

The opioid epidemic has placed tremendous burden and cost on an already stressed system. Insurers, health providers, public health officials, and non-profit organizations will continue to seek solutions, with data analytics leading the way to help identify anomalies and abuses in the system.

## Remote Patient Care & Telehealth

The shortage of doctors and nurses have made telemedicine options increasingly attractive, especially for patients that don't live close to hospitals or specialists. Videoconferencing technologies along with health insurance providers that are open to exploring remote care models are accelerating the trend.

## Precision Medicine & Genomics

Massive datasets that have been built over the past few years that contain data tied to DNA, medical images, and more are ready to be analyzed. More and more health systems now engage their populations by collecting samples and conducting behavioural

research to explore the relationship between biological, environmental and behaviour contributors to health and wellness.

Plug and Play's 180,000 square foot facility in Silicon Valley houses both start-ups and "corporate partners" who join the incubator to rub elbows with the start-ups.

Corporate partners include Johnson & Johnson, Roche, Boehringer Ingelheim, Sanofi, Cleveland Clinic and others. According to Dr. William H. Morris, Associate Chief Information Officer at Cleveland Clinic, "We're focused on the patient experience, cost, and value of what we deliver. We need to increase the quality of patient care at a lower cost to address our country's health disparities and inequities. We have a moral, ethical, and fiscal obligation to solve this and we see working with start-ups a great way to accelerate our goals."

Amidi works to bridge the challenges faced by corporate partners like Cleveland Clinic and the "batches" of start-ups they help accelerate. "As our program has grown and we've added more pharmaceutical and hospital partners, our batches have evolved to focus more towards value-based care models, care delivery, operational efficiency, chronic disease management, specific therapeutic areas, and more," says Amidi.

Some of Plug and Play's more innovative start-ups include:

- **Heal** – Heal brings a licensed, background-checked pediatrician or family doctor to you, on-demand, on your schedule, at the touch of a mobile app.
- **Owkin** – Owkin transforms unstructured datasets into thousands of accurate diagnostic and predictive models.

- **DeepScribe** – By listening in on the natural doctor-patient conversation, DeepScribe uses advanced deep learning to generate accurate, compliant, and secure SOAP (medical record) notes.
- **Limbox** – The Limbox Virtual Reality Kit is medical grade, wireless, and doesn't require internet. Patients are immersed in a clinically validated VR experience, controlled from a tablet by a clinician.
- **Prellis Biologics** – Prellis Biologics has built holographic laser printing technology that makes production of lab-grown human organs possible.

Melanie Matheu, CEO and Co-Founder of Prellis Biologics, one of Plug and Play's start-ups, believes big changes are especially on the horizon for health insurers: "Health care insurance is ripe for disruption. The system is broken and is one of the largest hurdles in getting new drugs to market."

Every player across the healthcare ecosystem has an opportunity to transform themselves and, in turn, positively impact the broader system. It's time to heal healthcare.

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#### About the Author

Soren Kaplan is the author of two bestselling and award-winning books, *Leapfrogging* and *The Invisible Advantage*. He is a former corporate executive, an affiliated professor at USC's Center for Effective Organizations, and founder of **InnovationPoint** and **upBOARD**.

#### Co-ordinates

Web: [www.upboard.io](http://www.upboard.io)

Twitter: [twitter.com/sorenkaplan](https://twitter.com/sorenkaplan)

LinkedIn:

[www.linkedin.com/in/sorenkaplan](http://www.linkedin.com/in/sorenkaplan)



## “ Having Goals

*Pursue the thing inside us and others will help us. Pursue the things outside us and others will compete with us.*

**Simon Sinek**

*Things may come to those who wait, but only the things left by those who hustle.*

**Abraham Lincoln**

*Take the first step in faith. You don't have to see the whole staircase just to take the first step.*

**Dr Martin Luther King Jnr**

*Any man who selects a goal in life which can be fully achieved has already defined his own limitations.*

**Cavett Robert**

*Happiness, peace, creative work, fulfilling relationships. Because they understand that once these things are in order, stuff, especially abundance, will automatically take care of itself.*

**Mike Dooley**

”



Robert B. Tucker

# 13 guidelines for navigating the new decade ahead

In 2009, after a speech at the St. Petersburg International Economic Summit (Russia's Davos), I wandered into a panel discussion on the topic of trade wars, led by *New York Times* columnist Thomas Friedman. My thought was: "why this topic?" Trade wars were not on most people's radar, certainly not mine.

But the question is: should they have been?

I've been ruminating of late about this notion of one's "radar" in relation to the world of rapid change that we are living in. Looking back at three decades advising companies on innovation strategy, I've noticed how little progress has been made in the field of strategic forecasting. Looking ahead at the 2020s, I see a dire need to reinvent the process by which we get to the future first.

In this next decade, businesses and their leaders will rise or fall based on their ability to anticipate and creatively respond to rapid change. That said, how exactly does one "anticipate and creatively respond" to change in an era when so much of what is happening—from the onset of the Global Financial Crisis to the rise of Donald Trump to the outbreak of a trade war with China—seems unpredictable.

Predicting the future will always remain problematic, even with the coming of prediction algorithms. But guidelines in this realm to help us navigate this new and turbulent world of hyper-change are due for improvement. Here are 13 that you may want to consider:

**1. Create your own early warning system.** Don't expect others to spot trends, or to recognize threats and opportunities for you. Instead, we must all get better at looking, thinking and acting ahead of the curve. I call this process *managing the future*, as it combines the tools of technology scouting, forward thinking, competitive intelligence, strategic thinking, and scenario planning.

**2. Think like a futurist.** Economists primarily track one type of trend: *economic*. Futurists by contrast attempt to systematically explore predictions and possibilities about the future and how they can emerge from the present. Learn all you can from economists and other specialized experts. But expand your range over the entire landscape of driving forces of change and megatrends: workplace, demographic, social, regulatory, environmental, geopolitical and technological. Develop insights into each important trend and add insights as you go.

**3. Audit your information diet.** Read voraciously and widely and audit your information intake periodically. Move from passively "getting informed" to actively "being informed." Pay greater attention to the external environment, and to events seemingly on the periphery. When you walk through an airport, ask questions of yourself. Scan the magazine racks for trends and cover story trends. Eavesdrop on the conversations around you. What's the buzz? When you're on social media, or sorting through junk mail, look for what's new, what's incongruous, exciting to you.

**4. Connect the dots.** Former Disney futurist Yvette Montero Salvatico uses the analogy of the night sky. As you look up into the night sky, Salvatico advises us to think of the stars as trends. As you look further, you begin to notice constellations as patterns: Ursa Major (the Big Dipper), Aries, Taurus, Gemini, Cancer, etc. To manage the future proactively, ponder how the trends interrelate, and focus on recognizing patterns. How you "connect the dots," and make connections between bits of information requires that you hit "refresh" and maintain an open mind as you consume information. Challenge your own assumptions about where emerging trends are headed, and the implications broadly, and on how you and your organization might best respond.

**5. Turn emerging trends into new solutions and adaptations.** When Jeff Immelt was fired from his CEO position at General Electric, one criticism was that he "chased trends." No question, trends can become "bright shiny objects" that some pursue without due diligence. But in today's world, speed of observation of a trend or development (or threat) and translating that into responsive actions is the often the source of competitive advantage. Innovation means seizing the opportunities that change reveals, taking calculated risks, and translating hindsight, insight and foresight into strategic action. "The best way to predict the future is to invent the future."

**6. Every action you take today shapes the future tomorrow.** We must be purposeful in realizing that our individual actions – and time

perceptions – create the future. This “spot a change, create a response” mindset will become the touchstone of innovation for the vast majority of businesses, regardless of industry in this new decade. It will affect businesses and individuals over the coming decade.

**7. Study companies that “didn’t see it coming,” and were blindsided.** The grocery industry “didn’t see it coming” when Amazon jumped into its business with the purchase of Whole Foods, destroying 22 billion in market value overnight. Merced Property and Casualty, an insurance company in Northern California, didn’t see the impacts of climate change coming, when a raging wildfire wiped out 22,000 structures and the entire town of Paradise, California. Unable to pay millions in claims, Merced became insolvent as a result. Or the textbook publisher in Boston who was running a \$200 million business unit, when over a three-year period, sales begin to plummet. He, along with thousands of others, were put out of work. Reverse engineer in order to learn from other’s experience, and endeavour to not only “see it coming” but to take responsive action.

**8. Practice getting better at predicting.** There’s an old Danish Proverb that says, “Predictions are hard, especially about the future.” But not always impossible. Example: I predict that in 10 years you’ll be ten years older. So will millions of other people your age. Demographic trends – ages and life stages — and certain other trends can not only be predicted but projected farther into the future with great accuracy as to what you need to do to be prepared, and to capitalize on trends. The aging of baby boomers means that within just a couple decades, older people are projected to outnumber children for the first time in U.S. history. By 2035, there will be 78 million people 65 years and older compared to 76 million under the age of 18.

**9. Look back in order to look farther ahead.** On a recent visit to Morocco, I and my fellow travellers learned that the oldest homo sapiens fossil remains are 300,000 years old. This is 100,000 years older than previously believed! Look back to look ahead. Contemplate the future as it appeared to people 30, 300 and 3000 years ago. Read history and biography and talk to wise persons in their 80s and 90s to see into the past more clearly. Looking back makes it easier to look ahead because you have a better sense of what are fads and what are more deep-seated trends. As Churchill put it, “the further backwards you can look, the farther forward you can see.”

**10. Dream big. Think big.** Contemplating where you want to go and how you intend to get there is time well spent. In fact, it is a hallmark of every successful individual. The power of prospecting is what makes us able and willing to look into the future, consciously and unconsciously, and is a central distinguishing trait of us humanoids. Yet modern life crimps our “dream space” and ability to imagine. Set goals and embrace your boldest dreams.

**11. Beware the backlash.** If a trend or development cannot continue indefinitely in a particular direction, it will reverse course at some point. Sometimes jarringly. The term for this phenomenon is “backlash,” meaning a strong and adverse reaction by a large number of people, to a social or political or technological development. Look for the backlash effect to occur frequently over the next decade, and not just in the arena of politics.

**12. Identify cycles in history, in nature, in lives lived.** To contemplate cycles — whether economic cycles, business cycles, geological cycles, or monthly cycles (to name only a few) is to literally think ahead of the curve in terms of where this cycle should head next. As talk of an impending economic downturn takes hold in the business world, executives can take thoughtful and

proactive steps to help their companies weather the storm better.

**13. Disrupt yourself.** Disrupting yourself means asking tough questions. If you were attacking you, how would you go about it? To disrupt yourself, break down the essence of your personal value proposition. What’s unique about that value? And most importantly, how are you using your insights into the trends, to add value and differentiate “You, Incorporated.”

The biggest challenge over the next ten years will not be “the future,” but how you navigate your future, and the steps you take to remain relevant.

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### About the Author

Robert B. Tucker is a renowned global futurist and innovation keynote speaker with a client list that includes over 200 of the Fortune 500 companies. President and founder of **Innovation Resource Consulting Group**, Tucker is an internationally recognized pioneer in the field of innovation, Tucker’s highly interactive presentations lead audiences on a guided tour inside the world’s most creative companies. Through stories and examples, Tucker shows leaders how to tap into the mindset, skillset and toolset to embrace change, discover opportunity and avoid obsolescence. Known for his in-depth customization, Tucker provides today’s leaders with practical strategies, cutting edge insights, and inspiration to take action once back at the office.

A former adjunct professor at UCLA, Tucker’s pioneering research in identifying the critical attributes of innovators became the acclaimed book *Winning the Innovation Game*.

### Co-ordinates

Web:

[www.innovationresource.com](http://www.innovationresource.com)

Email:

[contact@innovationresource.com](mailto:contact@innovationresource.com)

Facebook:

[facebook.com/RobertTuckerInnovationResource/](https://facebook.com/RobertTuckerInnovationResource/)







Andy Bounds

## Brilliant communicators – are they born or made?

Some people just seem to be brilliant communicators, don't they?

But is it nature or nurture? Are they *born* like that, or have they *made* themselves that way?

Many people say it's a bit of both. Yes, some people are *born* with natural talents, that they improve through practice.

And some say that they've *made* themselves that way. In other words, they've diligently invested time improving their comms skills until they became brilliant.

But nobody is just *born* that way. Never.

Every brilliant communicator has put in more than no effort to become that good.

Which means, of course, that they weren't as brilliant as they are now.

So, do *you* want to be better?

If so, practise more. The best communicators do.

For example: making a presentation? Say it out loud a few times until it flows and is impressive.

Nobody's born brilliant. I've certainly never heard of a midwife carrying a newborn to his proud parents saying "ah look, you've had a little brilliant communicator."

### Action Point

Practise more! That important meeting/presentation you have today? Say it out loud a few times before you go. You'll impress them more if you do...

And for more tips on how to master this, and other critical techniques, there are hundreds more here:

[www.andyboundsonline.com](http://www.andyboundsonline.com)

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### About the Author

Andy Bounds is an expert at helping companies communicate and sell better. Author of two best-selling books and winner of the title Britain's Sales Trainer of the Year, Andy has shared his expertise with some of the world's largest companies, helping every one of them have more success. Marketing legend Drayton Bird said Andy had taught him '... more about effective communicating than a lady who'd taught two American Presidents'.

Are you following me on twitter?

To receive my weekly tips on how to communicate more effectively, [click here](#)

Short of time? Here are my [Quick Wins](#)

### Co-ordinates

E-mail: [andy@andybounds.com](mailto:andy@andybounds.com)

Web: [www.andybounds.com/tips](http://www.andybounds.com/tips)



## “ Having More Goals ”

*I believe that the very purpose of our life is to seek happiness. That is clear. Whether one believes in religion or not, whether one believes in this religion or that religion, we all are seeking something better in life. So, I think, the very motion of our life is towards happiness.*

**Dalai Lama**

*All dreams appear impossible until someone makes them happen.*

**Barry Neil Kaufman**

*The task before us is to silence the negative and the 'I can't' and to build the 'I can'.*

**Jack Black**

*I can teach anybody how to get what they want out of life. The problem is that I can't find anybody who can tell me what they want.*

**Mark Twain**

*Goals are dreams with deadlines.*

**Diana Scharf Hunt**

*The quality of your life is in direct proportion to the amount of uncertainty you can comfortably deal with.*

**Tony Robbins**





Michael Graber

## FourSight: Innovation when it works and when it fails

Last year Innov8rs embarked on a year-long research project to better understand: who are corporate innovators? What makes them tick? What makes their efforts succeed and fail?

We partnered with FourSight, creators of the FourSight Thinking Profile, to assess more than 350 innovators from around the world. We collected data from Europe, Asia, North America and Australia. Today, we'll unveil those findings and talk about the implications for innovators in organizations.

Let's start with the basics: organizations exist for a single reason: to add value—and they innovate to add new value. At FourSight we look at the thinking that supports all of the ways people add new value on behalf of organizations. We call it The Science of Creativity.

Let's also define creativity, which is what we call the ability to bring new value into being. From our work creativity and innovation are interlinked. Fully defined, innovation is creativity at scale.

What is perceived as the common enemy: rule-bound conformists. In reality the truth sees this yin/yang like tension between the polarities of originality and conformity. They need each other. Sometimes you need to be efficient, safe, and predictable. Other times you need to be innovative, dynamic, new. You need all skills is your goal is not only to come up with new concepts but to see them launched in the market and adopted.

Ideally there should be constant, dynamic interplay between these poles. What we try and do is discern the Thinking Preferences of each individual and help define their dominant mode.

We have discovered that there are four Universal Creative Types. We call the four types Clarifiers, Ideators, Developers, and Implementers. Creativity and Innovation calls of all four types of thinkers to work in community. Being aware of your dominant and secondary types is helpful.

Let's look at each of the four types.

1. Clarifiers love data. These are people who tend to explore problem spaces. Their preference is to present their viewpoints in fact-backed, prove-able ways. Clarifiers are perfectly suited to figure out what problems we want to solve and what strategic benefits are gained by solving that particular set of issues.
2. Ideators are your big picture thinkers who excel at making connections that others may not see. Typically, they operate at a high level, but bore of details quickly. They are best at jumping from idea to idea.
3. Developers build out ideas as prototypes, code, pilot-able products, and other tangible and testable artefacts. They serve as the bridge between the idea and the formal execution of the idea.
4. Implementers have the force of will to take new things to the market and discover where the best fit exists. For them the journey is about unearthing results and measuring outcomes. Implementers take a just do it approach, hoping to test, fail, and most important, learn and

adapt, at the speed innovation requires.

These four types compliment one another to ensure that creativity can create new value at scale.

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### About the Author:

Michael is Co-Founder and Managing Partner at Southern Growth Studio. Michael leads the qualitative team with a particular focus on innovation, to deliver high-impact go-to-market strategies and product launches.

Michael has more than twenty years of experience leading marketing and innovation efforts. An expert in experiential marketing and user interface, Michael has consulted across a wide range of industries through his work at iXL and advertising agencies. He previously founded Johnson|Graber, a successful interactive marketing firm that was acquired by Memphis-based Lokion in 2004. Also, an accomplished brand strategist, Michael has advised a myriad of clients on the positioning strategy and value proposition.

A published poet and musician, Michael is the creative force that compliments the analytical side of the house. Michael speaks and publishes frequently on best practices in marketing, business strategy, and innovation.

Michael holds a M.F.A from the University of Memphis.

### Co-ordinates:

Web: [southerngrowthstudio.com](http://southerngrowthstudio.com)

Email:

[aquavita@southerngrowthstudio.com](mailto:aquavita@southerngrowthstudio.com)

Twitter:

[twitter.com/SouthernGrowth](https://twitter.com/SouthernGrowth)





Tamara Ghandour

# What my suitcase taught me about stress, change and innovation

I've been living out of a suitcase for the past three weeks. That doesn't sound too bad if you are on vacation. But in my case, it involved two kids, a dog and not having any idea where we were going to live. I sold our home of 12 years faster than expected and couldn't find a new place that met our needs, or really was liveable at all. I put us all in total limbo. I thought I was handling it well. If people asked me how it was going I'd put on a smile and say things like, "oh, it's an adventure" or "hey, someone makes my bed every day."

But inside I was in turmoil. The ambiguity, the lack of direction, the total lack of being able to control the outcome was putting me very far over the edge. I was irritable, negative and totally exhausted. But here's the crazy part, I didn't even realize how stressed out I was until it was all over.

I thought I was keeping it together for myself and my team (my kiddos). I may have even patted myself on the back a few times. But the minute I was given the keys to my new home it was like ten pounds of stress lifted off of me. Suddenly I took a deep full breath, something I apparently hadn't done in weeks, and my whole body slumped. It was at that moment that I realized I had been operating from a place of what I call "normalized unconscious stress" and it was impacting everything, and everyone.

I was short with everyone because I didn't have the capacity to be calm and reasonable. I shot down every new idea. I did everything at a "just get through it" level because that's all I had to give. I confused checking stuff off my to-do list with real progress because I just needed to feel like I had some sort of control. And until that

deep breath, I had no idea the magnitude of the situation.

Sound like you some days? Sound like your team?

Fortunately, this was a short period of time, but many of us live like this at work every day. In a pressure cooker of stress. We are so used to operating at this stressed out level that we may not even realize it's happening. All the hyper accelerated rate of change, shifts in our jobs, the marketplace, technology and constant disruption are pushing us into that place of "normalized unconscious stress." In fact, you've probably gotten pretty good at navigating the ambiguity, or so you think.

But it shows up in subtle yet impactful ways that compound on each other. In slightly locked jaws and shallow breathing. In always feeling rushed and behind. In shutting down your own creativity. In not hearing or seeing the opportunities to innovate around you. In never feeling a sense of being caught up, let alone ahead of the game. And this becomes the normal way of being and acting.

As an individual, a team, and even a company, it's killing your ability to innovate. And that is making it tough to be more nimble than the competition or out manoeuvre changing times. It's killing your team morale in slow and insidious ways. In short, we can't sustain at that level. Eventually, we'll hit a wall. Here are three simple steps to begin the process of overcoming "normalized unconscious stress."

### #1 Pay Attention To The Signals:

As I shared in my story, all the signs are there, you just need to look for them.

**#2 Own It:** You can't magically hope this type of invisible stress goes away. You've got to talk it out, identify the root causes, work through it.

### #3 Find Your Control Centre:

You can't deny the changes going on around you, but as a leader, you can find ways to bring clarity and a sense of purpose to the situation.

At LaunchStreet, a lot of what we do is help teams get comfortable with change. That usually includes discovering ways that you can leverage and even own change. And that gives you and your team the much-needed sense of controlling (with flexibility) their own destiny too. Something I had lost sight of for two weeks.

I never truly understood how hard it is to push forward in a cloud of constant stress until I experienced those three painful weeks. If you and your team are working in this cloud daily, this is my personal plea to get it under control. Otherwise, it will eventually burn everyone out from the inside.

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### About the Author

Tamara Ghandour is the President of LaunchStreet and the creator of the Innovation Quotient Edge assessment, the only tool that helps people discover how they innovate best and add value. When leaders and teams dealing with massively changing marketplaces like healthcare, manufacturing, hospitality and education need to up their ability to innovate, they call LaunchStreet. Organizations like Disney, Red Robin, Hilton and Arrow Electronics look to LaunchStreet to help them make innovation everybody's business. Tamara's business innovation podcast, Inside LaunchStreet is continually rated as a top business podcast across the globe.

### Co-ordinates

Web: [gotolaunchstreet.com](http://gotolaunchstreet.com)

Email: [tamara@gotolaunchstreet.com](mailto:tamara@gotolaunchstreet.com)

Listen to Tamara's interviews with top innovators on: [Inside LaunchStreet](#)



Paul Matthews

# “Leadership and Learning and how leadership programmes can fail!”



If your leadership development programmes are not quite getting the results you had hoped for, this might be the reason. And the good news is, it can be fixed.

Leadership is often seen as the answer to all sorts of problems. The cry goes up for leadership and for leaders who will swoop in with capes flying and save the day.

But leadership does not stand on its own as a panacea.

Organisations are complex systems and there are dependencies that come into play.

There is a strong link between leadership and learning, and this Best Practice Guide explains that link, where engagement fits into the mix, and how the organisational learning environment can act as a brake or an accelerator on the effects of leadership.

If you want to give your leadership development initiative the best chance of success, you need to be paying attention to the organisational learning environment.

By the way, I'm Paul Matthews and for the last 18 years I have worked with organisations to make their learning more

effective. I've put together this Best Practice Guide to provide an insight into an often ignored aspect of leadership development that can easily derail even the best programme.

An early version of this Guide was used as the cover story for the July 2012 Training Journal magazine and was hailed as 'thought-provoking' and 'common sense that isn't so common'.

If you have any questions about the simple but powerful ideas in the Guide, please do give me a call on my direct line number 01908 200 707 or email me on [paul.matthews@peoplealchemy.co.uk](mailto:paul.matthews@peoplealchemy.co.uk)

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## About the Author

Paul Matthews, is an expert in informal learning, enabling capability, performance consultancy, learning transfer, workflow learning and how L&D can be a valuable partner in achieving business goals.

He is the author of three bestselling books. 'Informal Learning at Work: How to Boost Performance in Tough Times', praised as a thought provoking practical book with ideas and insightful examples which challenges us all to embrace informal learning. His 2014 book

'Capability at Work: How to Solve the Performance Puzzle' explores the root causes of peoples' poor performance and how to seize the opportunity of the changing nature of L&D. Paul kept saying that two Learning & Development books are enough but learning transfer turned out to be too big and important and 'Learning Transfer at Work: How to Ensure Training >> Performance' was published in October 2018. The feedback from many L&D professionals is that it is a must read!

## Co-ordinates

Address: People Alchemy,  
Alchemy House  
17 Faraday Drive, Milton Keynes,  
MK5 7DD  
Tel: +44 (0)1908 325 167  
Email: [info@peoplealchemy.co.uk](mailto:info@peoplealchemy.co.uk)  
Linkedin:  
[www.linkedin.com/showcase/paul-matthews-speaker-profile](http://www.linkedin.com/showcase/paul-matthews-speaker-profile)  
Twitter:  
[twitter.com/peoplealchemy](https://twitter.com/peoplealchemy)



Greg Satell

# These are the skills your kids will need for the future (Hint: it's not coding)



An education is supposed to prepare you for the future. Traditionally, that meant learning certain facts and skills, like when Columbus discovered America or how to do long division. Today, curriculums have shifted to focus on a more global and digital world, like cultural history, basic computer skills and writing code.

Yet the challenges that our kids will face will be much different than we did growing up and many of the things a typical student learns in school today will no longer be relevant by the time he or she graduates college. In fact, a study at the University of Oxford found that 47% of today's jobs will be eliminated over the next 20 years.

In 10 or 20 years, much of what we "know" about the world will no longer be true. The computers of the future will not be digital. Software code itself is disappearing, or at least becoming far less relevant. Many of what are considered good jobs today will be either automated or devalued. We need to rethink how we prepare our kids for the world to come.

## Understanding Systems

The subjects we learned in school were mostly static. 2+2 always equalled 4 and Columbus always discovered America in 1492. Interpretations may have differed from place to place and evolved over time, but we were taught that the world was based on certain facts and we were evaluated on the basis on knowing them.

Yet as the complexity theorist Sam Arbesman has pointed out, facts have a half-life and, as the accumulation of knowledge accelerates, those half-lives are shrinking. For example, when we learned computer programming in school, it was usually in BASIC, a now mostly defunct language. Today, Python is the most popular language, but will likely not be a decade from now.

Computers themselves will be very different as well, based less on the digital code of ones and zeros and more on quantum laws and the human brain. We will likely store less information on silicon and more in DNA. There's no way to teach kids how these things will work because nobody, not even experts, is quite sure yet.

So kids today need to learn less about how things are today and more about the systems future technologies will be based on, such as quantum mechanics, genetics and the logic of code. One thing economists have consistently found is that it is routine jobs that are most likely to be automated. The best way to prepare for the future is to develop the ability to learn and adapt.

## Applying Empathy And Design Skills

While machines are taking over many high level tasks, such as medical analysis and legal research, there are some things they will never do. For example, a computer will never strike out in a Little League game, have its heart broken or see its child born. So, it is very unlikely, if not impossible, that a machine will be able to relate to a human like other humans can.

That absence of empathy makes it hard for machines to design products and processes that will maximize enjoyment and utility for humans. So, design skills are likely to be in high demand for decades to come as basic production and analytical processes are increasingly automated.

We've already seen this process take place with regard to the Internet. In the early days, it was a very technical field. You had to be a highly skilled engineer to make a website work. Today, however, building a website is something any fairly intelligent high schooler can do and much of the value has shifted to front-end tasks, like designing the user experience.

With the rise of artificial intelligence and virtual reality our experiences with technology will become more far immersive and that will increase the need for good design. For example, conversational analysts (yes, that's a real job) are working with designers to create conversational intelligence for voice interfaces and, clearly, virtual reality will be much more design intensive than video ever was.

### The Ability To Communicate Complex Ideas

Much of the recent emphasis in education has been around STEM subjects (science, technology, engineering and math) and proficiency in those areas is certainly important for today's students to understand the world around them. However, many STEM graduates are finding it difficult to find good jobs.

On the other hand, the ability to communicate ideas effectively is becoming a highly prized skill. Consider Amazon, one of the most innovative and technically proficient organizations on the planet. However, a key factor to its success its writing culture. The company is so fanatical about the ability to communicate that developing good writing skills are essential to building a successful career there.

Think about Amazon's business and it becomes clear why. Sure, it employs highly adept engineers, but to create a truly superior product those people need to collaborate closely with designers, marketers, business development executives and others. To coordinate all that activity and keep everybody focused on delivering a specific experience to the customer, communication needs to be clear and coherent.

So, while learning technical subjects like math and science is always a good idea, studying things like literature, history and philosophy is just as important.

### Collaborating And Working In Teams

Traditionally, school work has been based on individual accomplishment. You were supposed to study at home, come in prepared and take your test without help. If you looked at your friend's paper, it was called cheating and you got in a lot of trouble for it. We were taught to be accountable for achievements on our own merits.

Yet consider how the nature of work has changed, even in highly technical fields. In 1920, most scientific papers were written by sole authors, but by 1950 that had changed and co-authorship became the norm. Today, the average paper has four times as many authors as it did then and the work being done is far more interdisciplinary and done at greater distances than in the past.

Make no mistake. The high value work today is being done in teams and that will only increase as more jobs become automated. The jobs of the future will not depend as much on knowing facts or crunching numbers but will involve humans collaborating with other humans to design work for machines. Collaboration will increasingly be a competitive advantage.

That's why we need to pay attention not just to how our kids work and achieve academically, but how they play, resolve conflicts and make others feel supported and empowered. The truth is that value has shifted from cognitive skills to social skills. As kids will increasingly be able to learn complex subjects through technology, the most important class may well be recess.

Perhaps most of all, we need to be honest with ourselves and make peace with the fact that our kids educational experience will not — and should not — mirror our own. The world which they will need to face will be far more

complex and more difficult to navigate than anything we could imagine back in the days when *Fast Times at Ridgmont High* was still popular.

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### About the Author

Greg Satell is an international keynote speaker, adviser and bestselling author of *Cascades: How to Create a Movement that Drives Transformational Change*. His previous effort, *Mapping Innovation*, was selected as one of the best business books of 2017.

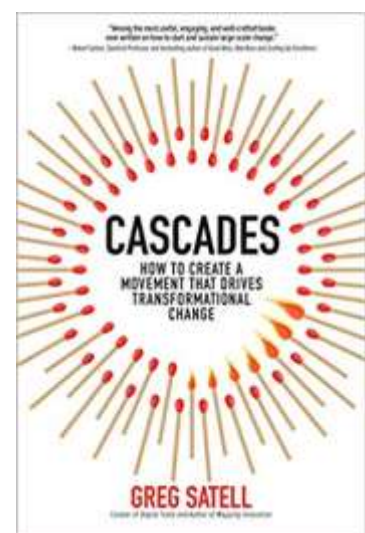
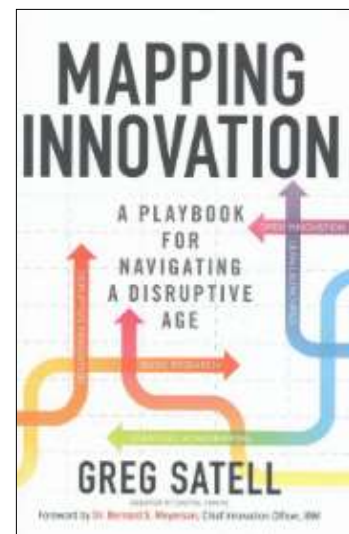
### Co-ordinates

LinkedIn: [LinkedIn profile](#)

Twitter: [@DigitalTonto](#)

Website: [www.digitaltonto.com/](http://www.digitaltonto.com/)

and [www.GregSatell.com](http://www.GregSatell.com)



Paul Sloane

# Twenty great sales and marketing questions to ask about your product



If you are launching a new product or service or if you want to review sales and marketing tactics for an existing product or service then here are twenty probing questions to ask. They are intended to challenge conventional assumptions and to take you back to the basics of sales and marketing.

1. How would you describe our product (or service) in one short sentence?
2. What are the main features or attributes of the product?
3. What benefits will users gain from each feature?
4. What are the main applications of the product?
5. How, when and where will it be used?
6. What makes our product different from other similar products on the market?
7. Who is the user who will use this product?
8. What sort of need do they have? What problem does it solve for them?
9. How will they feel when the problem is solved?
10. Can you please describe the typical decision maker who will select this product? Age, gender, level of education etc.
11. How technical are they?

12. What is their job title?
13. What sort of organisation do they work for?
14. What web sites do they browse?
15. What is their current level of awareness of our company and our product?
16. If you had this person on the phone right now what three questions would you ask them?
17. What objections might they raise? Why would they not buy our product?
18. If the target buyer were searching for a solution to their problem how would they describe it? What words would they enter into Google?
19. What three different but effective ways could we use to identify our target customer and get our message to them?
20. What actions are we going to take as a result of these questions?

I recommend that you gather together a diverse group from different departments, with different backgrounds and job functions and go through the questions one at a time. Write up and discuss the answers.

Approach the whole session with an open mind. Consider that most of your previous assumptions about the product

might be wrong. The process will take some time and might cause some controversy. It might well point out the need for more market research. It should certainly give you some great ideas to help, position, describe, market and sell the offering.

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## About the Author

**Paul Sloane** is an author and expert on lateral thinking in business. He has delivered hundreds of talks to executive audiences around the world. His talks are different because they challenge your thinking head-on. He is a skilled facilitator and course leader who helps top level teams achieve breakthrough results in their meetings. He helps companies overcome the problems they have making innovation happen. He can improve creativity and lateral thinking for leaders with leadership and innovation master classes. This results in a more agile culture, more ideas and successful innovation.

## Co-ordinates

Web: [www.destination-innovation.com](http://www.destination-innovation.com)

E-mail: [psloane@destination-innovation.com](mailto:psloane@destination-innovation.com)

Twitter: [@paulsloane](https://twitter.com/paulsloane)

Facebook: [Facebook page](https://www.facebook.com/paulsloane)





Anthony Mills

# Five reasons companies fail at customer experience delivery

In my discussions with business leaders around the world, I continue to be impressed with the growing recognition of Customer Experience as an engine of sustainable growth. Well-conceived, well-designed, and well-delivered customer experiences are the core foundation for achieving the sort of marketplace leadership that has become the hallmark of companies like Amazon, Apple, Disney, Southwest Airlines, and Zappos.

Their relentless pursuit of great customer experiences has been the one thing that has propelled them to the forefront of their respective markets and yielded significantly higher margins than their competitors who have chosen to compete on other basis such as cost. Indeed, in his book *The Curve Ahead: Discovering the Path to Unlimited Growth*, author Dave Power goes so far as to state “Customer Experience Is the New IP”.

And yet, far too many companies struggle with how to conceive, design, and deliver really great customer experiences. It’s no wonder that it seems an out-of-reach elusive mystery to many. But it doesn’t have to. Below are five very important reasons we’ve seen that companies fail to deliver meaningfully differentiating customer experiences, and what to do about it.

As a brief primer to anyone new to this area, the points highlighted below all derive from practices known as Customer Experience Design (CXD) and Customer

Experience Management (CXM). In the way of analogy, one can think of delivering an experience as not unlike staging a theatrical performance—specifically one intended to deliver delight. As such, there are front-stage actors and backstage supporters, and their combined efforts must be choreographed (designed) and subsequently managed if they are to in fact succeed at creating delight.

CX Design is facilitated by, amongst other tools, a process known as *Customer Experience Journey Mapping* (CXJM), or sometimes just *Customer Journey Mapping*. CXJM attempts to map out the *touchpoints* between the customer and the artefacts of the experience, capturing the critical thoughts, actions, and emotions of the experience. This builds upon a field of psychology known as *experience psychology*—understanding what thoughts and emotions customers are experiencing at each touchpoint, which often arise out of whether needs and expectations are met, exceeded, unmet, or grossly unmet. Understanding—and shaping—these thoughts, actions, and emotions is critically important if one is to deliver a delightful customer experience.

## Failure Number One—No Design

Companies fail to be intentional about Customer Experience by not investing the time and effort to explicitly design the experience. This is akin to relying on “improv”, which some are good at, but most aren’t. There is now a relatively good body of knowledge and toolset available for designing customer experiences. Most of these have evolved from *Design Methods*—the tools associated with Design Thinking (which, when applied to the design of *service* experiences, has given rise to the phrase *Service Design Thinking*). If companies want to

ensure they are delivering truly differentiating experiences — as seen from the viewpoint of customers—then they will be intentional about this and will so design their experiences. This is quite often the launching point for organizations to become truly *customer-centric*.

## Failure Number Two—Limited or No Insights

Companies fail to collect and integrate the right customer insights when designing experiences. Customer insights come into play in a number of ways.

First, for each touchpoint, we need to understand the needs and expectations of the customer, so that we can design to those.

Secondly, and very importantly, for existing (or surrogate) experiences, we need to understand two things... which of the many touchpoints are the most important to the customer (and why), and which have the highest levels of pain / frustration / roadblocks associated with them. This latter information—specifically identifying which of the touchpoints have the highest combination of importance and pain—allows the organization to prioritize their efforts in terms of how best to use their limited resources to deliver the optimal experience by dialling in the most critical touchpoints.

## Failure Number Three—Missing Stakeholders

Companies fail to involve all the stakeholders in the design of the experience. The delivery of any given experience is the culmination of many efforts by many different parties both inside and often outside the organization. We call these the stakeholders, and each such stakeholder has certain “levers” they must pull—some harder than others—in order to deliver the experience. Some stakeholders are acting backstage (IT for example)



and others are acting up on front stage (Sales or Customer Service staff for example), but all are important and have to work in harmony if they are to deliver the desired experience. When designing the experience, it is critically important to have the entire cross-functional team represented in the process, because each function has to sign up to deliver on their part of the experience. Full involvement and commitment are an absolute must for success here.

#### Failure Number Four— Missing the Business Side

Companies fail to capture the business side of Customer Experience. This actually has two parts—what's in it for the business, and what does the business need to have in order to deliver the experience. This first part is very important, as there has to be tangible and measurable business KPIs associated with delivering the experience so that the whole effort has a positive ROI for the business. The second part is just as important and is about the ability to deliver a particular experience. As previously mentioned, the ability to deliver a given experience requires a number of “levers” to be pulled by a number of different parties. But if the company does not understand all of these levers, and to what extent each must be pulled, along with how that does or does not fit with their existing processes, then they are likely to stumble. After all, anyone can put down on paper a great experience design, but not anyone can deliver that particular experience. Doing so requires having the right people, processes, infrastructures, and business ecosystems in place and operational. If those things aren't present and orchestrated such that they are in the right place at the right time, then the organization will not be able to deliver the experience they otherwise painstakingly designed. Ensuring the right supporting systems and processes are in place is a go or no-go for successful CX delivery.

One rather intentional way to address this failing is to undertake the mirrored flipside of CX Design, which is Business Experience (BX) Design. This means looking at the design from the inside-out rather

than the outside-in. When both the CX Design and the BX Design are aligned, there can be high confidence in the ability to deliver it (and to do so well). This also segues into CX Management, which is focused on, amongst other things, ensuring these ecosystems and processes continue to function as intended over time so as to deliver the experience consistently time after time.

#### Failure Number Five— Missing the Attribute Translation

Companies fail to translate touchpoint attributes into corresponding product attributes—a necessity wherever products are a part of the experience. For whatever reason, this tends to be a particularly problematic area. It might be failing to consider the product experience, an organizational divide between Experience Designers and Product Designers, or some other reason. Regardless, Product Designers need the CX Design information in order to ensure the product itself delivers its part of the overall customer experience (and, indeed, should be considered stakeholders in the CX Design process). To address and overcome this, we recommend taking an approach to Product Design called the *Desired Experience Model*. With this approach, delivering a desired product experience is part and parcel to the Product Design process, and as such, Product Design cannot proceed, let alone be considered “complete”, without first incorporating these considerations. As such, the Desired Experience Model is overarching and inherently forces these two worlds to work together.

These are the five reasons we've seen companies fail to deliver meaningfully differentiating customer experiences, and in each case, what to do about it. When these are properly and adequately addressed, businesses can in fact deliver the sort of game-changing experiences that have made companies like Amazon, Apple, Disney, Southwest Airlines, and Zappos the outlying winners in their markets.

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#### About the Author

Anthony Mills is one of the world's foremost authorities on strategic innovation and hyper-growth strategies. He has taught, consulted, written, and lectured on these all over the world.

Anthony is the Founder and Chief Executive Officer of Legacy Innovation Group, a strategic innovation consulting firm serving clients from all over the world. Legacy Innovation helps companies tackle their biggest and most pressing growth challenges and become relentless innovators.

Anthony also serves as the Executive Director of the Global Innovation Institute (GInI), the world's foremost accreditation and standards body in the field of business innovation. GInI provides certifications globally to individuals and businesses whose lives depend on making innovation work in the real world.

Anthony's work builds on 30 years of leadership in business, design, product development, marketing, engineering, and manufacturing.

He remains deeply embedded in each of these worlds, giving him a broad and holistic perspective that is rare among business leaders. He knows how to bridge these disciplines to deliver innovations that have a lasting impact on the business and its markets.

Anthony also knows how to build and drive winning innovation strategies. In his work, he uses strategic innovation to ensure the ongoing relevance and long-term resilience of businesses. Equally important, he knows how to transform businesses into human-centred networks capable of constantly delivering new value to their markets. His methods for strategy, culture, and process have enabled business leaders all over the world to make lasting transformations in their businesses.

#### Co-ordinates

Anthony Mills, Chief Executive Officer  
Legacy Innovation Group, LLC  
Tel: +(001) 844 534 2294 x700  
Web: [www.legacyinnova.com](http://www.legacyinnova.com)





Drayton Bird

## What's wrong with this picture?

... And what's right with this commercial?

What follows comes under the heading of dumb and dumber - followed by *bloody brilliant*.

So, if want to know what NOT to do keep reading.

And if you want to see what I consider the second-best TV ad I ever saw, and profit from what it teaches, you should *keep reading*.

The picture at the top was under an e-mail headed just *Social Media*.

That is dumb.

People are certainly interested in Social Media. They are interested in many things.

Take cars.

A poll once revealed that most men loved their cars more than their wives.

But would you run an ad for Mercedes headed *Car*? Would McDonalds run an ad headed *Hamburgers*?

You do not get people to read your stuff just because you mention the subject. The subject line or the headline is there to get people to read on. It has no other purpose.

In this case to add to the folly the picture is an example of what I call Jerk-off Creative.

Hands up who thinks a dune buggy or whatever it is has anything to do with social media.

Step forward who thinks a sad, bad pun about sails/sales resembles a reason to buy in any way, shape or form.

If you want to be any good at this game, you must understand how words and pictures work together.

Years ago, Ogilvy & Mather did research into which pictures work and which don't. Those that work relate to the subject or better still demonstrate the benefit. The others are either a waste of space or, even worse, downright confusing.

In a moment you can watch the second best commercial I ever saw. As you will see, it is a demonstration.

There is an insane idea afoot that advertising is better than it was. This idea is mostly among younger people who cannot be bothered to study, but also among older people who have managed to succeed without studying.

I suspect advertising is worse than it was in the '60's, largely because education is worse.

This commercial was made in 1967. Note that it is really aimed at businesses. People think businesses buy for logical reasons. This tugs at the heart strings. Do you think logic would have worked as well?



The world is full of fools who think anybody can do advertising. Thank God that means the rest of us can make money from their folly.

If what you just read and saw made sense to you, *maybe you should get in touch*.

Best,  
Drayton

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### About the Author

In 2003, the Chartered Institute of Marketing named Drayton Bird one of 50 living individuals who have shaped today's marketing. He has spoken in 53 countries for many organisations, and much of what he discusses derive from his work with many of the world's greatest brands. These include American Express, Audi, Bentley, British Airways, Cisco, Deutsche Post, Ford, IBM, McKinsey, Mercedes, Microsoft, Nestle, Philips, Procter & Gamble, Toyota, Unilever, Visa and Volkswagen. In various capacities – mostly as a writer – Drayton has helped sell everything from Airbus planes to Peppa Pig. His book, *Commonsense Direct and Digital Marketing*, out in 17 languages, has been the UK's best seller on the subject every year since 1982.

### Co-ordinates

Drayton Bird Associates  
Web: <http://draytonbird.com>  
Tel: +44 (0) 845 3700 121  
Email: [drayton@draytonbird.com](mailto:drayton@draytonbird.com) or [db@draytonbird.com](mailto:db@draytonbird.com)



Barry Urquhart

## The future is 'fusion'

Get the word right. Fusion, not confusion, is the future for most sectors, products, services and entities.

Fusion is a concept – not a miss-spelling or a mispronunciation. Its relevance transcends sectors, product types and service categories. Its contemporary application is a back-wash from over-use and often misuse of market segmentation, which ultimately led to market fragmentation.

Micro-managing and endeavouring to consider nano-segments of populations are often unviable and ill-advised. Having the ability to discriminate and delineate discrete nuclear sub-groupings of existing and prospective customers is not enough justification.

The evolution of market-segmentation witnessed changes in focus, from demographic profiles (age, occupation, income, gender etc) to psychographics, which centred more on lifestyle pursuits and self-images.

Time-series analyses consistently highlight the fact that tightly profiled primary target audiences – centred on demographics or psychographs, and occasionally a combination of them – seldom represent more than 40% of actual customers and clients.

It is clear that many individuals and entities that do not “fit” the profile, aspire to do so, or related best to those who did.

Perceptions and self-images can - and regularly do - overwhelm reality.

Thus, the statement:

*The consumers' perceptions are the marketers' realities*

Look no further than the number and percentage of all-wheel-drive sports utility vehicles which never leave the bitumen, clog the freeways and create gridlock on the streets around schools at twice of each weekday.

### TARGETED FUSION

In recent times many businesses and sectors have fallen victim to well-intentioned broadening of product/service mixes, as a means to generate additional revenue.

Incompatible customer profiles, needs, buying routines and purchase criteria have been significant filters and blockages to such endeavours.

Superficial analyses have not enabled appropriate delineation of underlying circumstances which determine and contribute to commercial success.

For example, the purchase of domestic floor coverings is typically taken at differing times and on distinct bases. Renovation is a complex web of decisions, purchases and endeavours: only those who truly know their customers can identify the distinctive nature of such.

Endeavours to integrate – fuse, if you will – news agencies and pharmacies have in the main suffered similar outcomes. Increasing visitation rates to retail pharmacies or related operations do not ensure increased revenue in that discrete product mix. Pet product retailers and veterinary surgeries are exploring related initiatives, with mixed and often imbalanced results, in which win-win

is not a constant.

### FUSION, AS AN INFLUENCE

Many restaurants and cafes have enjoyed success with fusion cuisines. They tend to avoid attempts to integrate and coordinate differing ethnic-based food-types. Indian, Chinese, Italian and Swedish is an interesting mix, but by nature is not fusion. To many consumers it is not a mouth-watering temptation.

Fusion, it seems, is at its best when it is an influence, not an ingredient or component of a mixed offering.

Consistency between signage, branding, ambience and menu is important. It may be unique, a hybrid and a reflection of the rich mosaic of life, society - and the globe.

Purity and consistency are idealisms from the past, but probably never realisable or existent.

The increasing presence of key influences, stimulates interests, establishes expectations and contributes to positive, enjoyable experiences: differentiates. All these are significant factors to stimulate returned patronage.

### A DIFFERING PERSPECTIVE

In many respects marketers who seek to effect “cut-through”, resonance and relevance to discrete market segments endeavour to exclude certain consumer groups and sectors, as a means to achieve optimal performance.

Doubtless, the segmentation process precludes many opportunities, be they related to targeted audiences, product/service ranges and communication texts and channels.

Conversely, fusion tends to be more inclusive, embracing and capitalising upon prospects with secondary and tertiary factors. In short, an absence of delineation which is definitively “black” or “white” promotes the reality and prospects of that which resides in the broader continuum of grey.

### UNDER THE INFLUENCE

In the prevailing marketplace it seems acceptable, indeed possibly preferable, to be operating “under the influence”. It puts a differing hue to being considered a *conviction marketer*.

Confused? Hopefully not. Just starting on the journey to a fusion future.

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### About the Author:

Barry Urquhart, Managing Director, Marketing Focus, Perth, is an inspiring speaker, author of Australia’s top two selling books on customer service and an international consultant on dynamic innovation and creativity.

Barry is author of six books, including the two largest selling publications on service excellence in Australasia. He is a regular commentator of consumer issues on ABC radio, is featured on a series of interview topics on “Today Tonight” and contributes articles to 47 magazines throughout the world.

He is one of Australia’s most active keynote speakers and is an internationally recognised authority on quality customer service, consumer behaviour and creative visual merchandising. Marketing Focus is a Perth based market research and strategic planning practice. The firm and Barry consult to multinational, national and local entities in the private sector and the public sector. He is a former lecturer in Marketing and Management at the Curtin University of Technology and has degrees in marketing, political science and sociology.

### Co-ordinates

Mail: 26 Central Road, Kalamunda,  
Western Australia 6076  
Tel - Office: 006 1089 257 1777  
E-mail:

[Urquhart@marketingfocus.net.au](mailto:Urquhart@marketingfocus.net.au)

Website: [www.marketingfocus.net.au](http://www.marketingfocus.net.au)



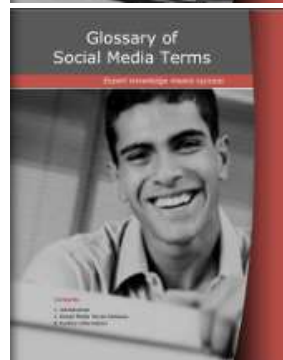
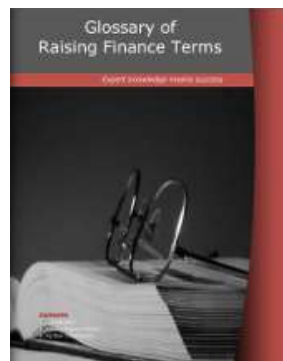
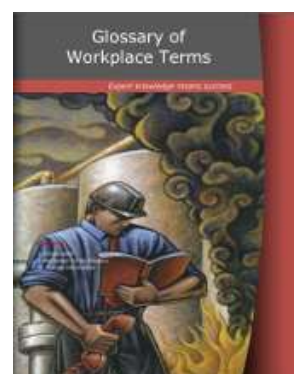
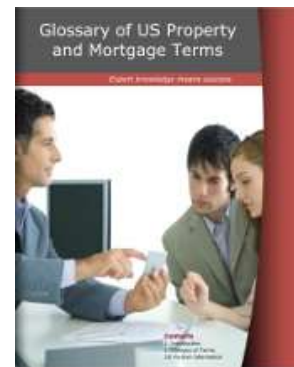
# Recent additions to the Bizezia digital library

Included in Bizezia’s Online digital library is a comprehensive list of glossaries covering a wide range of topics from Photographic Terms to London Stock Exchange Terms and much more.

To see all the Glossaries, go to:

<http://onesmartplace.com/resources/glossaries/>

A selection of the Glossaries that are available are shown here:



Drayton Bird

# What I told Britain's best marketing director - And what he said about me



I have been known from time to time to say rude things about marketing directors, but that doesn't mean there aren't some damn good ones.

A few years ago, hunting new business, I wrote to the marketing director of a new low-cost airline, suggesting direct marketing might help.

He replied saying, "Thanks, but no thanks. I'm trying to build a brand here."

I then replied asking, "A brand amongst whom?"

I argued that your brand doesn't have to mean something to everyone - only those most likely to be customers.

Apart from anything else, using mass media is damned expensive. One reason is simple mathematics: for the last 50 years and more the rise in the cost of reaching people via such media has consistently exceeded the rate of inflation.

Anyhow, whatever I said worked and he asked me to come and see him. As a result, we started work for this new airline, which was called Go. Eventually it was sold to easyJet, who didn't believe in direct marketing, so that was that.

But for his work on Go my client David Magliano was named Marketing Director of the Year,

and just to show this was not just good luck, when he became Marketing Director for the London Olympics, he received this accolade again.

As far as I know David is the only person ever named Marketing Director of the Year twice. I do not know about his other qualities, but what struck my colleagues and I about him was that he listened.

He had an open and enquiring mind. Far too many people are too busy talking to listen.

But what I really appreciated was something he wrote after we had finished working for him.

He said "When I was marketing director of Go, Drayton taught me the difference between a sale and a customer, and in so doing made our budget work twice as hard."

But the lesson from our work with him which you might like to think about is that when you think about building a brand, don't assume this means big numbers or the entire population.

The way I usually put it is, "Why speak to everybody when you only need to speak to somebody?"

One of my clients sells highly complex measuring equipment. I would imagine 95% of you reading

this have never even heard of their name.

But they turn over billions - and in their market they are THE brand.

Best,  
Drayton

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## About the Author

In 2003, the Chartered Institute of Marketing named Drayton Bird one of 50 living individuals who have shaped today's marketing. He has spoken in 53 countries for many organisations, and much of what he discusses derive from his work with many of the world's greatest brands. These include American Express, Audi, Bentley, British Airways, Cisco, Deutsche Post, Ford, IBM, McKinsey, Mercedes, Microsoft, Nestle, Philips, Procter & Gamble, Toyota, Unilever, Visa and Volkswagen. In various capacities – mostly as a writer – Drayton has helped sell everything from Airbus planes to Peppa Pig. His book, *Commonsense Direct and Digital Marketing*, out in 17 languages, has been the UK's best seller on the subject every year since 1982.

## Co-ordinates

Drayton Bird Associates  
Web: <http://draytonbird.com>  
Tel: +44 (0) 845 3700 121  
Email: [drayton@draytonbird.com](mailto:drayton@draytonbird.com)  
or [db@draytonbird.com](mailto:db@draytonbird.com)





Janet Sernack

# Why mindsets matter in innovation, transformation and digitisation

In our blog “**Taking the Path to Digital Transformation**” we described how leading innovators, R&D and new-product development have become digital endeavours. How eleven of the fifty companies named in **BCG’s 2018** ranking of the most innovative companies – including seven of the top ten – are digital natives and thus digital innovators by definition.

Described by Deloitte, in a recent article “**Digital workplace and culture – How digital technologies are changing the workforce and how enterprises can adapt and evolve**”:

*“It is the job of the organization to create and support a singular vision that everyone is working towards, whether that is in an office or online. No matter where an organization is on the path to digital transformation, executives can take steps to create a supportive, adaptive workplace for the people who can help their organization grow to the next level”.*

Acknowledging that most digitization efforts, no matter how intentional and well resourced, fail unless these crucial elements are at play and, the operating culture adapts, innovates and transforms to support their successful application.

## Why do mindsets matter?

We outlined how to embrace digitization and innovation – how to do it, well, or better by understanding, quantifying and shifting mindsets by using **The Organizational Growth Indicator® (OGI®)**. The OGI® describes an organization’s mindset as a “cognitive style” involving a psychological dimension that is generally viewed as a preferred

approach to processing information, decision making, addressing tasks and solving problems.

In his book “Grow through Disruption” Dr Brett Richards explains that a mindset represents more how we think, it captures how we feel and how we act as individuals and as whole organisations.

- Mindset is an active and dynamic expression of an organization’s culture and collective consciousness, in that it taps into underlying values, beliefs and assumptions at play, with it.
- Mindsets shed light on an organization’s unique active cognitive stylistic preferences, which shapes strategy formulation, and the way in which resources and talent actively engage with the world and are harnessed and maximized.

These can be quantified within the OGI® by the extent to which it leverages each of the 4 principal mindsets which can be mapped by utilizing the OGI® described below.

Whose continuum’s represent the dynamic tensions that exist within most organizations as they strive to achieve intelligent action.

Organisations that successfully balance and leverage these dimensions, which is described as a Competing Values Framework, achieve long term viability and sustained success.

- **Flexible** organizations will be more open to changing processes and structures, valuing agility and responsiveness in meeting new and emerging needs of stakeholders, partners & consumers.
- **Stable** organizations will be more focussed in maintaining a

consistent, routinized approach to meeting the needs of the business and its customers.

- **Externally** focussed organizations are more sensitive and responsive to shifts occurring in their external environment.
- **Internally** focussed organizations are more sensitive and responsive to their internal operating environment.

## Mapping organizational mindsets

By integrating the 4 Principal Mindsets of the OGI® we are able to create an organizational mindset map, illustrated in Figure 1, which incorporates;

- The **Imagine** Mindset with its focus on the power of possibility to fuel the search for new discoveries combines challenging and disrupting the status quo, with flexibility and an external focus is essential to innovation and adaptive change to create the desired future.
- The **Resolve** Mindset with its focus on transforming and adapting new ideas into tangible value and innovative solutions and results combines stability with an internal focus toward establishing a high performance around making things work.
- The **Analyse** Mindset with its focus on information, knowledge and ideas helps combines stability with an external focus to ensure that research drives a more practical and robust search for ideas and practices that will improve the status quo and drive knowledge.
- The **Align** Mindset with its focus on integrating and aligning the organizations values, vision and purpose for change, engages people, inspires conviction and the

flexibility required to interconnect internally to create unity and purpose around effecting positive change.

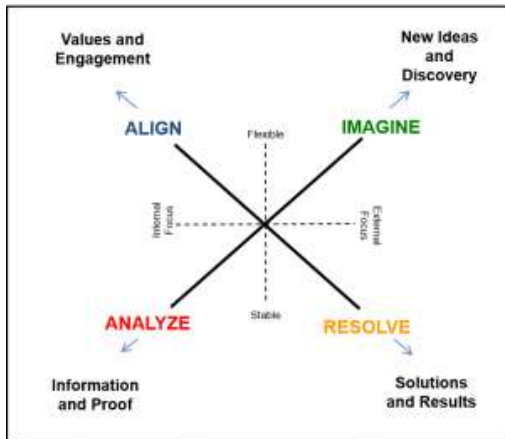


Figure 1

Doing this creates a common understanding and language, impact and score cards the often-competing differences between mindsets, and behaviours across organizational demographics (departments, divisions and business units).

This sheds light on the way mindsets reflect the impact of strategies, business challenges, leadership styles and sub-cultures that exist within the organization.

**Mapping Mindsets Case Study Example**

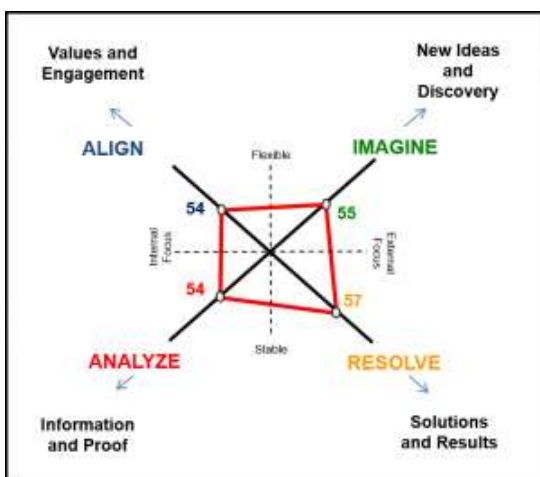


Figure 2

Our client, a global leader in its industry, sought our support to improve its innovation capability as a lever for achieving its organizational growth objectives. Initially, by seeking our advice in the purchase of a digitized ideation platform and as to whether the current organizational culture would support, embrace and enable its implementation, or not.

Upon conducting the quantitative research, we discovered what mindsets would support and inhibit the organization’s ability to adopt and grow in line with its strategic objectives, and how they would potentially impact positively and negatively on the proposed acquisition of a digitized ideation platform.

We supported this online assessment with qualitative research and identified the results which are illustrated in Figure 2.

**Brief Summary of the Key Cultural Challenges**

- People were focussing on ensuring that production meet the sales targets, and not on ensuring a happy customer experience and had deep unacknowledged issues with high levels of customer dissatisfaction – Resolve Mindset.
- People were “not allowed” to be creative and inventive, due to an underlying assumption and belief that only the founders had permission to innovate, who were being restricted by budget constraints and focussing on reworking the core products rather than inventing new ones – Imagine Mindset.
- There was confusion internally as a result of the lack of clarity, communication and understanding as the vision, BHAG and values as well as their lines of sight to individual job roles and to customers – Align Mindset.

- There was an unacknowledged issue around quality that created a negative legacy both internally (staff dissatisfaction & repetition of the same mistakes) and externally (delivery of faulty goods & cost of onsite rework) – Resolve Mindset.
- The organization was heavily Process and not People driven, it also has KPI’s creating internal competition rather than collaboration and lacked systems alignment to customer satisfaction and quality expectations – Analyze Mindset.

Finally, had the organization gone ahead, and invested the million dollars plus to purchase the proposed digitized ideation platform, the key cultural challenges, especially in the Align and Imagine Mindset results, would have prohibited its effective application and implementation.

**Developing a culture that supports digitization, transformation and innovation**

This reinforces the need for organizations to focus on initiating a culture that supports digitization by strategically and systemically aligning the culture through;

- *Giving people permission to develop and cultivate new ideas and operate from discovery flexibly, combined with an external focus on competing by increasing value through improving the customer experience – Imagine Mindset*
- *Finding solutions to problems and delivering results, combined with an `creating an internal agility and stability, with an external focus on competing by increasing value through improving the customer experience – Resolve Mindset*
- *Providing information and proof through technology, systems and processes, to increase value, combines stability and agility with an internal focus – Analyse Mindset.*

- *Cultivating talents collective genius and maximizing their potential through values alignment and integration and learning, combines flexibility and agility with an internal focus on increasing value by improving people's experience at work – Align Mindset.*

After all, innovation is an organizations ability to stimulate and transform new ideas and knowledge into products, processes or services that tangibly increase value to customers, accelerate growth, enhance operational effectiveness and/or improve profitability.

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### About the Author

Janet is the Founder, CEO & Chief Katalyst of ImagineNation™ a generative and provocative global enterprise innovation consulting, education and coaching company that enables people to be, think and act differently. She has 29 years of experience consulting and leading culture development, change management, leadership and innovation education programs to some of Australasia's and Israel's top 100 companies in the retail, service, IT, telecommunications, financial services, building and manufacturing sectors.

Prior to launching her consulting, training and coaching career she was Marketing Development Manager for the 42 Grace Bros' department stores, which are now, part of the Myer Group. She then launched Australia's first design management consultancy and worked with some of the world's leading fashion and lifestyle brands including Orotton, Chanel and Seafolly.

### Co-ordinates

Email: [janetsernack@gmail.com](mailto:janetsernack@gmail.com) / [info@imagination.com.au](mailto:info@imagination.com.au)  
 Web: [www.imagination.com.au](http://www.imagination.com.au)  
 LinkedIn: [linkedin.com/in/janetsernack/](https://www.linkedin.com/in/janetsernack/)



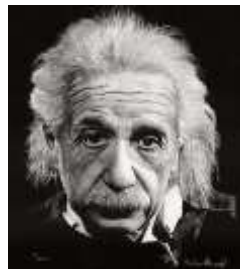
## Final Thoughts

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*Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young. The greatest thing in life is to keep your mind young.*

**Henry Ford (1863 – 1947), American industrialist and founder of the Ford Motor Company.**



*If you can't explain it to a six-year-old, you don't understand it yourself.*

**Albert Einstein (1879 – 1955), German-born theoretical physicist who developed the general theory of relativity.**

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Kingfisher House, Hurstwood Grange, Hurstwood Lane, Haywards Heath, West Sussex, RH17 7QX, UK  
**Tel:** 07710 356825

**Email:** [info@bizezia.com](mailto:info@bizezia.com) **Web:** [onesmartplace.com](http://onesmartplace.com)

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