

# Better Business Focus

June 2020

Expert inspiration for a Better Business



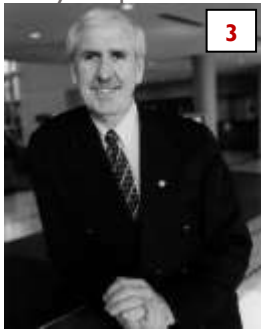
Better Business Focus is the essential key for business owners and managers. It achieves that by focusing on the way in which successful businesses compete and manage their organisations. It focuses on how people are recruited, coached and developed; on how marketing and selling is undertaken in professional 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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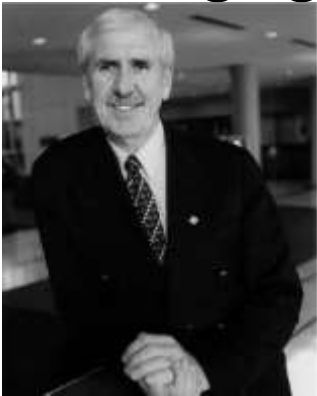
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Pete Foley



Barry Urquhart

# Starting again, from a static state



“Lock-downs” stop most things.

Inertia prevails.

Momentum is lost. Critical mass is, well, less critical.

“Bunker-down” is a common call. It’s not necessarily a lot of fun. Social distancing does that. The greater the distance, the less the socialising.

Inveterate networkers suffer withdrawal symptoms. Ironically, income streams, for many in that subset, remain constant.

Business leaders are busy. They are re-evaluating self-worth, priorities, effectiveness and preferences. Revelations abound.

#### **PLAN, TO BE READY**

*Now is not the time to sit back and wait for the business cycle to evolve, for upturns to emerge and for “green shoots” to grow.*

*Consultations are underway for the reorientation of communications, remodelling of content, realignment of contexts and the rescheduling of specific, progressive and sequential campaigns.*

*Strategic input is providing the bases for briefings of the tacticians – advertising, publications and promotional consultations.*

*Opportunism is being discarded, and rightly so. Brand damage must be avoided. Preparations for an early and immediate start are imperative.*

#### **“I CAN SEE CLEARLY NOW”**

Across commerce, reflections proliferate. Revelations have emerged. Inefficiencies have become obvious.

Bloated corporate structures suddenly appear to be self-evident. “Lock-downs” do that.

Past practices are being questioned, remodelled and as a result, potential productivity enhancements have accelerated.

The virtues of introspection.

#### **A MODEL OF “NEW”**

New realities each unique and individual, are being conceptualised. Sadly most exist in the mind of a few, not shared or clearly articulated.

Some have been reduced to plans, charts and procedural manuals.

All are untested, because in periods of “lock-downs” there are few active clients and customers.

The gaps between service providers and intended recipients, which have long existed and persisted, seem, if not larger, then certainly more pronounced.

On the other side of the fence, or perhaps the desk or counter, clients and customers are making their own reassessments. Some are subjective, intuitive and founded on “gut-feelings”. Others are, and will be the product of online and in-field research, undertaken during this period of self-isolated down-times.

New, tempting buying search routines will be ready for testing. Past loyalties and relationships will be challenged, compared and subjected to comparative-analyses. All pieces on the “chess board of corporate life” have been moved. As a

consequence, creativity and originality, in isolation, will not be enough. Relevance is imperative.

The finishing line – to profits, growth and market share is known. Little appreciation is given to the new starting line. Therefore, the ability to reach achievements and fulfilments will be compromised.

Possessing in-depth knowledge of clients and consumers will provide substantial head-starts.

#### **HANDICAP EVENT**

The annual Melbourne Cup turf event is *the race that stops the nation*. It is a handicap event.

A “locked-down” economy has similar characteristics. On this occasion foremost among the handicaps will be superficial knowledge of primary, secondary and tertiary target audiences.

The over-reliance on price discounting, multiple sales events and expensive saturation advertising campaigns will also weigh heavily on potential for the immediate future.

Continuity of, and persistence with, past and existing campaigns are proving to be sub-optimal, if not outright inappropriate, and therefore failing.

Emphases on products, discounts and sales events will not resonate with many clients and customers.

Changed circumstances dictate the need for changed contexts, contents and rationales, if interest and purchase considerations are

to be stimulated, and for transactions to be concluded.

### STRUCTURE, DISCIPLINE

To gain and to sustain competitive advantage, it is important to avoid the temptation to discuss issues with peers, competitors, substitutes and disruptors.

“Group Think” commoditises most things. – Bland beige colours the business landscape.

Differentiation is now more possible than in recent times.

From the advantage-point of being a facilitator to a member of business development audits, reviews and refinements, I believe enthusiasm is justified for those who formulate, document and implement a “Starting Again” set of strategies.

The component parts are:

- **Reflection**  
Conduct a detailed strategic audit of the “fit” of the entity, its products, services and apps in the new marketplace.
- **Introspection**  
Undertake a detailed, moderated analysis of past and persisting structures, practices and policies. Surgically cauterise excesses.
- **Projection**  
Self-determine preferred channels, opportunities and marketplace gaps. Fill them rapidly and comprehensively. Invest wisely and confidently. Remember to follow-up and follow-through.
- **Effect-ion**  
Remember, one is rewarded with what they do, and deliver. Talking about things soon dissolves into inaction.
- **Inspection**  
Install monitoring, support and refinement infrastructure to achieve and to sustain momentum and critical mass.

### BACK TO WORK

“See you on the other side” is a phrase that shakes the faith of some.

Therefore, remain humble. Do not assume the mantle of “Homo Dues” – human god.

When the Australian Prime Minister and Chief Medical Officer make repeated references to when we get to the other side of the COVID-19 pandemic, it is reasonable to accept that the nation, its people and commerce sectors will survive, persist and subsequently grow.

Preparation in terms of time, resources and funds will be, in time, rewarded.

Time and timeliness are key measures for starting again, particularly at the conclusion of economic peaks and troughs.

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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.

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## Quotes on Change and Growth

*To improve is to change; to be perfect is to change often.*  
**Winston Churchill**

*Intelligence is the ability to adapt to change.*  
**Stephen Hawking**

*Be a calm beholder of what is happening around you.*  
**Bruce Lee**

*Life is change. Growth is optional. Choose wisely.*  
**Albert Einstein**

*Challenge yourself. It's the only path which leads to growth.*  
**Morgan Freeman**





David Finkel

# Mitigating risk in your marketing right now - This is not the time to be spending money on marketing that doesn't work.

**Marketing** in times of **crisis** can be a difficult thing for business owners. On the one hand, you have the urge to retreat and cut nonessential spending to protect your bottom line. But those cuts can end up hurting your business in the long run, which is why it's crucial to learn how to mitigate your risks in the marketing pillar during **times of uncertainty**.

Here are some of the tips I have been sharing with our business coaching clients the past few months.

### 1. Get Better at Tracking

This is not the time to be spending money on marketing that doesn't work. But you don't know what works and what doesn't work without good tracking in place. This is a time to double down on the strategic investment of good tracking so you can put more into the things that are working for you.

When was the last time you took a good hard look at your Google analytics? Your marketing funnels? Are you up to speed on your conversion rates and other key performance indicators? If the answer is no, now is the time to educate yourself and dive into the statistics surrounding your marketing campaigns.

### 2. Negotiate or Exit Contracts With Vendors That Aren't Fruitful

Cover your risk and reduce your exposure by reviewing your marketing vendors and renegotiating or even exiting contracts that aren't producing the desired results. Many vendors

are open to contract changes right now, so it's the perfect time to get clear on what's working and what isn't.

If you have an outside firm handling your pay-per-click or SEO work, review the progress and see if changes need to be made.

### 3. Cut the Fluff

This goes for all pillars. Many times without realizing it, over time, you've accumulated all these phantom deliverables- things you think your clients have asked for or that they've come to expect from you that you never promised and you've never originally priced into what you're doing. This is the time to fight scope creep.

This is the time to circle back and have some sensible controls put into place in the sales process so you're educating customers in your marketplace about what you will and what you won't be producing as part of your product or service offering, so you're not producing things that drain you: that cost you time, effort, energy, and money but don't produce a lot of value to your customers.

### 4. Double Down on Cross Training

This is a perfect time to double down on training and cross training your team. You may have realized recently how vulnerable you would be if you lost somebody for health challenges or if you had to cut someone because you couldn't afford them anymore.

This is the time to make sure you're cross training your team on the internal systems and processes and procedures you

have. Multiple people in your company should know how to handle your social media accounts, for example, or run your next email campaign.

Take a good hard look at your marketing pillar right now and pay attention to what's working and what isn't. Feed your winners and starve your losers, and focus on tasks and projects that will help strengthen your place in the market.

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### About the Author

David Finkel is co-author of, *SCALE: 7 Proven Principles to Grow Your Business and Get Your Life Back* (written with Priceline.com co-founder Jeff Hoffman), and one of the nation's most respected business thinkers. A *Wall Street Journal* and *Business Week* bestselling author of 11 business books, David's weekly business owner e-letter is read by 100,000 business owners around the world. David is the CEO of **Maui Mastermind**, one of the nation's premier business coaching companies. Over the past 20 years, David and the other Maui coaches have personally scaled and sold over \$2 billion of businesses.

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Petra Smith

## Working from home with kids during lockdown

For many of us working parents, the lockdown means a complete life change. Not just because we need to balance family and work life behind closed doors, but also to minimise the negative impact the crisis might have had on the business. As a mum of two small children, I can completely relate and the one advice I would give is to be kind - to yourself, to others around you and to your business.

I've reached out to other working parents to find out what works for them to balance work and kids during these challenging times and here are their top tips:

### Be kind to yourself

"Acknowledge the grief or emotional roller coaster to occur, you don't have to let it control you but sit with the emotion for a minute. Be kind to yourself and allow yourself to drop a ball or two. Reduce the amount of activities you need to achieve and the pressure you put on yourself, these are unprecedented times and often even the simplest of tasks take longer. I would also say that approach this in the same way you would approach a challenging work situation, break things down into bite size chunks and celebrate the small wins.", recommends **Emma James**, physiotherapist and clinical director.

Emma McKinstry, Founder of **418 Communications** suggests to embrace getting a little less done than you might want to, and enjoy the extra time with your kids.

"Advice would be to lower expectations of what you're going

to achieve! And take time to adapt to the new way of life. I've started live bakealongs on Facebook helped by 4 year old and online classes", says Rhiannon, Founder of **Epsom Bakehouse**.

Mother of two and founder of **Calla Shoes** recommends to not stress too much about what you have or haven't done in a day as there's always the next day! And that red wine is acceptable from 4.30pm! (I can only agree).

### Manage your time and energy

"Here at home it's being quite challenging", says **Alberto Gil**, owner of **Hockerty.com** and **Sumissura.com**. "So we decided with my wife to make a clear schedule and take turns. She starts 7.30am in the morning, work for 2 hours, then it's my turn, I work 2 hours, and so on. This implies that you finish working at 11pm and still have to work on the weekends. So, being really honest, we are really looking forward for all this to end. Our kids are one and four, so they really need attention. It's not an option to work at the same time and taking care of them. I mean, it may work 30 min per day, but it's something you can't count on."

"Schedule your day so you all have a structure. Children can help out with so many things, and now is the time to slow down and show them how. Set clear boundaries and mutual agreement on them, and make sure you honour them.", recommends Lee Chambers, Founder of **Essentialise Workplace Wellbeing**.

Susannah Davda of **The Shoe Consultant** suggests: "Explain to your child what it is you're doing

and how long it's going to take. Overestimate the time, rather than underestimate. It's better to surprise them by being finished sooner. Of course the younger the child, the less likely they are to grasp the concept of time."

The guys at **Find Your Flex** recommend that you pop in your email signature that you work flexibly! "I'm sending this message now because it suits me. I don't expect you to read, action or respond out of your own working hours."

Haddy Folivi, Founder of **Clarity Media** suggests that work in bite size chunks can increase productivity: "In this climate, there is no right or wrong way. Find your rhythm and what works for you, and work it. I suggest that people working from home do the work that requires the most concentration when it's quiet. I think realistically, we should work in short bursts. It's impossible to get a full days work done in one go when you have kids, especially if you are homeschooling, so working in chunks really helps productivity."

### Get the kids involved

"Plan activities the kids can do at the table while you crack on with work. Craft based projects, quiet reading or colouring work well. Turn it into a game by setting a timer on a clock so everyone knows how long to concentrate on the task in hand before you get a break or snack.", recommends the team at **ParentChum**.

"One thing that's been particularly good is getting the kids to be a bit more independent, which helps us and also is good for them. So they've been helping to prepare

their own lunch or snacks, getting themselves fully ready, clearing away their plates etc. The children also love the fact we all eat breakfast, lunch and dinner together and we've introduced some fun quizzes or spellings some of the time as extra learning opportunities", says Jessica Morgan, Owner at **Carnsight Communication**.

"I have two kids, five and seven. To say that I dream Paw Patrol and Frozen would be an understatement. My partner and I devised a very civilised schedule up front a few weeks back how we would home school the kids. I worked early mornings, she worked 9-12, I would work in the afternoon. That lasted for all of a few days. My kids are teaching me brevity and parallel tasking on steroids. On the other hand, it is so much fun when they get bored with the TV and start reading, engaging in cool conversations and wanting to learn about 'why is papa constantly typing or on the phone'. I have actually enlisted my oldest to offer opinions on our website update designs. If she doesn't like it, it gives me food for thought.", shares Michael Rossman, Director at **EnergyBillKill**.

Britt-Marie Monks founder of **The Holiday & Honeymoon Fixer** recommends to set time aside in the morning and afternoon to do something with them for 30 minutes. "Ava and I do exercise in the morning and baking in the afternoon. She then knows in-between mummy needs to do some work. I also get her to role play what mummy does for work, so when I go and sit at my desk, she sits at her table and starts to do her "work" so she will flick through brochures.

#### Give yourself space

Holly Pither, MD at **Tribe PR**, says: "If you have the space, set up your own home office rather than working at the kitchen table, and ideally work away from kids and partner, if you can. I appreciate this is a luxury not everyone has, but whatever the space you use, ideally you want to be able to shut the (virtual) door at the end of the day and know you have switched off. This could be as simple as one of

those desks that drop down from the wall, which is then pushed back at the end of the workday."

#### Get moving

Amber Long, Founder of **Tea House** recommends to get kids moving first thing with a fun physical activity to release energy.

"As everyone is inevitably spending more time sat stationary, it's more important than ever to keep children moving. To kick start the day, organise a family exercise or yoga session as this will make sure everyone is stretched and feeling motivated. These home workouts don't have to involve purchasing expensive equipment, many celebrity coaches are running online exercise workouts for both adults and children and if you're able to do these live, it can be a great way for kids to interact with their friends and classmates.", adds the team at **Kiddies Kingdom**.

Keep safe. Be kind. We'll get through this.

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#### About the Author

Petra is Founder of **Squirrels&Bears**, a marketing consultancy helping SMEs and entrepreneurs to attract new clients and grow their business.

Petra is a highly motivated and dynamic marketing professional experienced in designing, implementing and delivering successful strategic marketing communication plans in line with core business objectives.

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Sunil Bali

## You had me at hello.....

In the wonderful film Jerry Maguire, Tom Cruise comes to Renee Zellweger's house while she's with a group of friends and launches into a long speech about why he wants to be with her. When Cruise is in full flow she says "**Shut up. You had me at hello.**" (2 min video clip)

There's a mountain of research which shows that people make judgements within the first 30 seconds of meeting them.

Konrad Lorenz discovered that baby geese, goslings become attached to the first moving thing that they encounter.

We humans form opinions just as quickly using a part of our brain called the adaptive unconscious which processes large amounts of data very quickly, warns us of danger and triggers the flight or flight response in the amygdala.

One of the worst first impressions anyone has made on me is by a recruitment consultant. The chap was wearing trousers which finished a couple of inches above the ankle, shoes which had been worn on a building site and hair which had never been introduced to a comb.

After our very brief meeting, I noticed that my right hand was sticky. Apparently, he had been eating a jam doughnut in reception! You only get one chance to make a first impression so make sure its a great one.

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#### About the Author

Sunil is a Performance Coach, Speaker and Author.

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**Moving minds - Transforming performance**





Adi Gaskell

# Time spent in nature reduces our stress levels

Spending time in and amongst nature is well known for its stress-reducing qualities, but that didn't stop new **research** from Cornell University attempting to quantify the impact. The study found that as little as 10 minutes is enough to leave us feeling happier and more relaxed.

*"It doesn't take much time for the positive benefits to kick in — we're talking 10 minutes outside in a space with nature,"* the researchers say. *"We firmly believe that every student, no matter what subject or how high their workload, has that much discretionary time each day, or at least a few times per week."*

The researchers reviewed numerous studies that had previously examined the impact nature had on people of college age. The aim was to explore how much time in nature is required to benefit students lives. The sweetspot appeared to be between 10-50 minutes, with no real benefits emerging after the 50 minute point. These benefits include better mood, and lower blood pressure.

## Natural time

There doesn't appear to be any prescribed activities during this time outside, with the benefits the same regardless of whether people were sitting, walking or doing anything else.

*"We wanted to keep this access to nature as simple and achievable as possible,"* the researchers explain. *"While there is a lot of literature on longer outdoor programs, we wanted to quantify doses in minutes, not days."*

The authors believe that their findings underline the importance of placing adequate green spaces in even the most urban of environments. This is especially so, as a second **study** from the University of Illinois highlights how nature can help us to learn.

The study found that when school children spent a class session outdoors in a natural setting, they were more engaged, not only during the class but also afterwards. What's more, the effect persisted week after week.

The researchers provided replica lessons in indoor and outdoor settings, with teacher expectations, style, time of day and various other factors that could influence proceedings all controlled for.

*"Teachers hoping to offer lessons in nature may hesitate for fear that the experience will leave kids bouncing off the walls and unable to concentrate afterward,"* the researchers say. *"We found just the opposite, however: Classroom engagement was significantly better for students after lessons in nature than after lessons in the classroom."*

To an extent, this is not new, as a previous **study** found that test scores were higher in classrooms where vegetation was nearby. Indeed, it's even been found that children with ADHD do much better after a walk in a natural setting.

One theory is that being in nature allows the mind to rest, which in turn allows it to focus more effectively later when in class. It's also been proven that being in nature, or even viewing it from



the window, is linked with lower heart rates and stress hormones.

*"We found the teachers in our study were able to teach uninterrupted for almost twice as long after the outdoor lesson than after an indoor lesson,"* the researchers say. *"The students simply paid better attention after being in the outdoor class."*

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## About the Author

Adi Gaskell is an innovation writer and consultant who has worked with leading organisations from the private and public sectors, including Deloitte, DellEMC, GSK, the Ministry of Defence, InnovateUK, Government Office for Science and National Health Service. He writes regularly on business, innovation and technology for Forbes and the BBC, as well as academic publications such as the LSE Business Review. He has also contributed authored and ghost-written content for companies such as Salesforce, Alcatel, BBVA, HCL Technologies, Adobe and T-Mobile, as well as white papers and journal articles. He has an academic background in computing and artificial intelligence and studied innovation at the Tuck School of Business.

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Lolly Daskal

# How the best leaders are already planning past the crisis

When a crisis disrupts the usual order of things, leaders can't settle for just dealing with what's in front of them today. They need to immediately begin looking ahead and planning for the future to make sure they're prepared for what comes next—even if they have no idea what shape it will take.

It may feel like a time to sit and wait, but in fact it's a time to be proactive about the future—yours, your team's, and your organization's. Here's how you can emulate the best leaders in planning through crisis.

**Brainstorm.** Gather the sharpest minds and most insightful thinkers in your organization to discuss what the next months and years may look like. Spend time together exploring a range of scenarios and tracking for each of them how you can move the business and its people beyond the crisis.

**Discover opportunities and threats.** In the discussion of each possible scenario, include a big-picture assessment of possible opportunities and threats, grounded in awareness that the crisis is changing not only your organization but also your industry and your customers.

**Create certainty about priorities.** You can empower people through uncertainty if you hold true to the values and priorities that drive your team's mission and communicate those values and priorities clearly and often. When everything is shifting, people need a North Star to navigate by.

**Lead with speed and agility.** In unpredictable times you don't have the luxury of playing wait and see—you must be proactive and able to move quickly and confidently in a new direction, with the willingness to pivot and make adjustments as events unfold.

**Learn from the present while planning for the future.** As a crisis is unfolding, you're learning something new in every moment. Make sure the most current information and trends are reflected in your strategic planning.

**Gain commitment from your people.** Especially if you're faced with moving in a new direction, your people need to fully commit to the vision and plan. That means it can't be a top-down initiative—their voice and involvement are an important part of the process. Leadership based on collaboration and not control—trusting that people are smart and know what to do—fosters the commitment and energy your team needs to tackle the crisis and to continue a journey of growth when it's over.

**Connect vision to mission.** Any new vision must meet two criteria: it must be inspiring and it must be tightly aligned with your organization's purpose.

It's easy in difficult times to become paralyzed by the day-to-day challenges. But it's the leaders who think ahead with courage and vision who will achieve long-term success.

**Lead from within:** The best leaders are always building on what is happening today to create successful future. When crisis hits, they keep their fears to themselves but share their courage and vision with others.

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## About the Author

Lolly Daskal is one of the most sought-after executive leadership coaches in the world. Her extensive cross-cultural expertise spans 14 countries, six languages and hundreds of companies.

As founder and CEO of Lead From Within, her proprietary leadership program is engineered to be a catalyst for leaders who want to enhance performance and make a meaningful difference in their companies, their lives, and the world. Based on a mix of modern philosophy, science, and nearly thirty years coaching top executives, Lolly's perspective on leadership continues to break new ground and produce exceptional results.

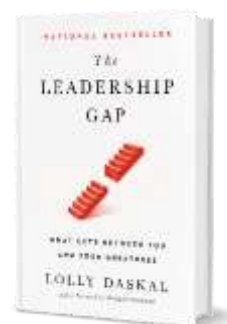
Of her many awards and accolades, Lolly was designated a **Top-50 Leadership and Management Expert by Inc.com 100 Great Leadership Speakers for Your Next by Inc. magazine.** Huffington Post honoured Lolly with the title of **The Most Inspiring Woman in the World.**

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Lolly Daskal's new book, **The Leadership Gap: What Gets Between You and Your Greatness** a **Wall Street Journal Bestseller.** is available [here](#)



Bob Apollo

# Enabling your customers to achieve valuable outcomes. Reprioritising your target accounts



Having a clearly defined and actively worked new business target account list is a key strategy for anyone who is responsible for proactively developing their own territory (or who has BDR resources focused on their behalf).

Generally, having a small actively worked target list is better than a large one that rarely receives the necessary attention. But in today's climate, it's important to understand which of your long-term targets has short-term potential.

Your short-term potential is likely to come from your ability to address their short-term important priorities in a way that can deliver provably superior outcomes compared to any other credible option that might be available to them.

That's why B2B salespeople need to systematically reassess and reprioritise their existing target account lists in a way that allows them to focus their energies where they can make the biggest impact. Here's how...

I want to suggest some of the key considerations to be applied when it comes to creating and prioritising a target account list to reflect the current business realities.

## **You need to be clear about who should be on your list**

Any effective target account list must be based on set of "ideal customer" characteristics. These are the factors that determine whether an organisation has the potential to become a strategic, profitable long-term customer. Some of your existing criteria may need revisiting - for example if the industries you had previously been focusing on have been disproportionately affected:

### **High-priority issues**

First you need to be crystal clear about the high-priority current business issues - both threats and opportunities - you are better able to address than any other widely available option, and you need to understand the typical symptoms, the customer's likely obstacles and the consequences of failing to address them.

### **Ideal organisations**

Then, you need to identify the common characteristics of the organisations that are most likely to suffer from these high-priority issues. These factors fall into three key categories:

#### **DEMOGRAPHIC FACTORS**

This is where traditional segmentation often starts and finishes. Demographic factors are typically size, sector and location-based. All these can establish, however, are the outer boundaries of your potential

markets. They have never been particularly effective at determining which organisations are most likely to do business with you and are even less effective now.

#### **STRUCTURAL FACTORS**

These include rather more reliable indicators such as the way in which the company is organised, their go-to-market model, their existing systems, vendor relationships and infrastructure, their market focus and position, and so on. These are typically much better predictors of your chances of doing business with them in the long term.

#### **CULTURAL/BEHAVIOURAL FACTORS**

These include some harder-to-determine but nevertheless highly important characteristics such as their appetite for innovation, their willingness to do business with best-of-breed vendors, the way they make decisions, the nature of their relationship with suppliers, and so on.

Demographic factors can often be determined through some fairly basic desk research, but the other factors require deeper investigation. Taken together, the above three factors indicate your long-term chances of doing business with any particular organisation - but they don't say very much about your short-term opportunities.

### Ideal Roles

You then need to identify the roles in these organisations who are most likely to have the responsibility for finding and implementing successful solutions to the identified high-priority issues. These may carry a number of different job titles, but the common thread is the idea that they are responsible for dealing with the problem - typically by mobilising their colleagues and coordinating a response with a number of different internal stakeholders.

Whilst these may not always be C-Level roles, they will usually be held accountable by C-Level executives for achieving the desired outcomes. Organisation chart position is often less important than the respect and authority they command within their organisation.

### Trigger events

The above three factors strongly influence your chances of doing business with a targeted account in the long term, but the fourth factor - the presence of a trigger event - that has the strongest influence on the possibility that you may be able to do business in the short term. Trigger events include:

#### INTERNAL CHANGES

These often include new senior appointments, new strategies, new initiatives, new investments, failed existing projects and so on. The common consequence is that they help the customer to recognise that perpetuating the past and sticking with the status quo is unlikely to be a winning strategy.

#### EXTERNAL EVENTS

These often include new legislation or regulation, new competitors, new technologies, one-off events and so on. Covid-19 is probably the single most profound external event that most organisations are having to deal with, as it will inevitably create both new threats and new opportunities as the norms of successful business in the customer's sector are redefined.

### UNAVOIDABLE TRENDS

The third form of trigger event are long-term, profound evolutionary changes in the organisation's business landscape whose impact can no longer be ignored or avoided - a tipping point has been reached which now makes action both important and urgent.

### Reviewing membership of your target account list

Salespeople need to review membership of their target account lists against the above criteria, together with an evaluation of their current presence in the account. Some existing target accounts may end up being removed from the list - other new target accounts may be added, but the new list needs to reflect the realistic potential for doing business with each of the targeted organisations in the current and foreseeable future business climate.

### Short- and long-term prospects

The new target account list then needs to be divided into two tiers: short- and long-term prospects. The short-term prospects have the potential to do business in the current business climate, as a result of a trigger event or a defined project. The remaining prospects are worth investing in because of the potential for long-term profitable business.

### Sweet-spot projects

Even if there appears to be short-term potential, salespeople need to be careful to focus their energies on "sweet-spot" projects. These are projects where the issue being addressed is important and urgent enough to justify short-term action, but where the project is of a size which allows rapid decision-making and implementation.

Whilst you will probably want to continue to nurture those you are already involved in, this is not the time to seek out or prioritise strategic long-term projects that even in easier times would have involved a complex and lengthy decision-making process. Far better, where possible, to find a manageable urgent project, close

and implement it quickly, prove the results that have been generated, and pursue a land-and-expand strategy.

### Actively managing the target account list

You should choose the number of accounts that will allow a salesperson to maintain active contact. Let's say that ~20 is a manageable number. That list of accounts, once initially verified, needs to be managed as two tiers.

The top tier of around ~10 organisations represents the organisations where you have the best chance of doing short-term business - either because they have a current project, or they are likely to be suffering high-priority business issues that will cause them to take action. These will be the most actively managed accounts.

The lower tier of the remaining ~10 accounts represents organisations who - even if they do not appear to have a current project or high-priority issue - nevertheless represent good long-term potential for your offerings. These still need to be actively nurtured but require less day-to-day attention than the top tier accounts.

You will want to review the tiering every month and may choose to promote or demote some accounts between the tiers. You will probably want to review the whole account list every quarter and may decide to remove some accounts and replace them with others of a higher potential. Of course, evidence-driven one-off additions or removals can occur at any time.

### Focus, prioritise and win

Targeting sales resources on the most promising areas of opportunity has always been a good strategy. It is even more important now. But even if you have historically had a disciplined approach to targeting accounts, it's probably a good idea to review the assumptions on which those accounts were identified,



and to adopt a more agile approach to managing the list. If you'd like more information about any of the targeting tools referred to in this article, [let's find a time to talk!](#)

This article originally appeared on LinkedIn:  
<https://www.linkedin.com/pulse/re-prioritising-your-target-accounts-bob-apollo/>

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### About the Author

Bob Apollo is the founder and Chief Strategist of Inflexion-Point Strategy Partners Ltd, a pioneering B2B sales and marketing performance improvement consultancy, based in Reading, UK. Inflexion-Point is one of the UK's leading B2B Sales and Marketing Performance Improvement specialists. Their research-led, evidence-based approach enables clients to increase pipeline values, shorten average sales cycles and improve average sales win rates.

Bob now works with growth-minded organisations of all sizes to help them build scalable businesses. He has written hundreds of articles on the subject of sales and marketing performance, spoken at dozens of industry conferences and events, and blogs regularly for a range of thought-leading sites including Entrepreneur Country, My Venture Pad, The Customer Collective and CustomerThink.

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Geoffrey James

# 5 Annoying Work Behaviours You Won't Have To Deal With Again

These common workplace behaviours will simply disappear when we return to our offices.

One thing is certain: office environments will need to radically change before workers can return safely.

**Open plan offices** will need to be, well..., more closed up and **hot-desking** (one of the worst ideas of all time in any case) will be a true no-no. The aftermath of the pandemic will also mean the disappearance of several types of **co-worker** behaviours that were annoying in the past but will now be unacceptably toxic.

### 1. Close Talking

Sometimes customers (or colleagues and partners) get right in your face as they talk to you, moving closer and closer, until you can smell what they ate for lunch or, worse, feel their spittle hit your face. It's incredibly annoying but you can't say anything because, well, the customer is always right. Once we all get back to the office, close talkers will keep their distance and hopefully be wearing masks as well.

### 2. Presenteeism

Employees who come to work while ill has always been a management problem. On the one hand, you don't want employees to goof off by pretending illness, but on the other hand, you don't want them infecting everyone else in the office. Bosses must now insist that employees work from home, or just stay away altogether if they're sniffing, coughing, or sneezing.

### 3. Business Hugging

In some industries and countries, a mere handshake is considered the cold shoulder in business situations, so instead you must embrace and

either air-kiss or, worse, actually give the other person a peck on the cheek. It need hardly be said that nobody will making this move for some time to come, if ever.

### 4. The Vice Grip

You run into these guys (and they're always guys) mostly inside sales teams. These buffoons amp a firm handshake into what feels like a prelude to arm-wrestling. If your hand gets crushed, well, that's just collateral damage. And of course you can't complain if it's a customer, investor, or some other VIP. Now that handshaking is extinct, nobody will be forced to grin and bear it.

### 5. Raiders of the Office Fridge

'Nuff said.

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### About the Author

Geoffrey is a contributing editor for Inc.com, is an author and professional speaker whose award-winning blog, Sales Source, appears daily on Inc.com. His most recent book is *Business Without the Bullsh\*t: 49 Secrets and Shortcuts You Need to Know*.

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Paul Sloane

# Your eight point plan



Now is a good time to assess how you are coping with the Covid-19 crisis and to look ahead. We could be in some form of lockdown for a long time.

I suggest this plan for you.

1. **Show Leadership.** Now is the time to step up and show leadership for your team, your family and your friends. People are feeling anxious and concerned. It is important that you shown empathy, support and a positive attitude. You do not have all the answers, no-one does. But you can help them chart a way forward in these testing times.
2. **Set Yourself Goals.** Write out some objectives for yourself for May. What are you going to achieve in terms of revenue, health, career, learning, completing tasks or whatever is important for you?
3. **Improve Cash Flow.** For business, cash is king right now. So for your business and your personal life review your income streams and expenses. How can you increase income? Are there government schemes which can help? How can you cut your costs and replenish reserves? Can you make savings on subscriptions and services that you no longer use?
4. **Focus on Health.** Stay healthy and stay safe. It is easy to eat and drink too much and exercise too little. But the healthier you are the better you will cope with Covid-19 if you catch it.
5. **Develop a Skill.** Choose something you want to start or something you want to do better. Play an instrument. Learn a language. Read more books. Study. Improve your thinking skills. (P.S. Take a look at [my online courses](#) and let me know if you would like a personal discount for any).
6. **Create Something.** Start a project you have been putting off. Maybe paint a picture, write a book or build a website. I have created a new podcast series - [Think Like an Innovator](#) - please try an episode.
7. **Help Others.** Offer assistance to those less fortunate. Do some shopping for an elderly neighbour. Support your local restaurant by ordering a take-away. Give to charity. Volunteer to do some deliveries. Get in touch with old friends and relatives on Zoom or Skype. Who can you help?
8. **Set a Daily Routine.** Plan a schedule for each day containing some of the items above together with slots for exercise and recreation.

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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.

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Dr Lynda Shaw

# How to tackle *feeling overwhelmed*, to increase productivity



Many of us struggle to cope with the heady mix of work pressures, family needs, health issues and a burgeoning social calendar, and we feel the answer lies in the need to address our time-management skills. We become more and more overburdened as jugglers of these spinning plates and feel increasingly overwhelmed. The solution however lies in our ability to learn when to stop because we are truly overwhelmed, versus embracing change and the tasks ahead.

## **WHY DO WE TEND TO FEEL OVERWHELMED?**

- 1) Stress - We tend to feel overwhelmed when stress gets the better of us. Stress is your body's way of responding to any kind of demand or threat by releasing a flood of stress hormones, including adrenaline and cortisol, which rouse the body for emergency action. As soon as the brain secretes more of the stress hormone cortisol than is useful, we are wired to narrow down our focus to concentrate on the perceived threat for survival. The problem is when we are too stressed for a prolonged period it can lead to risk of serious illnesses such as cancer, stroke, depression and heart failure because of side effects such as increased blood pressure, raised stress hormone levels, muscle tension, sleeplessness and a compromised immune system if left unresolved.
- 2) Constant internal chatter is partly responsible: "I am going to fail", "I don't know what I am doing", "It needs to be perfect", "I need to finish this today." The pressure we put on ourselves, rather than the actual task, is often the tipping point in feeling overwhelmed.
- 3) Being overwhelmed by incomplete tasks is a common problem. We feel there is simply too much to do and not enough time to do it. We often start one project but don't finish it and then move onto the next leaving us with the feeling that we are never actually moving forwards or getting anything done.
- 4) Being bombarded by information. The stress we face because of the constant bombardment of information, over multi-tasking and the need to be available 24 hours a day is extraordinary. Digital technology has blurred work/home boundaries. Even holidays can be disturbed by having smart phones on the beach and therefore employees can't get away from work.

We are more stressed than we have ever been, more unable to wind down, with stress, **anxiety** and **depression** behind one in five visits to a GP.

## **SO HOW CAN WE STOP FEELING OVERWHELMED, REDUCE ANXIETY WHILST INCREASING PRODUCTIVITY?**

- 1) **It's not a time-management problem, it is an interruption problem.** How often do we truly spend on 100% uninterrupted focused work getting what we need to do done? Interruptions, false starts and procrastination cloud our perception of how much time we actually spend productively. Avoid disruptions. Take a moment to turn off phone notifications you don't need while working. Can you work in a different location to reduce the chance of being disturbed?
- 2) **Clear your desk** and have a designated workspace without distractions. A tidy desk is a tidy mind ready to focus.

- 3) **Make a list of all your tasks.** Dump your concerns onto a paper list or diary or use an organisation app to help clear your head to get on with the tasks that need to be done. Tick them off when they are complete for a sense of accomplishment. Sometimes starting with smaller, easier tasks is helpful before tackling the challenging ones.
- 4) **Plan your day.** Prioritise urgent tasks, factor in disruptions and an unforeseen duty or two, and allow time for a short walk to freshen your mind. Be realistic about how long a task or project could take and factor in breaks.
- 5) **Know your most productive time of day.** If you are a morning, afternoon or evening person plan your day accordingly, so you do the most important or tricky tasks when you are at your best.
- 6) **Shrink fear.** Often the things we are really afraid of may not be quite as frightening as they seem. Try to talk positively to yourself and keep everything in context.
- 7) **Parking worries** - Go back to any concerns once you have achieved a few goals. This way of thinking is a powerful way to manage your diary for short periods.
- 8) **Sleep well** to be at your most productive. Getting enough sleep is vital because it improves your concentration, memory and decision making. Examine your 'sleep hygiene' - limit caffeine after midday, no screen time in the one to two hours before bedtime and have regular bed and getting up times.
- 9) **Use exercise** to get more energy or shake off that stress, and try meditation to clear your head and focus clearly.

10) **Reward yourself.** Block out some time for hobbies and seeing family and friends to help your physical, mental and emotional wellbeing. You will be galvanised into focusing and just getting on with it, firm in the knowledge that play time is just around the corner. The brain is more efficient when it has produced a cocktail of 'feel-good' neurotransmitters so prioritise pleasant pursuits in your spare time means you will be far more productive during your working day.

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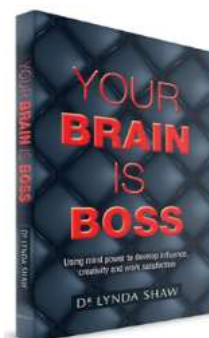
Dr Lynda Shaw is cognitive neuroscientist and chartered psychologist, a Forbes contributor, an Associate Fellow of the British Psychological Society, a Fellow of the Royal Society of Medicine, a Fellow of the Professional Speakers Association, as well as an entrepreneur and author of adult and children's books.

Dr Shaw has lectured in Psychology and Neuroscience at various Universities in the UK and conducted research on brain function and impairment, specialising in consciousness, emotion and the effects of ageing. She was honoured to receive the Professional Speaking Award of Excellence in October 2017, it is the highest accolade for UK speakers given by their peers.

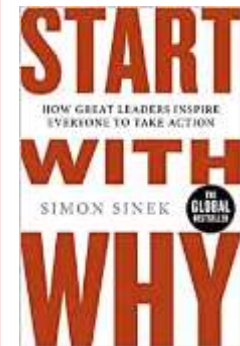
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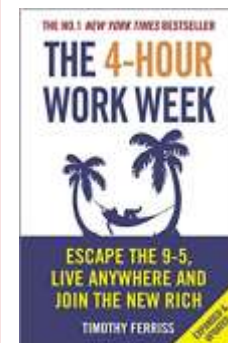


## Amazon's Top 3 Best Selling books in Small Business & Entrepreneurship



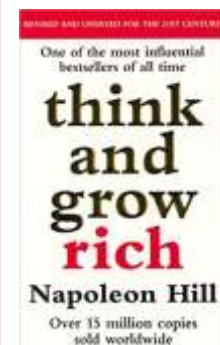
**Start With Why: How Great Leaders Inspire Everyone To Take Action**  
Paperback

By Simon Sinek



**The 4-Hour Work Week: Escape the 9-5, Live Anywhere and Join the New Rich**  
Paperback

by Timothy Ferriss



**Think And Grow Rich**  
Paperback  
by Napoleon Hill

Peter Economy

# Want to lift your spirits? Here are 5 of the most effective foods for getting you there.



Are the changing seasons getting you down? Do you feel **unhappy at work** or in general? The food you eat has an incredible impact on how you feel and can keep mood swings or depression at bay.

We all need a pick-me-up sometimes. But when an evening glass of wine or a tough workout isn't helping, **look to your diet** in order to feel better.

The food you eat has an incredible impact on how you feel and can keep mood swings or depression at bay. Here's what to try and what to avoid to re-energize your life.

### **Grab some vitamin B.**

B vitamins like B6, B12, and folic acid are involved in the production of the brain chemicals which regulate mood. Eat foods rich in these vitamins - like eggs, poultry, and low-fat yogurt. Leafy greens are also recommended, because they contain the B vitamin folate, and research shows that low folate levels have been consistently linked to depression.

### **And grab some vitamin D too.**

Vitamin D is important for the production of mood-boosting chemicals in your brain. Fortified dairy products like no-fat or low-fat cheese, milk, and yogurt are great sources of vitamin D.

Sunlight also can give you the vitamin D you need in as little as 20 minutes a day of sun time.

### **Also fatty acids.**

Typically known as heart-health boosters, foods like walnuts, flaxseed, avocado, and cold-water fish (e.g. salmon), are excellent for boosting moods because they are full of essential omega-3s. In fact, in a study published in the Journal of Epidemiology and Community Health, it was found that people who consumed the most fish were less likely to have depression symptoms.

### **Pay attention to probiotics.**

We know probiotics are great for boosting digestive health, but did you know that your gut health can severely affect your mood?

According to a study published in Gastroenterology in 2017, consumption of a probiotic supplement was revealed to improve gut symptoms as well as depression in those with irritable bowel syndrome (IBS).

### **And, limit these: caffeine and alcohol.**

Both have the capacity to make you feel better, sure, but the reality is alcohol and caffeine can prevent healthy sleep patterns by interrupting important sleep cycles.

If you want to make a big difference in how you feel, make a few small dietary changes and make sure you regularly eat nutritious meals. Your body and your mood will thank you.

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### **About the Author**

Peter Economy is the best-selling author of *Managing for Dummies*, *The Management Bible*, *Leading Through Uncertainty*, and more than 85 other books, with total sales in excess of two million copies.

He has also served as associate editor for *Leader to Leader* for more than 10 years, where he has worked on projects with the likes of Jim Collins, Frances Hesselbein, Marshall Goldsmith, and many other top management and leadership thinkers.

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Nigel Collin

# Strong leaders don't run, they walk fast in times of crisis



Back in the 90s when I had an entertainment business I received a powerful lesson in how to be a strong leader. I was taught never run but walk quickly when there was a problem or crisis.

It was during a large event of about 1000 people when one of the performers was standing behind a lit screen and everyone could see their shadow. Hardly a crisis I admit but one that gave me a valuable lesson in leadership. Seeing the shadow, I started running towards the stage to tell the performer move, when my producer at the time quietly said to me, 'don't run, walk quickly'. Running (or panicking) does three things.

1. As you run you are in danger of tripping and causing more havoc.
2. People will notice you running and assume something is up and panic results.
3. Your decision-making process goes south as your knee-jerk reaction cuts in.

Good advice. Especially now.

As the impact of Coronavirus takes hold ask yourself if you or your leaders running or walking quickly? Not literally of course but metaphorically.

## Strong Leaders are adaptive while staying the course

An attribute of strong leaders is adaptability. I like the way Jay A Conger (2004) puts it when he talks about 'Chameleon Leadership'. The next 6 to 12 months will test the ability of businesses and their leaders to adapt to change and deal with the impact of the Corona crisis, while still maintaining course. That requires taking decisive action in a calm and non-emotional way. It requires good communication, so everyone knows what expect (well... as best as possible) and what steps have been put in place.

## Strong leaders are consistent communicators

Your team needs to feel safe and certain that you as a leader are not panicking yet, at the same time, not deflecting a crisis. They need to know what the plan of action is, and they need to know that things could change at any moment. They also need to feel they have a say, that they are contributing, and they need to know that the little things they do, which to them may seem unimportant, will make a big difference. A strong leader addresses these.

If a leader runs, they will not just panic their staff and their clients, but they risk making bad decisions.

As my manager, Simone Ashton's partner put it (who is ex-defence force) 'officers don't run, it panics the troops'.

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Over the past three decades, Nigel has advised C-Suite executives, Ministers of Parliament and entrepreneurs in both public and private sectors.

As an international speaker, he has presented to organisations in industries like IT, Franchise, Events, Marketing, Finance, Pharmaceuticals, Government and Telecommunications.

Nigel has spoken throughout the world including in the US, Canada, UK, Europe Asian Australia and New Zealand. In 2017 he was awarded an events industry 'Outstanding Contribution Award' and is the only speaker in Australia to have ever won this.

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Benjamin Ball

# A new style of investor communication for a new world



Now that investor communication is conducted remotely, we are increasingly relying on Zoom.

This means we all need to work even harder to get our messages across to investors. And it also means that we all have to work harder to stand out from the competition for access to capital.

In this new world, the old rules of investor communication are not just important, they are more important than ever. In fact, because we are now communicating virtually, we see the best communicators adopting a **new best practice style of investor communication**. The best communicators seem to share the following characteristics:

## 1. Use bold messages

With remote meetings, it is even **harder to keep audience attention**. That means you need to work to grab your investors' attention from the first minute. You also want clear, strong messages. See how my colleague Paul Farrow recommends **you think about your messaging**.

In short, **the bolder and simpler your messages, the more you will be understood** and remembered. In our client work, we frequently spend more time defining and polishing messages than any other part of an investor communication

project. That is how valuable good messaging is.

## 2. Connect with your audience

Last week I reviewed a webinar run by one of the large accounting firms. I listened to a panel of global CEOs discussing the impact of Covid 19. While the CEOs were all well-known, the panel was dull. It felt as if the speakers were in their own worlds and not really interested in sharing their expertise with a wider audience.

To avoid this, and to cut through to your audience, you want to **show investors that you care**. That means speaking directly to people, helping them, and speaking as if you are listening. What do I mean by that? It means using a conversational style of speaking – shorter phrases; more rhetorical questions and direct language.

It's a skill to learn, and it will help you **stand out as an impressive leader and communicator**.

## 3. Adopt a simple investor communications style

The **best communicators use the simplest language**. There is **plenty of research** showing that the strongest leaders are frequently the clearest communicators. But how do you develop this clear communication style?

We introduce our clients to **powerful techniques** that help them develop that clear authoritative style that people want to hear.

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Ben advises business leaders how to present themselves in front of investors, clients and the media. Over the last 10 years he has built this company's systematic approach to pitch coaching and presentation training. He works with entrepreneurs, senior managers and leaders of major corporations. Clients he has advised include Permira, Statoil, Microsoft, Worldpay and Olswang as well as many private equity firms. Previously Ben was a corporate financier at dot com specialist Durlacher following senior roles at Pearson, Cable and Wireless and the BBC. He is a regular speaker at financial conferences including Super Return and GAIM.

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Marcel Schwantes

# 5 noticeable traits you'll find in smart and confident bosses

Leadership is relational and meant to support and lift up others.

Back in my corporate HR management days, I partnered with the C-suite on several projects and had a front-row seat to the **leadership styles** of my executive colleagues.

One of them, a VP from Silicon Valley, had bravado and swagger that didn't sustain its influence on people. Another VP led through power and control, often **squashing the human spirit** of those around him.

One executive had a very different approach. He led by serving the needs of his tribe first before his own. It worked, and they responded with high trust and high performance.

Truly confident bosses are smart enough to know that leadership is relational and meant to support and lift up others to succeed. They share a number of inspiring qualities, including:

## 1. Not being afraid of being wrong

The conceited and self-righteous boss who proclaims his position and disregards differing opinions or points of view will have few followers. Typically, such a boss knows they're right, and they need you to know it too.

Confident and smart bosses, on the other hand, aren't afraid of being wrong. They are quite secure and will back down graciously when being proved wrong. To them, it's more important to find out what is right than *being* right. They will also often admit when they are wrong, made a mistake, or don't have all the answers.

## 2. Listening more than speaking

Want to hear an insecure boss at work? Easy. Just listen to their bragging. It is a mask for their insecurity. Confident and smart bosses, however, are unassuming and know what they think; they want to know what *you* think. They realize they know a lot, and seek to know even more, and they know the way to do that is to listen more to those around them. This habit works brilliantly in meetings to tap into the strengths of others.

## 3. Shining the spotlight on others

Smart and confident bosses don't need the glory; they understand what they've achieved. They don't seek validation, because true validation comes from within. They stand back and celebrate their accomplishments by letting others shine, which helps boost the confidence of others.

## 4. Asking for help

Confident bosses are secure enough to admit a weakness and when they need help. By tapping into the powerhouse of humility as a key leadership strength and asking for help, they give permission for others to do the same, creating a culture of kindness, encouragement, and support that pays it forward.

## 5. Recognizing others

A confident boss never flies solo and always acknowledges his successes as a team effort. He expresses deep gratitude for everyone involved in pulling together a project, no matter how big or small the role.

He understands human nature and will make it a priority to recognize people for their hard work, both in public and private. An employee who sees this confident boss building up others instead of seeking self-glory will become more loyal and committed to going above and beyond for that boss. In turn, this paves the way for real competitive advantage.

This article originally appeared on: [www.inc.com/marcel-schwantes/5-noticeable-traits-youll-find-in-smart-confident-bosses.html?cid=landermore](http://www.inc.com/marcel-schwantes/5-noticeable-traits-youll-find-in-smart-confident-bosses.html?cid=landermore)

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Yoram Solomon

# 8 things to do to not lose trust while everyone is working remotely



Using the framework in *The Book of Trust*, here are a few ideas that would help make the time working remotely efficient and effective, and help prepare you for the day you go back to the office.

## 1. Avoid losing trust between interactions

As a defense mechanism, when we don't see someone for a while, we tend to challenge their trustworthiness. And they start challenging yours. If you haven't communicated with someone (whether it is an employee, customer, supplier, or anyone else) for a while, you start losing trust in them, and they start losing trust in you. Keep communicating regularly. If you can't meet face-to-face (the best way to build trust), do the next best thing: a video call with them (FaceTime, Facebook messenger, Skype, and the like). It's better in building (or maintaining) trust than a phone call, which is better than email.

## 2. Sensitivity is going up, so use more empathy

People don't want to be sold to these days. I've heard too many people trying to increase their selling efforts to compensate for the loss of in-person business. Ask yourself, is the person on the other side of my sales message in the mood for buying? Use your

empathy. See things from the other person's perspective as if you were them, not you.

## 3. Focus on shared values

The *Shared Value* component of trustworthiness is very important now, and a big part of it is to show that you care about them more than you care about yourself. One of the best approaches is to adopt the mantra of *giving more than you take*. What is it that you can offer that would help people at this time? I made *The Book of Trust* available for people to download from Kindle free of charge for as long as Amazon would let me (which was five days), because I knew people are more likely to read now and would appreciate having access to books. Especially eBooks that can be obtained immediately and not put anyone at risk of handling the physical book.

## 4. Be realistic about what you are selling

We are in a special time. Not everyone needs everything you have to sell. This would not be the best time to advertise low-fare cruises, for example. Think about what people really need, rather than what you have to sell. Can you modify your offering such that people might want to buy it now? If not, don't sell! There is no point in pushing products or

services that nobody will buy. It's a waste of effort and marketing dollars.

## 5. Think about the future after this

This period will be over, and life will go back to normal. Normal might be a little different than it was before, or it now. Start thinking pragmatically about what will happen next. How will your business be different? Conducting a strategy planning session once on a very hot summer day, I asked the participants at 8am when we started: Who parked their cars in the shade? Almost all hands went up. Then I asked them: Who parked their cars where the shade is going to be at 4pm when we are done and you need to get into your cars? Not a single hand. We tend to think in terms of the *present*, or the *past*, not the *future*. So it's an effort, but it's worth your while. Start planning for the day after. It may not be the same as yesterday, but not the same as today, either.

## 6. Build your competence

A significant part of your trustworthiness is based on your competence. Working remotely with fewer opportunities to do some of the "usual" things you do at work gives you the opportunity to build new skills and learn more about your domain knowledge.

When this is over, you will become more knowledgeable and more skilled in what you do, and thus more competent. You will deliver more value to your customers, and thus have a better competitive advantage over your competitors.

### 7. If you have to track what your employees are doing...

... when they work remotely, then you are either not a good leader, or you don't have trustworthy employees. Either way, productivity, creativity, and effectiveness will be lower. Look up "software for monitoring remote employees" in your favorite search engine. You'll be shocked at how many solutions are offered there. "Simple, accurate time tracking and proof of work to ensure they're doing the job you hired them to do" is what they offer. Really? Employees need autonomy to do their jobs the best way they know how. If you monitor them, or consider the time they are spending in front of the computer as a proxy to their productivity, you are wrong. And if they are not trustworthy, monitoring them will not increase their productivity.

### 8. Make information available, communicate what's necessary

More than ever before, information flow is important. Lack of information can cause a loss of trust and inefficiency. However, you can over-communicate, too, and overwhelm people. Use the following rule of thumb to communicate: make all information available and accessible to everyone. If someone needs to access information, s/he would know where to look for it and it will be well-organized. Communicate (email, text, calls, etc.) what's necessary for the other person to know now, either because they asked for that information, or because you know it will affect what they are working on. Don't communicate just to show that you are working.

I hope this helps. Be **safe**, stay **vigilant**, remain **positive**, and **may trust always be with you!**

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### About the Author

Dr. Yoram Solomon has published 13 books, 22 patents, and was one of the creators of Wi-Fi and USB 3.0 technologies, for which he was dubbed "TI's Great Innovator." Dr. Solomon was named by Innovation Excellence as one of the Top 40 Innovation Bloggers from 2015 to 2019, and by Thinkers 360 as one of the top 50 Global Thought Leaders and Influencers on Culture. He was a columnist at Inc. Magazine, Innovation Excellence, and other publications, where he published more than 300 articles.

Dr. Solomon holds a PhD in Organization and Management from Capella University, an MBA from the University of Colorado at Colorado Springs, an LLB from the Tel-Aviv University Law School, and an Associate Degree in Electrical Engineering from Ort Singalovski College. He completed the executive Marketing Management Program at Stanford University and the Developing the Strategic Leader program at the Center for Creative Leadership (CCL) in Colorado Springs. Dr. Solomon is certified by CCL to administer the KEYS and SKILLSCOPE assessments and is an authorized provider of school board training by the Texas Education Agency.

A National Speakers Association Professional Speaker, he spoke in several different national and regional conferences, including the Human Resources Southwest Annual Conference, the Association for Strategic Planning National Conference, CDX Annual Conference, and many more.

Yoram was the host of the first TEDxPlano in 2014, and spoke at TEDxOakLawn in 2018. His customers include a wide range of Fortune 500 companies as well as startups, for-profit, non-profit, and government organizations, in a broad spectrum of industries from technology to retail,

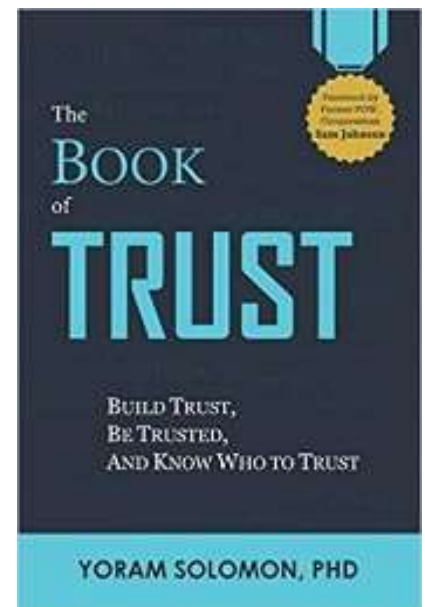
healthcare, defense, and education. He served companies such as AT&T, Dannon, Amway, Texas Instruments, and many more, who described his keynotes and workshops as transformative.

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Greg Satell

# Do you want to make a point or do you want to make a difference?



I recently took part in an online open forum for thought leaders. While we were discussing a wide range of topics, including the economic and social impact of previous crises, somebody came out and said, “You know, when this is all over we’re probably going to have another #Occupy movement.”

It was an apt observation. #Occupy, after all, was a reaction to the Great Recession and it’s reasonable to expect that once we get the Coronavirus under control many will demand serious changes to be made. However we should remember that #Occupy was a massive failure that achieved little if anything at all.

Clearly, our government has failed us, but it goes far beyond that. Markets have also failed us. Technology and globalization have failed us. Perhaps most of all, we have failed ourselves. Collectively we have failed to make good choices as a society. So we need to learn the lessons of #Occupy. It’s not enough to get angry and make noise, we need to build a better future.

## **Going Beyond Grievance**

On September 17, 2011, #Occupy Wall Street took over Zuccotti Park, in the heart of the financial district in Lower Manhattan. Declaring, “We are the 99%,” they captured the attention of the nation and then the world, eventually growing to encompass protests in 951 cities across 82 countries.

The protesters were angry and rightly so. A global economic elite had bilked us out of trillions and then gotten off scot-free. However, despite all of the self righteous indignation, they offered no alternate vision of how they wanted things to be. Instead, they became mired in grievance, pointing to problems but offering no solution.

Compare that to the Serbian youth movement called Otpor. Like #Occupy, they had a deep sense of grievance, namely that their country was ruled by a ruthless dictator, Slobodan Milošević and their country was mired in war, poverty and chaos. It was, by nearly all accounts, a hopeless situation.

But unlike #Occupy, Otpor offered a clear alternative vision they called the “Declaration for the Future of Serbia,” which laid

out three clear principles: civil rights, peace with neighbors and European values, such as economic liberalization and the rule of law. These principles laid the foundation for an enormously powerful movement that swept Milošević from power.

We all have things we don’t like and it is natural to want them to change. Yet unless we can actually offer a clear vision of what that change should look like, we can’t expect anything else than more of the same.

## **Being Explicit—And Disciplined—About Values**

Creating a clear vision for change is absolutely essential, but it’s only a first step. You also need to be clear and explicit about your values. While a vision for the future represents possibility, values represent constraints. Values make clear that we not only want certain things, but we’re also willing to incur certain costs.

For example, throughout his life, Nelson Mandela was accused of being a Communist, an anarchist, an extremist and worse. Yet when confronted with these accusations, he would always say that no one had to guess what he believed or what he was fighting



for, because it was all written down in 1955 in a document called the Freedom Charter.

Importantly, the Freedom Charter wasn't just an expression of Mandela's values or that of his organization, the African National Congress (ANC). It was the product of a multiracial coalition that joined together to create a true sense of shared purpose. Mandela would later say that the Freedom Charter would have been different if the ANC had developed it alone, but it wouldn't have been nearly as powerful.

#Occupy, of course, was never clear or explicit about its values and never sought to constrain itself in any way. Perhaps not surprisingly, its activists were often seen as undisciplined and vulgar. In a similar vein, the modern Women's March movement also ran into problems because it wasn't clear and explicit about its values.

Make no mistake. Change is always built on a foundation of shared values and common purpose. If you aren't able to communicate clearly about what you believe and what you value, you can't expect others to join you.

### **Designing Tactics To Influence Institutions**

In October 2011, at the height of the protests, the civil rights legend, Congressman John Lewis showed up at an #Occupy rally in Atlanta and asked to speak. He was refused. Some attributed the snub to racism among the privileged white protestors. Others faulted Lewis himself, who didn't understand the complex rules of the rally.

The protester who blocked Lewis, however, described a different motivation. For him, Lewis's great crime was that he was part of the "two-party system" and therefore unworthy of trust. "Any organization that upholds the legitimacy of the two-party system simply buttresses interests opposed to those of everyday people," the man said.

This is, of course, total nonsense. Every regime or status quo depends on institutions to support them. That's why a key part of any transformation strategy is to mobilize people to influence the institutions that can bring change about. One major reason that #Occupy failed was that it mobilized people to do no more than sleep in a park and snarl out occasional epithets.

Now consider Martin Luther King Jr., who was able to bring considerable influence to bear on the US political system, just as Thurgood Marshall and Charles Hamilton Houston did with the US legal system and Nelson Mandela did with international institutions. These men had at least as much reason to be skeptical as any #Occupy protester, but understood that it is institutions that have the power to make change real.

That's what made them effective and allowed them to prevail. As Martin Luther King Jr. himself put it, "A social movement that only moves people is merely a revolt. A movement that changes both people and institutions is a revolution."

### **Building Change That Lasts**

Change is hard. As I explained in *Cascades*, even legendary leaders like Gandhi, King and Mandela had painful failures along the way. Today, the Coronavirus epidemic has made clear that we need to significantly transform our society on multiple fronts, including healthcare, climate, emergency management and fiscal policy.

What makes this crisis especially maddening is that it was not only foreseeable, it was foreseen and ignored. While the epidemic gathered steam, our officials dithered and some even minimized the crisis. While they could have been procuring supplies and developing tests, they encouraged people to invest in the stock market. There's no question that massive incompetence has played an outsized role and we have a right to be angry.

However, we should also learn the lessons of #Occupy. Anger will get us nowhere. Real change, change that lasts, is always built on common ground. That means going beyond grievance and creating a positive vision for the future, being disciplined and communicating clearly, and mobilizing people to influence institutions.

Most of all, we have to want to make a difference more than we want to make a point. You never create change by preaching to the choir. You have to go out and mix with the heathens, hear out their concerns and, to whatever extent possible, build a sense of shared purpose. That's how you build a better future.

As the global activist Srdja Popović put it to me, you know that you're successful when it becomes difficult to explain the previous order, because it comes to be seen as almost unbelievable.

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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.

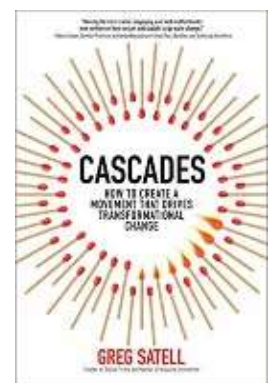
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John Niland

# Self-Worth during Covid-19 – taking care of your professional life



Remember the days following 9/11? The “tornado effect” – cancelled flights, meetings, and total paralysis of investment. Back then, my entire pipeline evaporated in less than 7 days.

There are stormy days ahead, particularly for freelance professionals. Loss of revenue often brings a loss of self-confidence, and even self-reproach. Managers and leaders have tough decisions to make, while students and young professionals worry about job prospects.

So what can you do? Here are some practical guidelines to create value and deepen your roots in self-worth.

**1. Make a decision about who your ideal clients are, create something useful (for them). What are they struggling with?**

If you stay close to your best clients, they will tell you what you need to do. For example, back in 2001, I learned from working with professionals that they were always short of time, so I wrote a little pdf of “100 Tips to Find Time” which opened many doors for business.

**2. Enhance your online presence, engage with your audience: e.g. LinkedIn, Facebook, etc.**

Now is the time to fix “Sorry, my website / LinkedIn page etc. is out of date!”. This climate will have more people surfing online = **great time for online conversations!**

**3: Take an online course or read a book to develop yourself and your business skills.**

Investing in yourself is always a good use of money/time to innovate how you do business. For example, enhancing your time-management and self leadership (either you are **a leader or independent professional**) and learning about **online networking** to create opportunities.

Why not read “**The Self-Worth Safari**” or “**The Courage to Ask**”? Kindle and hard copies on Amazon.

**4. Research the future of your client’s world. Connect with those who can help you get a clearer picture.**

Your clients are affected by all that’s happening, and they will be thinking about their future. This gives you a legitimate reason to contact them for informal research.

**5. Make the best use of online resources so that Downtime = Development time, not just Dithering time.**

For example, each Monday, we host a “**Bloom on Zoom**” call, where we brainstorm with other professionals on how to create value together, in these turbulent times. **Participate for free, details [here](#).**

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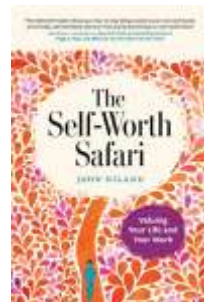
## About the Author

John Niland is best-known as a conference speaker on doing higher value work and creating more opportunity via better conversations. His passion is energising people: boosting growth through higher energy levels, that in turn leads to better dialogue and business growth.

John is one of the co-founders of the European Forum of Independent Professionals, following twelve years of coaching >550 professionals to create more value in their work. Author of *The Courage to Ask* (together with Kate Daly), *Hidden Value* and *100 Tips to Find Time*.

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Jeff Haden

# Why top performers ask for advice, not feedback

According to Harvard research, you'll be much more likely to receive input, tips, and guidance you can actually use.

Advice. Guidance. Mentoring. We all need **feedback**.

But we don't get enough of it. And, when we think that **feedback will be negative**, we don't necessarily want to hear it, much less seek it out.

Even though **plenty of research** shows that feedback improves performance (if **given the right way**.)

And therein lies the rub: We all need more feedback, but we don't always want to ask. And when we do ask, **research shows** when feedback is requested - rather than volunteered - it tends to be too vague, too fluffy, too "I don't want to hurt your feelings so I'll just be nice" to be of any value.

So instead of asking for feedback, what should you do?

## Ask for advice.

**Harvard Business School researchers found** that asking for advice resulted in respondents providing 34 percent more areas of improvement and 56 percent more ways to improve compared to those who were asked for feedback.

**According to** the researchers: Why is asking for advice more effective than asking for feedback? As it turns out, feedback is often associated with evaluation. At school, we receive feedback with letter grades. When we enter the workforce, we receive feedback with our performance evaluations. Because of this link between feedback and evaluation, when people are asked to provide

feedback, they often focus on judging others' performance; they think more about how others performed in the past.

This makes it harder to imagine someone's future and possibly better performance. As a result, feedback givers end up providing less critical and actionable input.

In contrast, when asked to provide advice, people focus less on evaluation and more on possible future actions. Whereas the past is unchangeable, the future is full of possibilities. So, if you ask someone for advice, they will be more likely to think forward to future opportunities to improve rather than backwards to the things you have done, which you can no longer change.

In non-researcher-speak: asking for feedback is asking, "How did I do?"; asking for advice is asking, "What can I do?" Advice is teaching, coaching, and mentoring; feedback is more like a grade.

It's hard to tell someone how well they just did, especially if they did relatively poorly. It's easy to tell someone what they could try next time.

Think about the last time someone asked you for feedback, especially if it wasn't your job to provide that person with feedback. I'll bet you instantly felt uncomfortable. I'll bet that inside, you cringed. The last thing you wanted to do was hurt that person's feelings.

Then think about the last time someone asked you for advice. Surely you felt flattered: The person asking clearly believed you had experience, talent, knowledge, etc. they didn't have. In short: Being asked for feedback almost always feels uncomfortable.

Being asked for advice almost always feels good.

Which means the asked is much more likely to hear what they *need* to hear - not what the other person thinks they *want* to hear.

As the **researchers write**:

Despite its prevalence, asking for feedback is often an ineffective strategy for promoting growth and learning... because when givers focus too much on evaluating past actions, they fail to provide tangible recommendations for future ones.

How can we overcome this barrier? By asking our peers, clients, colleagues, and bosses for advice instead.

Try it. Start asking for advice. You're much more likely to get the input you really need.

And the person you ask for help also gets something valuable: They feel respected. They feel trusted. They get to offer the kind of guidance they know will really help you.

Which means you both win.

## About the Author

Jeff Haden learned much of what he knows about business and technology as he worked his way up in the manufacturing industry from forklift driver to manager of a 250-employee book plant. Everything else he picks up from ghostwriting books for some of the smartest innovators and leaders he knows in business. He has written more than 30 non-fiction books, including four Business and Investing titles that reached #1 on Amazon's bestseller list. Jeff is a contributing editor for **inc.com** and a LinkedIn Influencer.

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Pete Foley

# Innovating now for a post Covid-19 world

Covid-19 will change the way we behave, conduct business, and indeed how we innovate for years to come.

Exactly how much change we'll see and what those changes will actually be is still unfolding. But big life changing events inevitably reshape our long-term thinking, values and behaviours. And the social disruption caused by Covid-19 has broken more habits and established behaviours than any global event since WWII, opening the door to unprecedented change. When the dust ultimately settles, hopefully we'll emerge healthier, more ecologically conscious consumers, and with a greater sense of community. But how can the innovation community help nudge us in that direction in the face of inevitable economic and social challenges?

First and foremost, if we are in a position to do so, we should of course be rolling up our sleeves, and trying to help with the unfolding crisis. For example, in my own small way I've been trying to make connections to help a few local companies temporarily repurpose their existing infrastructure to manufacture hand sanitizer, and PPE. This kind of repurposing is a win/win, as it can provide both much needed PPE supplies, and also help keep people productive and employed.

While there is an obvious need to help with the many pressing problems we face, there is also value in trying to get ahead of the numerous change waves that are building. But thereby lies a dichotomy, as while massive disruption ultimately provides an

opportunity to change and influence the future, it also makes it far harder than normal to predict it! It's such a rapidly evolving situation, and people are so far away from whatever new normal will emerge on the other side of this, it's not the time to make many, if any hard and fast long term bets.

But the actions we take now do matter, and if done right, can build foundations for the future. We are presented with a huge opportunity to nudge, seed and begin to establish future habits, and to create safe harbors that will thrive as the storm clears. We may not know where we'll end up, but we can start rowing in the right general direction.

**1. Actions Now Matter.** Just because the future is uncertain doesn't mean we cannot influence it. With habits broken, emotions high, and unusual situations abounding, there is a massive opportunity to create peak-experiences that will be encoded into memory far more strongly than usual, and that will in turn disproportionately influence future consumer behaviour. What we do today may not guarantee future business, given that we are very likely heading into a very challenging economic period, but every little thing we do now to build a solid foundation helps.

Consumers will remember companies who did the right thing, either for them, or for others.

They will remember breweries, distilleries and CPG companies switching production to hand sanitizer, or even car makers who switched to manufacturing ventilators. Companies who offer

no fuss refunds will be trusted in an immediate future where people will be feeling uncertain. And of course, companies offering remote and online services are not only initiating new habits, but if they do it well, are also creating positive emotional tags for their brands.

And this is amplified because word of mouth has never been more important, as people are spending more time on social media, swapping news, experiences and recommendations. But as always, there are two sides to this equation. Psychology tells us that humans dislike losses about twice as much as they like gains, so opportunity comes with a minefield of chances to seriously damage future business.

Companies that refuse to give refunds for cancelled or delayed services may be helping out their short-term cash flow, but are seriously damaging customer relationships for the future (Airlines, Ticketmaster, Sports teams especially take note). And there will be far less tolerance for large organizations. No matter what the business reality of contracts or commitments, it's hard, for example, for a sports fan who cannot pay their mortgage to feel sorry for a team run by a billionaire, and employing millionaire superstars, when they cannot get a refund for an infinitely delayed game. Perceived unfairness creates a very strong emotional response, and consumers will remember and punish companies who they perceive as unfair, if only in the short to medium term.

**2. Cost Effective Anti Fragility.** If nothing else, this crisis has revealed how fragile



many of our supply chains have become. Our endless search for efficiency, cost reduction, and boosting bottom line and margin has left us vulnerable. Globally distributed and limited source supply chains are cost efficient, but fragile to natural disasters and political upheaval. This crisis has exposed this vulnerability, but it is a challenging problem to solve. We know how to build anti fragility via redundancy and buffers, but it adds cost. As anti-fragility is a largely invisible benefit to consumers, they will be reluctant to pay for, especially in a recession.

Companies who do build in redundancy and buffers will be vulnerable to disruption from more fragile competition. The good news is that without tough problems, we wouldn't need innovation, so this is an opportunity. I suspect there are going to be widely different solutions in different industries, and how much fragility we can tolerate will vary from industry to industry.

We can obviously tolerate less in pharmaceuticals, medical supplies, food and infrastructure, perhaps more in discretionary entertainment. Maybe the answer will be innovative collaborations between government and industry to protect key industries, or market leaders leveraging scale via smart buying and storage of key raw materials. But whoever solves the cost/antifragile contradiction will have a long-term competitive advantage.

**3. The Rise of Citizen Innovators and Leaders.** We have a cognitive bias to seek innovation, or anything else for that matter, where we've found it before. We actively recruit people from universities where we've found good people before, and use personality tests to identify those who fit the profile of past successes.

Similarly venture capital firms cluster around silicon valley, or other start up hot spots. It's a smart bias, and one with a solid evolutionary pedigree, as we are the progeny of those who fully

exploited rich pastures before seeking new ones. But like most heuristics, this works up to a point, but also misses opportunities if followed to a fault. Smart people and good ideas occur outside of silicon valley, and while serial innovators are good places to look for new ideas, often truly disruptive ideas come from unexpected places, based on new and different perspective. To this point, one thing I've loved to see during this pandemic is the number of innovations coming from unexpected places. Gin distilleries and breweries making hand sanitizer. Pizza companies and fashion houses making face masks. It reinforces that innovation can come from places we may not expect, and that we have a largely untapped talent pool that we could take more advantage of. When I was at P&G we were at the forefront of open innovation, at a time when outsourcing about half of our ideas was groundbreaking.

But one of the opportunities Covid-19 may have thrown us is open innovation 2.0. It has shown us that we may be able to cast the net even wider, and actively seek both ideas and talent from still unexpected or underutilized places. Whether that is locations that are not traditional start-up hot spots, or expanding open innovation to seek ideas from small businesses, or people working the front lines.

Anecdotally, when I do behavioural audits for the hospitality industry, I get some of the best insights from the maids, servers and bar staff, often not the place people go first for innovation.

I've also talked before about how this crisis has brought some natural leaders to the fore, and also shown us some weak spots in our systems and organizations. My hope is that we'll learn from this to not only cast the net wider for innovative ideas, but also to tap into a broader cross section of people within companies in solving problems or challenges. We'll also have given many people more autonomy, perhaps

reluctantly in some organizations, but let's make sure we reward those who thrived on it, and not simply go back to business as usual when this is over.

**4. Beware of Researching Moving Targets.** We love data, and hate uncertainty, and there is no doubt that good intelligence wins wars. But out of date intelligence loses them, and in a rapidly evolving situation like this, even if we get current insights, many if not all of them will be out of date before we can actually act on them. The bottom line is that it's a really tough time to try and predict the future. I believe a couple of fundamental issues make this a time when most of our focus should be on influencing, rather than predicting the future.

A significant challenge when trying to predict social change is that there are typically confounding variables pushing future behaviour in opposing directions. In a rapidly changing situation like the one we face, the challenge of predicting which variable will predominate grows exponentially. For example, many are hoping this crisis will drive people to buy local when we start to come out of the other side. And if you survey people today, I'd bet that would be a conclusion. However, these good intentions will almost certainly be tempered, at least in part, by the harsh economic realities that many will face. Many people will in reality simply buy what they can afford. And we can apply this dichotomy to a wide range of post Covid-19 consumer behaviour, including environmental responsibility, eating healthy, exercising, travel, and eating out to name just a few.

There is always a challenge in separating who people want to be from their actual behaviour, and that will be amplified by the challenging financial realities many will be facing in the coming months or years. Asking people today what they will be doing in 6 months is more difficult than it's ever been.



Compounding the above are a couple of insights from Behavioural Economics. Firstly, as Daniel Kahneman said, we don't know our future selves very well. It is also well established in psychology that our current emotional state strongly influences how we believe we'll behave in the future, but that our actual behaviour will be influenced by the often different emotional state we are in at the time we act. This difference between our current and future selves is amplified at a time of upheaval and emotional stress.

And this is further compounded because most decisions we make have a mixture of conscious, rational evaluation, and largely unconscious emotional gut feelings. Often these pull us in different directions. For example, our rational self may want to heat a healthy, locally sourced but relatively expensive meal.

However, our gut instinct under pressure may push us towards a cheap, comforting, but unhealthy burger and fries. There is always some disparity between what we think we'll do and what we actually do in the moment, when our gut instinct typically has more sway than we realize. It's an inherent flaw in most survey versus behavioural research, but it is a flaw that is amplified during a time of great change, and high emotions.

I've seen a lot of speculation that we will emerge from this crisis as better, healthier, more ecologically conscious consumers, with a greater sense of community. I hope that is true, but at risk of sounding like the Grinch, how much of that is what we want to see happen, and how realistic will that be if the world is facing a major recession or depression?

Innovators live in the future, part of our role is to predict it, part of it is to shape it. I believe this is a time where we can be most effective shaping rather than predicting it, by planting seeds that will nudge us towards a realistically better future, but

doing so with a lot of agility and flexibility.

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### About the Author

Pete Foley is a Behavioural Science and Innovation Consultant who specializes in applying Psychology, Behavioural Economics and Perceptual Science to deliver innovative solutions to a wide range of business challenges.

An experienced innovation leader, facilitator and practitioner. He draws on 25 years' experience at P&G, whereas a serial innovator, he published over 100 patents, and co-led the foundation of their Behavioural Science capability.

For the last five years he has been an independent consultant, working with large and small companies across a broad range of businesses.

Pete is a sought-after keynote speaker, has extensive experience in designing and leading customized innovation and design thinking workshops, and in supporting the design and placement of consumer tests built around principles of consumer psychology.

Pete blogs regularly about the science and psychology of innovation. He has been recognized as one of the top 20 bloggers on Innovationexcellence.com for the last three years, has written multiple articles for the award-winning biomimicry magazine Zygote.

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