

# Better Business Focus

November 2021

Expert inspiration for a Better Business



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

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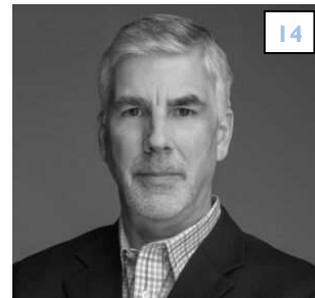
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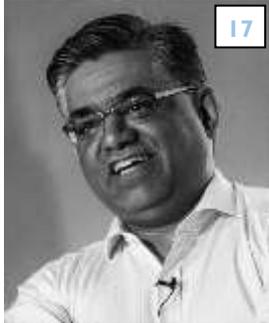
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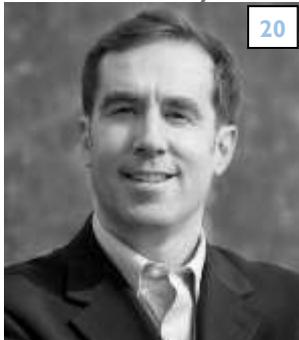
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David Finkel

# How to streamline communication with your remote workforce

For many of us, working remotely is now the new normal. Your team has been doing it for months now and you likely have discovered a few issues or areas where your communication channels break down. In my 25 years of experience working remotely and helping others do the same, most businesses fall into one of two categories.

## Undersharing

In this scenario, your team has moved to a remote workforce and doesn't have the proper communication channels and processes in place to keep everyone in the loop. You may go days without hearing from some team members, and you often find yourself having to go out of your way to get details about projects that they are working on. This happens most often with teams that are used to working in the same office together and relied heavily on office pop-ins or water cooler meetings.

## Oversharing

On the other end of the spectrum, you have the oversharing teams. The ones that send out dozens of emails each and every day keeping the rest of the team "in the loop" on everything that they are doing throughout the day. And while there are some good bits of information hidden with those emails. Having to go through 100 emails a day to find key updates isn't a good use of anyone's time.

So, I want to share with you some of the ways that my team has streamlined their communications while working remotely.

## 1. Prioritize Emails

If left unchecked, I get hundreds of emails every day. And that makes it really difficult to keep on top of. So as a company we use the "1, 2, 3" subject line system.

Here's how it works. Simply start off your subject line with a 1, 2, or 3.

- "1" means that the email is time-sensitive and important and needs action immediately. (I get these kind of emails once or twice a month)
- "2" means that you have to take some action, but it doesn't need to be addressed right away. (This is where the majority of emails fall from my team)
- "3" means no action is required on the part of the recipient, it's simply an FYI.

This straightforward system allows us to scan our inboxes quickly to know which emails need immediate attention and which ones can wait till we have time.

## 2. Standardize Reporting

Another way to streamline communications with your team is to standardize the way that you do your reporting. The easier it is to obtain and absorb the necessary information the better. For example, I can get a quick and accurate feel for what's going on in my company, department by department, by reviewing each departmental leader's Big Rock Report. I see what they have prioritized as their tasks for the week, what victories I get to congratulate them on, challenges I may need to support them through, and the other bulleted key updates from their past week.

If you've ever enjoyed the speed at which you can get a quick sense of an area of your business by reviewing a powerfully designed dashboard or KPI scoreboard, you've experienced the way standardized information makes things easier.

So sit down and think about where you are lacking details or reporting and work with your team to get that information sent out on a regular basis.

There are a lot of advantages to working with a remote workforce, and when set up correctly there is no reason why you can't thrive while apart. Talk to your team members about email and reporting and look for other areas that you may have oversharing or under sharing concerns. Good luck!

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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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Thom Dennis

# 14 ways to help your staff's mental health this winter



World Mental Health Day was on 10<sup>th</sup> October and after unprecedented global change and trauma, where many of us became ill, developed long term chronic symptoms, lost loved ones, lost jobs, weren't able to socialise, had to home educate our children, developed an increasingly poor work/life balance, weren't able to go on holiday, were furloughed, were pinged and isolated, mental health has never been more important. Today many employees are still facing worries about redundancy, face a lack of opportunities or suffer from bullying, harassment, or workplace stress.

Whilst the stigma of mental health is slightly improved from a decade ago, and the Olympics may have been a watershed moment for mental health in sport, mental health is the number one reason cited for sick days in the UK and is on the rise. Before the pandemic even took its stranglehold in the UK, it was estimated by Deloitte in January 2020 that mental health issues cost UK employers up to £45 billion a year. Today the additional cost of the pandemic on mental health is not yet fully known or quantified but 18-24 year olds, the unemployed, single parents and those with long-term disability or pre-existing mental health problems are more likely

to be suffering from new mental health issues.

Recent months have also seen a spike in workplace burnout, with research suggesting that symptoms of burnout increased by 24% in UK employees in 2020. Many employees are suffering from lack of sleep and then chronic daytime fatigue, feel depleted, irritable, resentful, anxious or depressed, have trouble focusing, and have blurred lines between work and home life. Health is not just physical. Mental health affects every aspect of someone's life, including their work, and if that isn't enough to make us do something, the hidden costs of an unhealthy working environment come to enormous sums that no business can afford to ignore.



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**Every business can support struggling employees, and better still can proactively ensure that being at work is not part of the problem,**

**particularly as things are still likely to be more difficult than usual this winter in the health arena. Here's what you can do.**

1. **Employee experience is at the core of good business.** Steve Whitton, the Founder of the Global Movement for Mental Health in the Automotive Industry, says we shouldn't just be talking about customer experience because employee experience is equally important. Leaders should ensure the working infrastructure, ethos and culture of the business focuses on looking after their people.
2. **Take the temperature of what is going on in the business by finding out how your people are.** If you are a manager, your job is your team and looking after them first and foremost will drive creativity, profit, performance and productivity. Regularly check in with staff to see how things can be done better to support them, make sure workloads are balanced and encourage collaboration on projects and mentoring.
3. **Prioritise wellbeing –** Younger people coming into the workforce are vocal about wanting to know how their new employers intend to look after their wellbeing and mental health, but this is now no longer unique to the

- younger age groups. Covid 19 has taught all generations that good mental health needs to be prioritised in the workplace.
4. **Understand a problem solving mindset doesn't always work.** Not everything can be fixed, sometimes we just need to be supported. Discuss mental health openly and encourage your team to check in on each other too.
  5. **Don't just recruit a version of you.** Actively choose diverse candidates to improve the atmosphere and culture of a business, in addition to all the commercial reasons it's good to have a team rich in different experience, skills and knowledge.
  6. **Create a culture that supports mental health.** Most employees still feel they are unable to address their mental health issues with management and that it will count against them. We need to move away from a culture that says if you are overwhelmed or have too much on your plate it is a sign of weakness. An open workplace culture that approaches mental health openly and without judgement encourages their staff to be honest about their situation.
  7. **Then implement a clear mental health policy and invest in a mental health programme.** This should include a definition of mental health, the signs to spot someone struggling, and clear strategies in place to support employees experiencing problems. Wellbeing programmes are recognised tools to manage mental health in the workplace including offering professional advice on mental health related topics and pressures such as family or health problems, bereavement and debt.
  8. **Educate staff on spotting the signs early** to help prevent an employee's mental health from spiralling. Offer mental health support to an employee if you notice changes in their behaviour, such as if they appear overly tired, anxious and withdrawn, or there is a decrease in their motivation, focus, creativity or productivity.
  9. **Don't burn out your employees.** Promote a healthy workplace environment that empowers staff and allows employees to thrive. Don't ask your employees to burn the candles at both ends. Respect their weekends and their time once they have finished work for the day. Allow them to subsequently take time off if they have had to work longer hours for an acute pressured period. Encourage them to take their holidays.
  10. **Ensure confidentiality.** Employees need to feel reassured that their personal information will not be shared with anyone they don't want it to be.
  11. **Don't depend on low statistics to prove that bullying and harassment doesn't exist in your organisation.** Even with strong protocols in place, many bullied and harassed employees will not report it. Actively protect against bullying and harassment in order to improve mental health on an individual and systemic basis.
  12. **Be emotionally intelligent and remove the mental health stigma.** Only 13% of employees feel comfortable discussing issues related to their mental health in the workplace. Set an example by speaking up about what you struggle with to be a real mental health influencer. Encourage all genders to talk openly to break down any stereotypes.
  13. **Give your employees more say in where they work.** Allow employees to have a say in how often they come into the office versus working from home. For some, working from home is hugely beneficial in avoiding commutes, or having better flexibility with childcare. Others may prefer to work in the office as it helps them have a separate work identity and a change of scene.
  14. **Allow flexible working hours** so staff can start earlier or finish later in order to support their mental health. Mental health issues are often accompanied with insomnia which means those suffering with their mental health often struggle with early starts. Equally, giving employees more time in the mornings to deal with other demands like getting the kids ready for school can relieve pressure and stress.

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### About the Author

Thom Dennis is CEO of Serenity in Leadership. He is a facilitator, speaker, consultant, change agent and educator. For the last 29 years, he has led companies dedicated to coaching executives and teams through personal and organisational change, defining strategy, working through M&As and improving communication.

With Serenity in Leadership, Thom is focusing his depth and breadth of experience to help organisations move into the 20s and all the changes that are developing. He is intent on resolving issues of inclusion to help people whoever they are, whatever background they have come from, shine and thrive, and their organisations with them.

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Anthony Mills

# Four traits your next CEO must have for your organization to thrive

CEOs come and CEOs go. Some – like Steve Jobs at Apple, Jeff Bezos at Amazon, and Richard Branson at Virgin – are excellent. They generally ‘get it’. Others – like Steve Balmer at Microsoft, Jeff Immelt at GE, and Dick Fuld at Lehman Brothers – not so much. They really ‘don’t get it’.

What makes the difference between these ‘good’ CEOs and their ‘not so good’ counterparts?

Based on decades of watching and studying CEOs – mostly the high-performing ones – we believe it comes down to possessing **four incredibly important traits**.

So – if you want to ensure that your organization will continue to thrive and grow over the decades yet to come, not to mention be relevant enough and resilient enough to weather the sea of changes before us – then you will definitely want to look for these four traits in your next CEO.

## Trait Number One — A Relentless Focus on the Long-Term Future

The best performing CEOs are extremely **visionary**. They have a clear grasp on where the organization needs to go – and what it needs to achieve – for an **indefinite future**. Their vision – which is always grounded in **purpose** – extends well beyond the next quarter or two – to something more on the order of **the next 25 – 50 years**. For any organization that’s a long way out to be looking, particularly given the volatility and uncertainty of the world we now live in. But nevertheless, that is where their focus is set – all the while never

losing sight of the realities and necessities of the present day (that comes next).

This is why **Founders** can make excellent CEOs (if they have the rest of these traits) – because their visions tend to be very long-term – indelible if you will, and usually transformative in some way. That often carries the organization for decades at a time, so long as other things are done properly.

As part and parcel to this, these individuals are constantly attuned to the **trends** happening all around them – because they have to constantly be able to establish **strategies** that harmonize with, and build off of, those trends.

Leaders out of tune with the trends of their day tend to take their organizations down a lot of **wrong paths**. For evidence of that, look no further than Bob Allen of AT&T, Eddie Lampert of Sears Holding, or John Akers of IBM – all of whom **failed** to grasp the trends of their day in their respective industries and subsequently led their organizations down a path toward bankruptcy. Those who are **attuned** to the trends of their day know the **right turns** to make, as so well evidenced in Satya Nadella’s leadership of Microsoft now. The bottom line is this... without fully understanding the **trends** unfolding around you, one simply cannot navigate a viable path into the future, as those trends all make up the landscape of that future.

Out of touch equals eventual failure.

Finally – and just as importantly – CEOs in the know understand that we **cannot afford** to be **passive observers of the future**, but rather must become the **active builders of it**. And so they don’t simply sit around waiting to see what the future will bring them.

Instead, they act **proactively** and **preemptively** to shape – and ideally ‘own’ – that future, so that they can steer it into the direction they desire for it to go.

So when you’re interviewing your next CEO candidate, ask them about their **vision** for the future of the organization (including how far out it looks and how it relates to emerging trends), and how they will lead the organization to make **that** a reality. If their answers don’t align with this mindset, find someone else.

## Trait Number Two — Inherently Entrepreneurial

Great CEOs are extremely **entrepreneurial**. Period. What this means is they understand that the way we poke and prod our way into **shaping our future** is to try **lots of different experiments** – quite often small, future-focused experiments aimed at learning as much as possible about emerging market needs and market reactions to different concepts – all run in very **lean** and **intelligent** ways through **validated learning cycles**, as so well prescribed in Eric Ries’ *The Lean Startup*.

In this regard, they operate one or more parts of the organization like a **startup studio** – trying out all sorts of new ideas live, in-market, to see which ones the

market is ready for, which it will never be ready for, and which need more time yet. This is precisely what companies like **Amazon** and **Starbucks** do. They are constantly trying out new experiments to figure out what will work and what won't – experiments at **Amazon** like *Amazon Go*, *Amazon Dot*, *Amazon Web Services*, *drone delivery*, *sidewalk drone delivery*, and *next-day order fulfillment*, and experiments at **Starbucks** like *Starbucks Reserve*, *Starbucks Nitro Cold Brew*, *Starbucks VIA®*, *Verismo Pods*, *K-Cup Pods*, *Vivanno Smoothie*, *Bottled Frappuccino*, and *Holiday Lattes*, amongst others.

It is precisely this sort of experimentation that allows organizations to poke and prod at the future and from that figure out which lines of business will gain traction, and which will not (or will not yet).

It also allows the organization to experiment in a lean and agile manner. The organization never has to 'bet the farm' on any one experiment succeeding. Most can afford to fail, and the world will still be okay; the organization will be all the wiser because it will have learned what doesn't work and why so. In fact, most thought-leaders in the innovation world would agree that if you're not failing at a lot of these experiments, then you're probably not running enough of them, and your results may never find the really **big winners** the organization needs to move its needle to the next level, which means you're ultimately leaving money on the table. Big successes require lots of experiments, and that inherently means a lot of little failures for the sake of the few big winners.

**But**, in order for an organization to be able to **successfully** set up and operate such an organized and systemic **program of experimentation**, its CEO must inherently be **entrepreneurial** in nature, for it is only the entrepreneurs who have the **appetite** for this type of work and investment – an archetype, by the way, that is

very antithetical to the **traditional executive leadership model**, which wants to camp out on things like **core competencies** (because becoming good at something usually lets you do it cheaper) and **supply chain optimization** (because this, again, tends to take costs out of the supply side of the equation).

In fact, another way to see this is that the **traditional CEO archetype** likes to focus far more on the **supply side** of the equation – an internal focus on **costs**, **efficiencies**, and short-term **profit maximization** – while the truly **growth-minded CEO archetype** much prefers to focus on the **demand side** of the equation – an external focus on finding new lines of business that will grow, scale, and thrive far beyond the current business. While the traditional model was well suited to the Industrial Era of the 20th Century, it is not well suited to the exponential era of the 21st Century.

So... which of these do you think will make for a better long-term outcome for an organization? Indeed... the latter one will. This has been **well proven** time and again by the stellar growth of **entrepreneurial organizations** like *Amazon*, *Starbucks*, and *Virgin* over the past twenty-five years. Even **Apple**, as cloistered as it is in its innovation efforts, is equally experimental; it just does so well inside a more tightly controlled **sandbox**, but it is still an organization that is very much attuned to learning through experimentation. In fact, of all organizations, it is the absolute **master** of learning from **others' experiments** – especially their failed ones.

So, if you want to ensure your organization will still be here **30 years from now** – and relevant to a **future market** at that time – then hire an **entrepreneurial CEO**. You will not regret it ten years from now.

This is where, by the way, **serial entrepreneurs** quite often shine... they live for 'the new'... for breaking open new sources of value that grow and scale organically to ultimately dominate one or more markets. This is why some of them – like Elon Musk for example – have successfully chained together an entire line of successes... in his case companies like *Zip2*, *Neuralink*, *Tesla*, *SpaceX*, and *The Boring Company*. They aren't afraid to experiment – in fact, they live for it.

### Trait Number Three — Solidly Grounded In Reality and the Fundamentals of Business

Good CEOs are driven by facts and data about what is happening around them. And while they may try any number of strategies, they use ongoing analytics to tell them how well those strategies are or are not working, and then they act accordingly.

Indeed, a good EO cannot exhibit Trait No. 2 without also exhibiting this trait. The two traits go hand-in-hand, otherwise, the magic simply doesn't work.

This requires two things.

The first is pure, unabashed **objectivity**, and consequently a **lack of bias**. Organizations cannot afford to prop up 'pet businesses' that don't live up to muster – either those businesses have to perform and else show a path to future performance. Objective CEOs understand this and work hard to remain **completely unbiased**. They don't nurse ailing businesses for too long before they take alternative actions. Just look at how many different *Virgin* businesses Richard Branson has had to cut loose over the years (like the *Virgin Megastores* for example), or the ones that Jeff Bezos has had to cut loose (like the *Fire Phone*) because the data clearly showed they weren't going to succeed.

These CEOs are totally unbiased and objective about those decisions (although admittedly sometimes slow at them).

This brings us to the second thing this requires... **honesty**. CEOs have to be completely **honest** with both themselves and everyone else around them. CEOs who live in **fantasylands** dreaming that they are succeeding when the **facts** are telling them **otherwise** do **not** make for good CEOs. The longer they are in the saddle, the deeper the organization will go down this rabbit hole toward eventual irrelevance and extinction.

So if you have a CEO who is not objective, unbiased, and honest about the business realities surrounding the organization, then get them out as fast as you can. Do not let them do more damage than they already have from living in such a fantasyland.

Ironically, as good as **Founders** can be as CEOs at times, they of all people tend to fall into this trap of believing their lies and fantasies.

Just ask Adam Neumann of WeWork about the lie he spun and believed – and convinced many investors to believe, or George Shaheen of Webvan.com who lived in the fantasy that his business was built on a viable business model.

#### Trait Number Four — A Consummate Diplomat

If you find a prospective CEO who has all of the above traits, but yet cannot find it in themselves to be **diplomatic** to the world around them, then keep looking.

For all the great results the above traits may bring, an inability to be **diplomatic** can sink the ship far **faster** than any of those traits can ever raise it. For evidence of this, look no further than John Schnatter of Papa John's, Martin Shkreli of Turing Pharmaceuticals, or James Johnston of R.J. Reynolds Tobacco Company (who outright lied to Congress) – all of whom

exhibited tremendous **hubris** and **contempt** for customers, employees, regulators, and/or investors. In the end, many of these leaders' arrogance and lack of diplomacy cost their organizations incredible value – which in some cases has never been recovered. It also got them shown the door, and in the case of Shkreli, jail time.

So your next CEO must be all of the above – and a consummate diplomat – the way that Satya Nadella (Microsoft), Marc Benioff (Salesforce), and Sir Richard Branson (Virgin) are. They must always treat all parties – employees, investors, customers, regulators, and the public at large – with the utmost respect and dignity. If they can do this, then the rest of the magic will work too.

This inherently means, of course, that they will set the right **culture** in the organization and put the right **leaders** in place, so that both autonomy and accountability work as intended for the benefit of the organization – with the ultimate goal of creating a **'human' workplace** that delivers on long-term results.

#### Conclusion

If your organization aspires to remain relevant, resilient, prosperous and growing long down the road – then these are the four traits that you **must** look for in your next CEO:

1. A Relentless Focus on the Long-Term Future
2. Inherently Entrepreneurial
3. Solidly Grounded In Reality and the Fundamentals of Business
4. A Consummate Diplomat.

When you find someone with these four traits – and who otherwise meets your criteria – then you can sleep better at night knowing that the organization you've invested so heavily in will still be here – growing and thriving – years and most likely decades from now.

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#### About the Author

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

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

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

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

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Dr Lynda Shaw

# Why its good to fail so you can succeed at work



Failure. A word we all dread. Failure can make us feel less competent, confident or intelligent, yet it is inevitable. We have all experienced failure in our lives, and whilst in the short term it can be debilitating, it can also be a springboard to a new learning experience and can sometimes be life-changing for the better.

Success and failure are considered opposites, but in fact, they work hand in hand. Starting from infancy, we have all encountered failure and success. In order to learn to walk, we have to fall over a couple of times and through persistence, trial and error, we take our first steps and the rest is history. Throughout life, we make plenty of mistakes at school, in relationships and throughout our careers, regardless of our experience or intelligence. Failure is part of being human and is impossible to avoid, but how we deal with failure will determine our success and how we grow and prosper. The Beatles, J. K. Rowling and Thomas Edison are all known to have faced repeated rejection or failure before their extraordinary success.

Psychological research suggests that there are key traits to success, including a growth

mindset, determination, resilience and psychological flexibility. A growth mindset relates to the belief that you can grow and learn if you work hard enough. It involves tenacity and conceptualises failure as a temporary condition.

Determination is a combination of perseverance and passion and chasing goals and not letting setbacks stunt progress.

Resilience allows us to have knockbacks but to be able to get back up on our feet and find a way through the difficulties by being positive and using our strengths. Psychological flexibility is the ability to adapt to change using creativity and the ability to problem-solve. All of these traits allow people to harness failure as a tool, enabling them to become more successful as a result.

## So what should we do after we fail at something?

**1. ACCEPT WHAT HAS HAPPENED** - It is not as easy as it sounds, we have a culture of making excuses or brushing things under the carpet. Own what happened. Once you have admitted a failure, then there is the opportunity to move on and grow. Failure is usually just a step in the journey.

## 2. BE OPEN AND HONEST

- Creating a transparent, open and honest workplace culture is key to ensuring that employees learn from each other's successes and failures and will in turn reduce the possibility of us concealing our mistakes.

## 3. KEEP IT IN

**PERSPECTIVE.** The fact that you made a mistake or failed at something will probably upset you more than the people around you. Talk about what's happened with trusted colleagues, friends and family. Try to keep it in context and perspective.

## 4. GIVE YOURSELF TIME

**TO HEAL** - Whether you need 30 minutes or a couple of days, give yourself some time to heal and to feel what you are feeling, but also try not to overly dwell on it or ruminate for too long. Forgive yourself, let it go, brush yourself off and regroup. When you can, smile about it, and remind yourself that you have other successes to be proud of and that this failure can ultimately have a positive outcome that you may just not be able to see yet.

5. **CREATE A PLAN OF ACTION** for how to resolve, fix it or move on. Being more prepared gives you confidence and control. Success the second or third time round will supersede any doubts you have about your abilities.
6. **LEAD BY EXAMPLE** - Management should encourage openness, ideas and new solutions. It is important to act cohesively as an organisation and ensure that everyone understands failure in the same terms and to work as a team to fix any issues, so you can fully tap into the wealth of knowledge, talent, and experience your workforce has to offer.
7. **TRY FAST-FAILURE** – Try something new quickly (that is likely to have flaws and some level of failure) and accept any failure that comes with it, make a change and repeat. This method is known to bring about innovation and success faster than normal because it achieves the desired result faster than perfecting the solution. This allows you to get feedback and iron out any obvious failures, or even completely cancel the idea if it is unlikely to succeed, without wasting as many resources.
8. **SHARE IDEAS** - Have an open honest work culture where ideas are readily shared and constructive feedback is given. Encourage communication by adopting an open-door policy and celebrate successes and discuss failures openly without trying to hide mistakes. Tap into the wealth of knowledge, talent, and experience your workforce has to offer.
9. **HAVE A DRESS REHEARSAL EVEN BEFORE ANY SOFT OPENING/ LAUNCH** – Allow things to go wrong, before its vital they don't go wrong. This will give you more confidence in everything going right on the big day and to provide an opportunity for

open and honest feedback internally prior to launch.

10. **TIME TO BE POSITIVE** – Actively choose a positive mindset. If we think we can ultimately achieve our goal, we are far more likely to.

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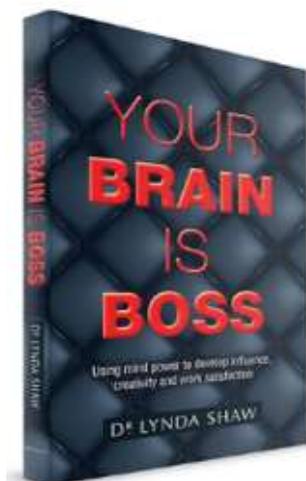
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Dr Lynda Shaw is cognitive neuroscientist and chartered psychologist, a Forbes contributor, an Associate Fellow of the British Psychological Society, a Fellow of the Royal Society of Medicine, a Fellow of the Professional Speakers Association as well 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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## Quotes on Success & Failure

*Success is not final, failure is not fatal: it is the courage to continue that counts.*

**Winston Churchill**

*In order to succeed, your desire for success should be greater than your fear of failure.*

**Albert Einstein**

*Do not judge me by my successes, judge me by how many times I fell and got back up again.*

**Nelson Mandela**

*It is impossible to live without failing at something, unless you live so cautiously that you might as well not have lived at all – in which case you fail by default.*

**J.K. Rowling**

Greg Satell

# The “Trigger” strategy for driving radical, transformational change



There’s an old adage that says we should never let a crisis go to waste. The point is that during a crisis there is a visceral sense of urgency and resistance often falls by the wayside. We’ve certainly seen that during the Covid pandemic. Digital technologies such as video conferencing, online grocery and telehealth have gone from fringe to mainstream in record time.

Seasoned leaders learn how to make good use of a crisis. Consider Bill Gates and his [Internet Tidal Wave memo](#), which leveraged what could have been a mortal threat to Microsoft into a springboard to even greater dominance. Or how Steve Jobs used Apple’s near-death experience to reshape the ailing company into a powerhouse.

But what if we could prepare for a trigger before it happens? The truth is that indications of trouble are often clear long before the crisis arrives. Clearly, there were a number of warning signs that a pandemic was possible, if not likely. As every good leader knows, there’s never a shortage of looming threats. If we learn to plan ahead, we can make a crisis work for us.

## The Plan Hatched In A Belgrade Cafe

In the fall of 1998, five young activists met in a coffee shop in Belgrade, Serbia. Although still in their twenties, they were already grizzled veterans. In 1992, they took part in [student protests against the war in Bosnia](#). In 1996, they helped [organize a series of rallies](#) in response to [Slobodan Milošević’s](#) attempt to steal local elections.

To date, their results were decidedly mixed. The student protests were fun, but when the semester ended, everyone went home for the summer and that was the end of that. The 1996 protests were more successful, overturning the fraudulent results, but the opposition coalition, called “Zajedno,” soon devolved into infighting.

So they met in the coffee shop to discuss their options for the upcoming presidential election to be held in 2000. They knew from experience that they could organize rallies effectively and get people to the polls. They also knew that when they got people to the polls and won, Milošević would use his power and position to steal the election.

That would be their trigger.

The next day, six friends joined them and they called their new organization [Otpor](#). Things began slowly, with mostly street theatre

and pranks, but within 2 years their ranks had swelled to more than 70,000. When Milošević tried to steal the election they were ready and what is now known as the [Bulldozer Revolution](#) erupted.

The Serbian strongman was forced to concede. The next year, Milošević would be arrested and sent to The Hague for his crimes against humanity. He would die in his prison cell in 1996, awaiting trial.

## Opportunity From The Ashes

In 2014, in the wake of the [Euromaidan protests](#) that swept the thoroughly corrupt autocrat [Viktor Yanukovich](#) from power, Ukraine was in shambles. Having been [looted of roughly \\$100 billion](#) (roughly the amount of the country’s entire GDP) and invaded by Russia, things looked bleak. Without western aid, the proud nation’s very survival was in doubt.

Yet for Vitaliy Shabunin and the [Anti-Corruption Action Center](#), it was a moment he had been waiting for. He established the organization with his friend Dasha Kaleniuk a few years earlier. Since then they, along with a small staff, had been working with international NGOs to document corruption and develop effective legislation to fight it.

With Ukraine's history of endemic graft, which had greatly worsened under Yanukovich, progress had been negligible. Yet now, with the IMF and other international institutions demanding reform, Shabunin and Kaleniuk were instantly in demand to advise the government on **instituting a comprehensive anti-corruption program**, which passed in record time.

Yet they didn't stop there either. "Our long-term strategy is to create a situation in which it will be impossible not to do anti-corruption reforms," Shabunin would later tell me. "We are working to ensure that these reforms will be done, either by these politicians or by another, because they will lose their office if they don't do these reforms."

Vitaliy, Dasha and the Anti-Corruption Action Center continue to prepare for future triggers.

### **The Genius Of Xerox PARC**

One story that Silicon Valley folks love to tell involves Steve Jobs and Xerox. After the copier giant made an investment in Apple, which was then a fledgling company, it gave Jobs access to its **Palo Alto Research Center (PARC)**. He then used the technology he saw there to create the Macintosh. Jobs built an empire based on Xerox's oversight.

Yet the story misses the point. By the late 60s, its Xerox CEO **Peter McColough** knew that the copier business, while still incredibly profitable, was bound to be disrupted eventually. At the same time, it was becoming clear that computer technology was advancing quickly and, someday, would revolutionize how we worked. PARC was created to prepare for that trigger.

The number of groundbreaking technologies created at PARC is astounding. The **graphical user interface, networked computing, object oriented programming**, the list goes on. Virtually everything that we came to know as "personal computing"

had its roots in the work done at PARC in the 1970s.

Most of all, PARC saved Xerox. The **laser printer** invented there would bring in billions and, eventually, largely replace the copier business. Some technologies were spun off into new companies, such as **Adobe** and **3Com**, with an equity stake going to Xerox. And, of course, the company even made a tidy profit off the Macintosh, because of the equity stake that gave Jobs access to the technology in the first place.

### **Transforming An Obstacle Into A Design Constraint**

The hardest thing about change is that, typically, most people don't want it. If they did, it has already been accepted as the normal state of affairs. That can make transformation a lonely business. The status quo has inertia on its side and never yields its power gracefully. The path for an aspiring changemaker can be heartbreaking and soul-crushing. Many would see the near-certainty that Milosevic would try to steal the election as an excuse to do nothing. Most people would look at the almost impossibly corrupt Yanukovich regime and see the idea of devoting your life to anti-corruption reforms as quixotic folly. It is extremely rare for a CEO whose firm dominates an industry to ask, "What comes after?"

Yet anything can happen and often does. Circumstances conspire. Events converge. Round-hole businesses **meet their square-peg world**. We can't predict exactly when or where or how or what will happen, but we know that everybody and everything gets disrupted eventually. It's all just a matter of time.

When that happens resistance to change temporarily abates. So there's lots to do and no time to waste. We need to empower our allies, as well as **listen to our adversaries**. We need to **build out a network** to connect to others who are sympathetic to our cause. Transformational change is always driven by **small groups**,

**loosely connected, but united by a common purpose.**

Most of all, we need to prepare. A trigger always comes and, when it does, it brings great opportunity with it.

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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.

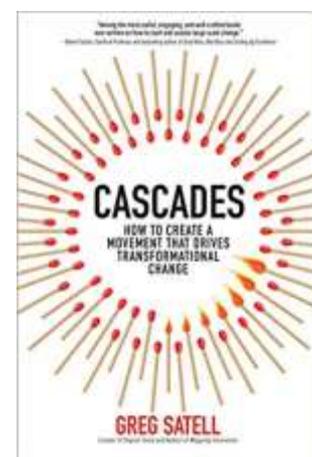
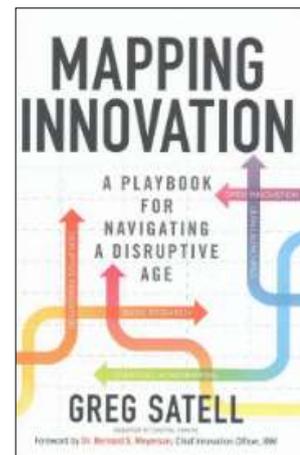
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Mike Shipulski

# A Recipe to Grow Revenue Now



If you want to grow the top line right now, create a hard constraint – **the product cannot change** – and force the team to look for growth outside the product. Since all the easy changes to the product have been made, without a breakthrough the small improvements bring diminishing returns. There's nothing left here. Make them look elsewhere.

If you want to grow the top line without changing the product, make it easier for customers to buy the products you already have.

If you want to make it easier for customers to buy what you have, eliminate all things that make buying difficult. Though this sounds obvious and trivial, it's neither. It's exceptionally difficult to see the waste in your processes from the *customers'* perspective. The black belts know how to eliminate waste from the company's perspective, but they've not been taught to see waste from the customers' perspective. Don't believe me? Look at the last three improvements you made to the customers' buying process and ask yourself who benefitted from those changes. Odds are, the changes you made reduced the number of people *you* need to process the transactions by pushing the work back into the customers' laps. This is the

opposite of making it easier for your customers to buy.

Have you ever run a project to make it easier for customers to buy from you?

If you want to make it easier for customers to buy the products you have, pretend you are a customer and map *their* buying process. What you'll likely learn is that it's not easy to buy from you.

How can you make it easier for the customer to choose the right product to buy? Please don't confuse this with eliminating the knowledgeable people who talk on the phone with customers. And, fight the urge to display all your products all at once.

Minimize their choices, don't maximize them.

How can you make it easier for customers to buy what they bought last time? A hint: when an existing customer hits your website, the first thing they should see is what they bought last time. Or, maybe, a big button that says – click here to buy [whatever they bought last time]. This, of course, assumes you can recognize them and can quickly match them to their buying history.

How can you make it easier for customers to pay for your product? Here's a rule to live by: if they don't pay, you don't sell.

And here's another: you get no partial credit when a customer *almost* pays.

As you make these improvements, customers will buy more. You can use the incremental profits to fund the breakthrough work to obsolete your best products.

This article originally appeared on: **2021 October** ([shipulski.com](http://shipulski.com))

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## About the Author:

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

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Urko Wood

# 4 ways to capture opportunities for breakthrough growth



Most people think that innovation is inherently risky and messy. That's not an unreasonable conclusion given an estimated 70-90% of new products fail. And yet, study after study has shown that the number-one cause of new product and service failure is **misunderstanding customer needs**. That's a fixable problem. Maybe the way that most organizations are going about trying to understand their target customers' needs is inherently risky and messy, not innovation itself?

Indeed, I have found that by figuring out what matters most to target customers and where their unmet needs are—before generating ideas—organizations can flip the script, change the game, and achieve dramatically better results using the **jobs-to-be-done** (JTBD) innovation approach.

More and more organizations are doing exactly that by incorporating JTBD at the front end of their innovation processes. Employing JTBD first can greatly enhance the effectiveness of other popular innovation processes, including Design Thinking, Lean, Agile, and Stage-Gate by identifying and ranking the biggest opportunities in the target market **before** ideation. But you have to know what type of customer

information to obtain, how to get it, and how to use it.

In “jobs theory,” customer needs are defined as the jobs they want to get done—functionally, emotionally, and socially—and the criteria they use to measure success. This is based on the insight that people “hire” products and services to get their jobs done. Capturing these types of customer needs enables organizations to discover **why** people buy, which makes it **highly predictive**. That is, if you know you can help your target customers get an important unsatisfied job done better than their current options, then you can be confident that they will value your new offering. Here are four ways that JTBD is uniquely effective at capturing breakthrough opportunities for growth.

**First, focus only what matters most to your target customers.**

Most organizations don't lack creativity or ideas; they lack focus. They lack clarity about where the market is under served and where the best opportunities lie. Knowing where your target customers' important unsatisfied needs lie takes the guesswork out of innovation. It prevents you from wasting time and resources



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pursuing needs that are not important, already well-satisfied, or phantom needs that don't really exist for customers. This minimizes the dangerous disconnect between what people want and what we think they want. Only important unsatisfied needs are worthy of pursuit and they're easy to find when you know what to look for.

**Second, consider only market opportunities that are attractive to pursue.**

With a ranked list of the biggest opportunities in the market, now you can evaluate each one according to how attractive it is

to pursue based on your own criteria, such as your strategy, estimated time to market, etc. Great growth strategies are formulated by addressing big market opportunities while leveraging your organizational strengths. This enables firms to start engineering product/market fit before generating product or service solution ideas.

### Third, gain strategic perspective.

Getting clear about the big opportunities in the market and which ones are most attractive to pursue gives leaders a strategic perspective that reveals new possibilities and enhances creativity. Because JTBD captures need statements in a language format that is solution-free (i.e., there is no mention of any product or service solutions), you won't be constrained by current offerings or even the assumption that a new product or service is the best way to address an opportunity.

Every customer job that is both important and unsatisfied is a potential new market opportunity. While some of the opportunities in your market may best be addressed by building new or improved offering on your current value delivery platform, other market opportunities may best be addressed through a merger or an acquisition, a partnership, operational innovation, or simply better messaging and positioning. Gaining this strategic perspective enables leaders to answer key strategy questions like:

1. Where will we play?
2. How will we win?
3. What capabilities must be in place?

By obtaining a comprehensive set of the jobs your target customers are trying to get done, you can enter into new markets with totally different strategies, each that align your company's unique strengths with the competitive situation in the market.

This is how one regional accounting firm has grown. After identifying their target customers' important unsatisfied jobs to be done and thinking through which were attractive to pursue and how to address them, they concluded that they were well-equipped to build two service lines to address a couple of the market opportunities, but acquired a cyber security firm, entered into a joint venture with a temp accounting firm, and forged a partnership with an employee benefits firm to address other market opportunities. Had the partners not known which of their target customers' jobs were important and unsatisfied, and considered the best platform to address each, it's doubtful that the firm could have known where to focus or what to do to drive growth so effectively.

### Fourth, align the board and executive leadership team around the best opportunities.

Leaders are often risk-adverse because they are being asked to make big bets on solutions before the market need has been validated. By pre-validating market opportunities and explaining why an opportunity is attractive to pursue, **JTBD speaks the language of business and design**. Having this information helps align the board and executive leadership team across business functions and gives everyone confidence about where to focus and what to do.

People don't want to buy your product or service; they want to get their jobs done. Products, services, and technologies come and go, but the jobs that your target customers want to get done are remarkably stable over time. By focusing on what target customers want to get done, JTBD can provide leaders with a North Star to help them navigate through tumultuous times to a prosperous future.

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### About the Author:

Urko founded Reveal in 2012 to help forward-thinking leaders clarify where to focus and what to do to drive innovation and growth using the jobs-to-be-done (JTBD) approach. JTBD has enabled over 400 of the Fortune 1000 to generate billions of dollars in new revenue and achieve dramatically better success rates than other approaches. He has done dozens of projects with companies of all sizes and facilitated hundreds of groups and one-on-one interviews to help clients differentiate, innovate, and grow.

For nearly seven years prior to starting Reveal, Urko was a Strategy Advisor at Strategyn Consulting, the chief pioneer of the jobs-to-be-done innovation approach. Urko is a co-inventor of Strategyn's patented method for creating a market growth strategy. Urko was voted #36 in the "Top 40 Innovation Bloggers of 2020."

He is also a contributing writer on innovation and growth strategy for The Business Journals, a certified Drexler/Sibbet Team Performance Facilitator, and has been a guest lecturer on innovation at Denison University, The Ohio State University Center for Innovation and Entrepreneurialism (OSU CIE), and Otterbein University's MBA program. He has a BA in Philosophy from Kenyon College, an MBA in Marketing from The Wharton School at the University of Pennsylvania, and an MA in Applied Psychology. He is also a veteran of the U.S. Navy which he joined after high school to get the G.I. Bill for college.

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Jane Gunn

## How can you report bullying if the bully is your boss?

It is not uncommon for someone to be bullied within an organisation for several years before it is tackled because the issues around bullying are increasingly complex, according to internationally renowned mediator and conflict specialist, Jane Gunn, especially if the bully is your boss or someone in HR.

As [anti-bullying week \(15th November - 19th November 2021\)](#) approaches, Jane Gunn, who is also formerly a corporate lawyer, examines some of the main issues around bullying at work in 2021-2022 and explains what to do if you are being bullied at work.

“Bullying at work is so complex. It can start small, and it can be difficult to know at what stage you should start to tackle it. Bullying can be actioned by one person or several. It can be systemic within the organisation. Those who are being bullied know that talking about it can make it better but can sometimes also make it worse. Bullying comes in many forms, whether it is physical, cyber, verbal, prejudicial, sexual, or exclusion by spreading rumours and ostracising from a group. Whilst bullying is often seen as an abuse of power it is also a catalyst for conflict and can result in an escalation of negative behaviours including gossiping, sabotage and an aggressive or passive-aggressive stance.”

### Current issues about bullying facing the workplace

**How can you report bullying, if the bully is your boss?** “The bully can be the very person you have been told to report or make complaints to, as your boss or someone in HR. This is especially difficult if you work in a small business and there is no one else to go to. Most larger businesses will have a framework and a safe process to manage bullying complaints, but that protocol won’t work if the bully is part of the safe space. The person being bullied is more likely to see no alternative but to leave the company.”

**Bullying is systemic.** In research conducted in 2020 by employment law specialists Kew Law, over 70 per cent of employees said they had been bullied or witnessed bullying at work within the last three years.

**Black book thinking** – Jane says: “If we ask those bullied to have a little black book to keep evidence about their experiences, there is a danger of not addressing bullying early on and losing the potential to deal with it before there is no way back. If the bullied person stores up issues without sharing them for an extended period, the bully themselves can feel aggrieved because they may have no idea where a complaint may be coming from and feel they didn’t have a chance to address it. Most people who collate their evidence are already looking for a way to leave the company, by building a case to leave with compensation.”

**Virtual/ hybrid appraisals** are very challenging and often are not handled well. Poor eye contact, missing verbal cues and technology distractions have come into play for many people who might have used their appraisal as an ideal opportunity to share issues they are facing at work like bullying.

**Many people are being bullied out of their job** by being ground down until they leave so that the company can avoid paying a redundancy package. This is worryingly becoming increasingly common practice.

**A toxic culture** that accepts bullying as a way for those in power to sharpen their tools and stay at the top is still very much part of City life in particular. Whilst we hope the pandemic has helped us address work/life balance and has encouraged us to push for an open, inclusive, psychologically safe workplace culture, this has yet to really been seen widely.

### How bullying affects the workplace

Jane says: “The impact of bullying is rarely transitory and can have a long-lasting effect on self-confidence, self-esteem, our ability to function, and our physical and mental health, often inducing anxiety, insomnia, panic attacks, hypertension, stress and depression. Bullied employees are likely to perform at a lower standard, have diminished concentration, decreased productivity, and feel unable to make decisions. These employees lose further time at work thinking up ways to defend themselves,

planning how to deal with future run-ins, avoiding the bully, networking for support, ruminating over past confrontations and logging evidence. The effects don't just go away at the end of the workday and can go on to affect the whole family.

"Equally there can be long-term damage to the business by creating a hostile culture which may affect productivity, employee engagement and creativity, talent retention and public perception, as well as diversity and inclusion."

**Jane Gunn - What you can do if you are being bullied:-**

1. **Know the signs of bullying and tell someone.** Take a deep breath and have that incredibly courageous conversation with someone that you trust. Recognising you are being bullied and drawing a line in sand by talking about it is a good way to start to work through it.
2. **Know your legal rights and what the route is at work to handle this.** Harassment is considered unlawful under the Equality Act 2010, whilst bullying sadly is not, but that does not make it acceptable. Find out what your workplace policy is for reporting and handling bullying. Your organisation should have a strong policy and procedures in place to deal with this professionally and safely.
3. **If possible, try to talk to the person who is bullying you.** If you postpone a difficult conversation, the situation will get far worse later on down the line, potentially going beyond resolution. There are different levels of bullying, and whilst all are unacceptable, problems can sometimes start with a miscommunication or misunderstanding, like sending an email with the wrong tone. If the issue is not brought out into the open, the situation can fester. Try to stay as factual as possible reporting actual instances that occurred

whilst explaining how this behaviour makes you feel.

4. **Follow procedure and talk to someone you trust at work.** If you don't feel comfortable talking face to face with the bully, or you have tried and it hasn't worked, share your concerns with someone senior at work who you trust and follow the protocol that should be in place to support you.
5. **Record evidence.** It is wise to document everything that ensues during your interactions with the bully, particularly once you have tried talking to them if that has been possible. It provides you with a concrete timeline and ensures you have an accurate account of everything that has happened. Save emails, log encounters and take screenshots of messages. Make a note of what was said or done, the date, time and location, and if there were any witnesses who might be willing to support your evidence.

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**About the Author:**

Mediator, speaker and author, Jane Gunn is a former corporate lawyer. She specializes in transforming business relationships and has helped numerous companies to move from deadlock situations to opening new streams of revenue and a vibrant corporate culture.

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Sunil Bali

## Be pretty.....



In his book, "**Dying for a Paycheck**," Stanford Professor Jeffrey Pfeffer says that the workplace is killing us, because the blinkered focus on profit above all else is leading to very high levels of psychological and physical ill health.

So, please do take care of yourself, because if you died tomorrow the chances are that your job would be posted online before your obituary.

As you get back into work mode may I suggest that you focus on being pretty..... pretty kind, pretty creative, and pretty strong, so that you're low on stress and high on happiness.

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**About the Author**

Sunil is a Performance Coach, Speaker and Author.

Ex Head of Talent for Vodafone Group and Santander, and having run a £50m business, Sunil has been responsible for hiring over 50000 people and has had the pleasure of working with some great entrepreneurs, professionals and leaders.

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Janet Sernack

# Re-skilling and upskilling people & teams



The pandemic has increased the pace of change in a digitally accelerated world, and at the same time, it is forcing organizations, leaders, and **teams** to become more purposeful, human, and customer-centric. Where **managing both the future and the present** simultaneously requires people to **unlearn** what has worked in the past and relearn new mindsets and behaviours as to what might be possible, useful, and relevant in the future.

This is crucial to enabling people to perform at their best, and it requires investment in reskilling and upskilling people to be future-fit to meet the needs of previously unheard-of occupations, newly emerging flexible job options. All of which are being transformed by the pandemic, coupled with technologies created by accelerated digitization. Where organizations, leaders, and teams can increase speed, agility and improve simplicity and strategically generate new ways of tapping into the power of and harnessing and mobilizing people's collective intelligence.

To better enable them to balance and resource organizational digital, agile, or cultural transformational initiatives with the needs of its people, users, customers, and communities, and execute them accordingly.

## Collective Intelligence

Collective intelligence is group intelligence that emerges from the collaboration, efforts, and engagement of diverse groups, tribes, **teams**, and collectives. Which poses a great opportunity, which is also critical to recovery, for organizations to attract, retain, manage and **leverage talent** through reskilling and upskilling people to be future-fit by:

### 1. Enhancing flexible work options

The recent World Economic Forum **Job Reset Summit** reported that – “in 2020, the global workforce lost an equivalent of 255 million full-time jobs, an estimated \$3.7 trillion in wages and 4.4% of global GDP, a staggering toll on lives and livelihoods.”

McKinsey & Co in a recent **article** state that – as many as 25 per cent more workers may need to switch occupations than before the pandemic.

This means that in a hybrid work environment, without the constriction of location, and with the ability to leverage connection digitally, at little, or no cost, there is a greater talent pool to draw from. Including, according to a recent Harvard Business Review article “**What your future employees want most**” untapped pools of talent such as the “home force” which includes bringing people back into the workforce including people who put their careers on hold due to raising

children, caring for the elderly and retired baby boomers.

It also means that some people will be more likely to prioritize lifestyle (family and personal interests) over proximity to work, and will pursue jobs in locations where they can focus on both – even if it means taking a pay cut. Workers will be more likely to move out of cities and other urban locations if they can work remotely for a majority of the time, creating new work hubs in rural areas.

### 2. Measuring the value delivered and not the volume

Designing people and customer-centric work experiences, roles gives people the space to unlock their full potential, maximize their impact by delivering transformative results that contribute to the common good and to the future of humanity.

It also encourages cross-fertilization of creative ideas through teaming and networking, maximizing the power of collaboration and collaborative technologies to create and capture value, through inventing new business models, services, and products that users and customers appreciate and cherish.

### 3. Prioritizing continuous learning, reskilling and upskilling

At the same time, customer expectations and preferences are

also constantly changing, giving rise and opening doors to new roles and opportunities, that may have never previously existed.

Organizations also need to discover and explore new ways of competing and future-proofing against uncertainty and disruption. They also need to invent new ways of boosting productivity and improving efficiency, through adapting and flexing to flow with the new reality and to ultimately grow and thrive within it.

There are also opportunities to solve complex problems by increasing reciprocity and collaboration through cross-functional partnerships, collectives, tribes, and ecosystems, designed to capture and deliver value co-creatively.

### Continuous learning

Reskilling and upskilling people to be future-fit by maximizing collective intelligence require disrupting complacency and stagnation and creating an environment of continuous learning and trust.

Where people are focused on delivering a great customer experience and have the permission and safety and are “allowed” to:

- Value and leverage differences and diversity in ways that evoke, provoke, and create new ways of being through **unlearning**, and through relearning to adopt a beginner’s mind, develop a **paradox lens**, and elastic thinking strategies to pivot quickly into new roles and structures as situations demand.
- Challenge the status quo, by withholding judgment and evaluation, through developing vital generative questioning, listening, and debating skills to deep dive into and unleash creative and inventive ideas.
- Continuously learn, to remain both agile and adaptive, collaborative and innovative, to discover, evolve, and grow talent in ways that are both nimble and sustainable.

- Create lines of sight between strategy, structures, systems, people, and customers, identifying and maximizing interdependencies, through intentional collaboration where everyone knows that their efforts contribute to, and make a difference to the delivery of organizational outcomes.
- Provide rigour, discipline by driving accountability and by constantly measuring and sharing feedback and results to allow for engaging people in continuous learning, iterative process, and real-life pivots.

### Leveraging collective genius

Only by prioritizing reskilling and upskilling people to be future-fit organizations will leverage people’s collective genius and enhance their agility to survive and thrive, flow, and flourish in a VUCA world.

Organizations that are future-focused will create meaningful and purposeful hybrid workplaces that increase peoples’ job satisfaction and support. That provides flexible work options, continuous learning, and focus on generating value delivery will build people’s loyalty and retention and lower hiring costs over time.

### An uncertain future

According to the World Economic Forum **Job Reset Summit** – “While vaccine rollout has begun and the growth outlook is predicted to improve, and even socio-economic recovery is far from certain”.

Yet, with so much uncertainty about the future, there is one thing that we can all **control and is controllable**, are our mindsets – how we think, feel, and choose to act in any situation, especially in our communication, problem-solving, and decision-making processes.

All of us have the freedom to choose, to develop our independent wills, and create new ways of being, thinking, feeling, and doing – to meet the needs of a wide range of previously unheard-of occupations that are emerging, to provide more

flexible, meaningful and purposeful job options.

To leverage the current turning point, which is full of possibilities and innovative opportunities for enabling organizations, people, and customers to be more equitable, resilient, sustainable, and future-fit, in an ever-changing landscape, impacted by the technologies created by accelerated digitization.

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### About the Author:

Janet Sernack is the Founder & CEO of ImagineNation™ a niche Melbourne based innovation consulting company. That teaches trains and coaches people and teams to step over their business as usual thresholds and open them up to a new world of conscious, creative and commercial possibilities.

Janet has 30 years of experience consulting and leading culture development, change management, leadership and innovation education interventions to some of Australasia’s and Israel’s top 100 companies.

As a Fellow of the Institute of Mangers & Leaders, an ICF PCC executive coach, she is acknowledged as a global thought leader on the people side of innovation.

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Braden Kelley

# AI has already taken over the world



I don't know about you, but it's starting to feel as if machines and Artificial Intelligence (AI) have already taken over the world.

Remember in primary school when everyone tried really hard to impress, or even just to be recognized by, a handful of cool kids?

It's feeling more and more each day as if the cool kids on the block that we're most desperate to impress are algorithms and artificial intelligence.

We're all desperate to get our web pages preferred over others by the algorithms of Google and Bing and are willing to spend real money on Search Engine Optimization (SEO) to increase our chances of ranking higher.

Everyone seems super keen to get their social media posts surfaced by Facebook, Twitter, Instagram, YouTube, Tik Tok, and even LinkedIn.

In today's "everything is eCommerce" world, how your business ranks on Google and Bing increasingly can determine whether you're in business or out of business.

Algorithms Have Become the New Cool Kids on the Block According to the "Agencies SEO Services Global Market Report 2021: COVID-19 Impact and Recovery to 2030" report from The Business Research Company: "The global agencies SEO services market is expected to grow from

\$37.84 billion in 2020 to \$40.92 billion in 2021 at a compound annual growth rate (CAGR) of 8.1%. The market is expected to reach \$83.7 billion in 2025 at a CAGR of 19.6%."

Think about that for a bit...

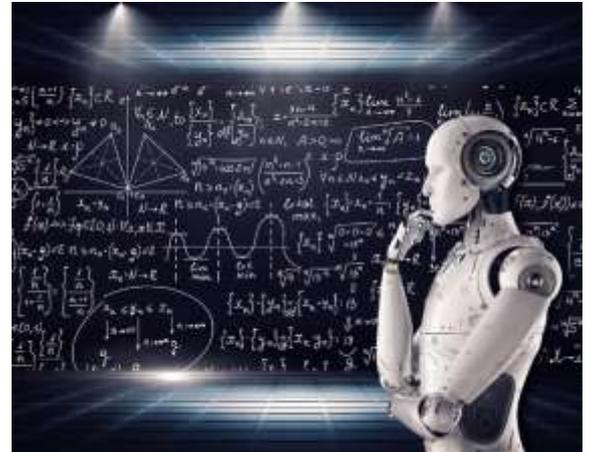
Companies and individuals are forecast to spend \$40 Billion trying to impress the algorithms and artificial intelligence applications of companies like Google and Microsoft in order to get their websites and web pages featured higher in the search engine rankings.

The same can be true for companies and individuals trying to make a living selling on Amazon, Walmart.com and eBay. The algorithms of these companies determine which sellers get preferred placement and as a result can determine which individuals and companies profit and which will march down a path toward bankruptcy.

And then there is another whole industry and gamesmanship surrounding the world of social media marketing.

According to BEROE the size of the social media marketing market is in excess of \$102 Billion.

These are huge numbers that, at least for me, demonstrate that the day that machines and AI take over the world is no longer out there in the future, but is already here.



Machines have become the gatekeepers between you and your customers.

Be afraid, be very afraid.

This article originally appeared on [bradenkelley.com](https://bradenkelley.com)

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## About the Author

Braden Kelley is an experienced **innovation speaker**, trainer, and digital transformation specialist. He is the author of **Charting Change** and of **Stoking Your Innovation Bonfire**, the creator of the **Change Planning Toolkit™** and an InnovationExcellence.com co-Founder. Braden has been advising companies on how to increase their revenue and cut their costs since 1996. He writes and speaks frequently on the topics of continuous innovation, digital transformation, and organizational change. He has **maximized profits for companies** while living and working in England, Germany, and the United States. Braden earned his MBA from top-rated London Business School.

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Bob Apollo

# The critical role of trust in sales

*At a time when the level of public trust in the UK's elected politicians has never been lower, it's an opportunity to reflect on the critical role of trust in sales, which is what I chose to focus on in this article from the latest edition of the International Journal of Sales Transformation...*

Trust is an essential foundational element in any sales environment - and it can (and must) take many forms. Perhaps the most obvious manifestation lies in the relationship between the salesperson (and the vendor they represent) and the customer's decision-making group (and the organisation they represent).

But trust must also be established in the relationships that exist within the vendor's organisation, between the vendor and their commercial partners and between the vendor and all the other influential members of the ecosystem - such as the press, analysts, consultants and all the other observers, commentators, and participants.

In my experience, this network of trust cannot be established unless the sales organisation itself works on the basis of internal trustworthiness, honest communications and mutual respect. Where these elements are lacking internally, they make it hard to establish a culture that is capable of developing trusted relationships with prospects, customers and the people and organisations that influence them...

### **The foundations of trust must be built internally**

Management has a critical role to play in establishing this culture of

trust - and I believe that the foundation must be built upon candid and honest conversations. I've observed far too many examples of organisations where salespeople, under the encouragement of management, have developed the habit of telling management what they think management wants to hear, rather than what management needs to know.

This is most commonly seen in pipeline management and forecasting. Salespeople are often pressured to be overly optimistic in their forecasting of close dates and probabilities, even when the realities of the opportunity (assuming those are actually understood) would indicate that there is no credible chance of closing the deal in the current period.

Self-awareness, self-honesty and candid conversation are the essential foundations of a trustworthy internal sales culture - and without a trustworthy internal sales culture, it's going to be hard for salespeople to establish a trustworthy relationship with their prospects and customers. If members of the organisation are willing to fool each other, they are probably going to be willing to try and fool the customer - and that never ends well.

### **Trust has never been more important**

Trust was always a critical element of the vendor-customer relationship. But the exponential growth in as-a-service (as opposed to outright purchase) commercial models has made delivering on promises and establishing and maintaining trustworthy relationships even more important. It's no longer enough for the salesperson to be

seen as a trusted adviser. The commitments the salesperson makes during the sales process must actually be delivered by their colleagues in service, support and customer success throughout the lifetime of the customer relationship.

This requires that commitments (whether explicit or implied) are thoughtfully made, with due regard for the consequences, and that these commitments are understood by the wider organisation. This in turn requires that commitments are made with the collective knowledge and acceptance of the functions responsible for delivering them. Needless to say, any salesperson that makes commitments they know (or ought to know) cannot be honoured must be terminated.

### **How can salespeople establish trust?**

I've already identified self-awareness, self-honesty and the commitment to a candid conversation as some of the key foundations of trustworthiness. It should be obvious that in the absence of personal integrity, there can be no basis for trust. And I'm pleased to say that these are qualities I see in the vast majority of sales professionals (even if there is sometimes scope for further development).

Assuming salespeople have what let's call a "trustworthy mindset" as a foundation, let's now explore how salespeople can establish themselves as trusted advisors in their relationship with existing and potential customers. Here are a few of the behaviours I've observed in effective sales professionals:

**They demonstrate empathy**

Effective salespeople put themselves in their customer's shoes. They seek to understand how the world looks from their prospect's perspective. They empathise with the prospect's situation. They share relevant experiences. They communicate at a human level and avoid jargon or cliché. They realise that most decisions are made emotionally, and justified rationally.

**They develop capabilities that are valuable to their customers**

And no, I don't mean that they are experts in the products or services they are hoping to sell. That seems to me to be a necessary but far from sufficient condition.

If they are to establish trust, salespeople need to become experts in the issues their prospective customers are trying to fix, avoid or achieve, and how the organisation they represent has helped other similar people in similar customer organisations to deal with them. They need to be able to share compelling stories and experiences that their prospective customers can relate to. At all times, they need to describe the capabilities of their "solution" in the context of what the customer is seeking to accomplish.

**They demonstrate genuine thought leadership**

"Thought leadership" must be one of the most overused and misapplied terms in the sales and marketing vocabulary. All too often, it is no more than a mildly warmed-over rehashing of facts or opinions that the prospect - if they chose to listen - could hear from dozens or hundreds of other sources.

Genuine thought leadership causes the prospective customer to think differently - to see things from a fresh and unexpected perspective. It reflects a distinctive point of view that is unique and valuable, and because of that, it is far more likely to be appreciated and trusted by the prospect.

Trust-building thought leadership addresses issues, implications, and consequences the prospect may have been previously unaware of or had undervalued. It offers a point of view. It makes the customer feel smarter as a result of having participated in the conversation. And it makes it far more likely that they will want to learn more.

**They behave at all times in an ethical way**

Effective salespeople do the right thing at all times. They demonstrate through their actions that they have the best interests of the customer at heart in every decision they make. This may mean turning away business, suggesting better alternative solutions or challenging a customer's misconceptions rather than brushing them under the carpet. They act for the long-term, rather than the short-term. And they follow up on their commitments.

**Establishing a trustworthy sales culture**

Trustworthy sales cultures cannot be developed overnight. Publishing a "code of conduct" isn't enough. It requires principled focus over an extended period of time. And if the foundations are fragile, they can be destroyed overnight by a single inconsistent action on the part of the organisation's leadership.

Managers need to walk the talk. It's my experience that deeds are far more important than words in this regard - and that the culture of trust needs to start at the very top and be echoed at every level of management. Organisations, even if they are sympathetic to other forms of weaknesses, cannot afford to tolerate untrustworthy behaviour at any level.

If we expect our customers to trust us, we need to develop both an internal and an external culture of trust. We need to set high expectations and coach our people to achieve them. We need to treat everyone with honesty and respect. We need to expect the same from our partners and customers.

And on the (hopefully) very rare occasions when our trust is not reciprocated by a prospect or customer, we surely need to very carefully consider whether we ought to be doing business with them.

We should, of course, apply the same considerations to our elected politicians.

*This article was first published in September 2021 in the [International Journal of Sales Transformation](#).*

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**About the Author**

**Bob Apollo** is a Fellow of the [Association of Professional Sales](#), a founding contributor to the [International Journal of Sales Transformation](#), an active member of the [Sales Experts Channel](#) and the [Sales Enablement Society](#), and the driving force behind [Inflexion-Point Strategy Partners](#), the leading proponents of outcome-centric selling.

Following a successful corporate career spanning start-ups, scale-ups and market leaders, Bob now works as a strategic advisor, mentor, trainer and coach to ambitious B2B sales organisations - teaching them how to differentiate themselves through their provably superior approach to achieving their customer's desired outcomes.

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# How to Use iPad Keyboard Shortcuts

Unfortunately, this tip only works if you have an external keyboard, whether it be Apple's Smart Keyboard or a different external keyboard. It will not work with the on-screen iPad keyboard. Different apps have different shortcuts, so play around with this tip to see what shortcuts are available in all your apps!

### Apple Magic Keyboard or iPad Smart Keyboard Shortcuts

1. Hold down the **Command key** to see a list of in-app shortcuts while you are using an app or on the Home screen.



2. Hold down the **Globe key** to see a list of universal shortcuts.



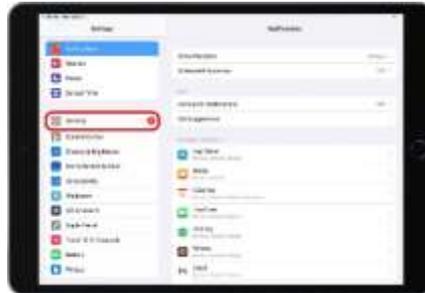
### iPad Keyboard Shortcuts on Third-Party Keyboards

If you don't have an Apple external keyboard, you might not have a Globe key. While the control key on third-party keyboards functions the same way the Command key does on an Apple keyboard, you will need to program a workaround to make another key function like the Globe key. Here's how to program a Globe key for a third-party iPad keyboard.

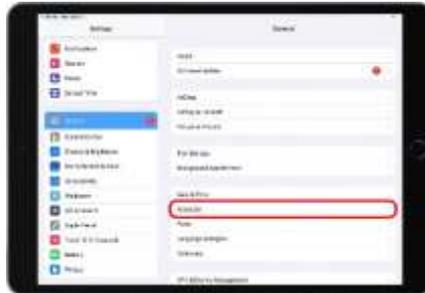
1. Open the **Settings app**.



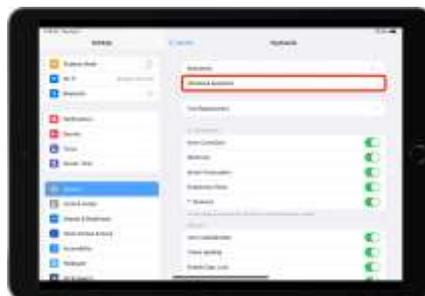
2. Tap **General**.



3. Select **Keyboard**.



4. Tap **Hardware Keyboard**.



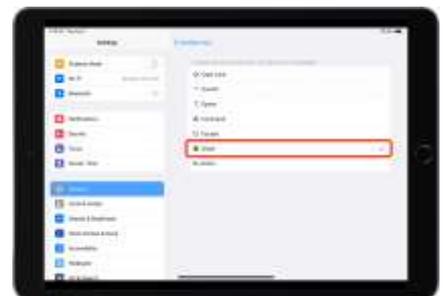
5. Tap **Modifier Keys**.



6. Select a key to act as the Globe key. In this case, I'll choose the Option key.



7. Tap **Globe**.



Now the Option key will function on your external keyboard like the Globe key functions on an Apple Magic Keyboard, and you can pull up your iPad keyboard shortcuts as normal!

Web: <https://www.iphoneLife.com/>





Paul Sloane

# Six things I wish I had known before I accepted the position of Chief Innovation Officer

I was pleased and proud to be appointed to the position of CIO (Chief Innovation Officer). It seemed like a great opportunity to join a dynamic executive team and help drive the growth and ambition which inspired the company. Unfortunately, things did not work out well and there are some hard lessons to be shared.

Here are some things I wish I had anticipated.

1. **The CEO had the goal and the vision but not the commitment.** I reported to the CEO and he was adamant about his belief in promoting innovation in the organisation. We agreed some great initial plans but when the going got tough he focussed on sales, customer service and cost-cutting. It was understandable in view of the situation. Nonetheless, his commitment wavered just when we needed it most. This undermined my innovation projects.
2. **Innovation is everyone's job; not just the CIO's.** As soon as I took on responsibility for corporate innovation the other executives focussed on their own objectives and left me to it. They did not actively oppose my initiatives, but they were lukewarm and their priorities always took precedence. Office politics, turf wars and jockeying for favour were all in play. For innovation to succeed it needs the full support and commitment of the company, starting with the entire top team.
3. **Changing a corporate culture is harder than you think.** The people who worked there were good people, assiduous and loyal

to the company. But they were operating within their comfort zones and were somewhat risk-averse. 'Why mess with success?' seemed to be the watchword. People worked diligently within their siloes and they prioritised the goals of their departments. Getting them to allocate time and resource to new product projects proved difficult.

4. **'We welcome failure' is a mantra but not a reality.** There was general agreement that we needed to be bolder and take more risks. But after the first two major initiatives failed to achieve their objectives a blame game ensued. And a lot of the blame came my way. Maybe I deserved some of it for being too optimistic, but I expected constructive support not finger-pointing.
5. **When the going gets tough, business-as-usual takes priority.** Things went well at first but then a recession hit our sector, sales turned down, targets were missed. We had to cut costs and my innovation budgets were the first to be trimmed. It was understandable. Sales of current products and services were funding the payroll so they had to be protected with precious resources. Innovation slid down the agenda at executive meetings.
6. **Innovation is not a one-off project; it has to be a way of life.** We started with a big promotion, encouraging ideas from inside and outside the company. The CEO gave a rousing and inspiring speech about our vision for innovation and agility. There was real enthusiasm. We could not cope with all the ideas for improvements and new solutions which came flooding in. But then enthusiasm waned. When people saw how long it

took to change things they gradually lost interest.

We just could not maintain the initial energy. The CEO focussed on cost reduction and trying to sell the business. It just got harder and harder to get the commitment and cooperation of all the parties we needed to bring new products and services to market.

In the end, I quit and a little while later the company was sold to a competitor. Looking back, I can see that I was a little naïve in my approach. But what do you think I should have done better? And how can newly appointed CIOs avoid these same problems?

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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 masterclasses. This results in a more agile culture, more ideas and successful innovation.

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Debra Murphy

# Lead generation strategies for small businesses

For every business, obtaining leads – people who are interested in your products or services – is an important marketing activity. Without generating leads, your business will not have any customers. In order to consistently generate quality leads, you need to plan your lead generation strategies that will work for your business.

## What is lead generation?

A lead refers to someone who is a potential customer of your small business. A qualified lead will give you information about them because they are interested in what you have to offer.

Lead generation is a process of implementing specific marketing activities that make your business visible to those looking for the solutions you offer. These activities need to attract these potential customers and encourage them to take some action. There are many ways to generate leads, but not all will be appropriate to your business.

The best lead generation strategies for your business will be those that:

- You can implement consistently with your current resources
- Will drive the right visitors to your website

You don't need to have a large number of visitors for your strategies to work. You need to attract the right audience at the right time and encourage them to learn more about how you can help them.

## What is the process for lead generation?

It is important to understand the process of lead generation as it will help you create a consistent system for capturing leads. The process includes:

- Attracting the right audience on the right channel such as your blog, social media post or through a search.
- Offering the visitor something that is hard to resist. The offer needs to encourage them to take some type of action such as learn more, download the template or sign up for the webinar.
- Encouraging the visitor to fill out the form in exchange for the offer. This allows you to capture their email address (or more information depending on the offer).



This captured email address is a lead that you can now nurture. Lead nurturing is taking the leads you acquired and cultivating them over time to turn them into prospects and eventually into customers.

## What are lead generation strategies?

There are various marketing strategies that you can use to attract potential customers to you. Free lead generation channels are more appealing to small businesses. Strategies such as content marketing and organic search, referrals, Google My Business, email and social media marketing are all great ways to generate leads.

The key to choosing a strategy for your business is to know what your audience wants so you can deliver. To be successful, you also need to have the resources available to consistently implement the strategy.

## Blogging

Most small businesses can implement a blogging strategy. By creating educational content, you help your target solve a problem. Every post you create increases your digital footprint. This helps search engines have more to index, which can help you gain more visibility and more visitors to your website.

Without a blog, your website will not attract many visitors. A blog encourages visitors to come back to read new posts. Educating your audience helps them become better acquainted with your knowledge and your business.

But don't forget to add an opt-in opportunity to the post. Relate them to your post topics. If you have templates, eBooks, webinar recordings, recipes and reports, make getting access to them visible.

## Content marketing and Organic Search (SEO)

In addition to your blog, you can create other content for your website such as **cornerstone** or **evergreen** content. Well optimized content can help drive traffic to your website and customers to your business. Content marketing and organic search work together to ensure your content is visible to your audience. Create and optimize your content using the terms they use to search for a solution. Those that are searching for a solution are more likely to find you through valuable content.

## Email marketing

Email marketing is a great channel for new lead generation. Every business should build an email list of potential customers. Add

signup forms to your website to enable people to opt-in to your email list. An email list that you build and own is important to your long term lead generation success. Ensures you attract those that would be a good fit for your business by offering a quality lead magnet.

Since those on your email list have already shown interest by opting in, new offers can be made via email to get them to convert from a lead to a customer. This is called lead nurturing and is how you build a relationship with them over time.

### Social media marketing

Social media marketing is a lead generation strategy, but it does require time, commitment, creativity and effort. Pick the platforms that best suit your business and target audience and post regularly. You need content that will attract your target audience, so we recommend that you create a content calendar and plan your posts.

Make sure your social profiles are consistent in brand, contain a link to your website and make it clear who you work with. Your priority is to ensure your content and messaging appeals to your target audience. Focus on who you are trying to connect with and want to attract to your business.

### Google My Business

For local businesses, creating your company profile is important to local visibility. But did you know that your Google My Business listing can help generate leads and new customers?

Fully populate your profile information:

- Enter a detailed description to tells Google more about your business. This will help Google provide better matches for search queries.
- Add categories, service areas and hours of operation.
- Set up appointment links so people can directly request without searching for your contact page.
- Turn on Business Messages to allow people to directly message you from your listing.

- Add attributes if applicable.
- Create questions that you regularly get asked and answer them in the Q&A section.
- Ask customers to leave a review and respond to those reviews promptly.

Now get active with your profile. Create offers, posts and events to attract people to your business.

### Referrals

For most small businesses, referrals are one of the most effective ways to generate leads. When one of your customers refers you to a colleague, they are letting them know you are worth a look. Plus people won't refer your business to someone that isn't interested in what you do or have the budget to pay for your services.

The hard part about getting referrals from your customers is you have to ask, and many are uncomfortable in doing so. Depending on your business, you could provide a discount to a customer who refers you. But sometimes you just have to ask if they know someone who would benefit from your services. Create a referral system that is easy for your customers, and bring higher profits with increased customer loyalty.

### Webinars and virtual events

Hosting a webinar or virtual event like a mastermind can generate many warm leads. These events allow you to capture emails by requiring people to sign up for your event. These types of events give you an opportunity to establish a relationship of trust with your attendees. This increases the likelihood of them turning to your business when they are ready to buy.

### What is a lead generation system?

Determining your lead generation strategies that work for your business is an important first step. But now you need to implement them consistently. To be consistent in your efforts, you need to put a system in place that makes generating leads a habit.

A lead generation system is a continuous process of attracting, converting and nurturing leads. Most businesses are great at attracting visitors. The work is in converting and nurturing these leads so that they eventually turn into customers. And to continually do this with each new lead that you capture.

This requires you to put a lead generation system in place that turns this effort into a habit. The system also helps you measure the effectiveness of how well your conversion and nurturing activities are moving leads through the funnel. You will be able to determine which lead magnets are enticing more visitors to opt-in. And you can see if your nurturing activities are building a better relationship between you and your prospects.

### Invest in your business

As with all types of marketing, lead generation is an investment in your business. Since on average 95% of visitors are not ready to buy when they hit your website, you need patience and persistence with your marketing.

If you view marketing as an expense, it will be the first thing you cut if you experience a cash flow problem. Since it takes time for marketing to work effectively, if you cut your marketing, you may never recover quickly enough to help you get back your revenue. Put a few lead generation strategies in place, execute them consistently and keep the leads flowing that help you reach your sales goals.

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### About the Author

Debra is a marketing coach and mentor passionate about helping small business owners take control of a critical business asset – their online digital footprint – and use it to increase visibility and generate inbound leads.

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Peter Thomson

# How to write a book for your business in just 5 days



A well-written book is the ultimate lead generation marketing tool, helping you to establish your credibility, attract potential clients and increase marketing sign-ups. Learn how to write a book for your business in just five days.

## Why Should I Write a Book for My Business?

A book is the best business card you could ever give out. It provides you with a platform from which to speak with confidence about the results that you can help your clients to achieve. As someone with a completed book (published or self-published) you will immediately have Author Status — signalling your position as an industry leader to potential clients, investors and partners alike.

## When Should I Write My Book — at Which Career Stage?

Politicians write their “book” after they’ve retired from politics and wish to jump on the worldwide speaking tour bandwagon. Sports people write their book while they’re at the top of their game and have the maximum fan base for sales of it. You and I have to write our books and information products at an early stage of our success journey to establish credibility in our marketplaces.

## What Should I Write My Book About?

If you’re a coach, consultant or small business owner specialising in a particular industry, your lead-generation book should be packed with free business advice that can help your clients to:

1. **Solve their problems**
2. **Capitalise on their opportunities**
3. **Maximise their results in your specialised area**
4. **Gain clarity**
5. **Be inspired to take the next step**

## How Do I Make Sure My Book Is an Effective Lead-Generation Tool?

Answer these questions before writing your book outline and you can ensure that your content will be targeted, effective and engaging for readers:

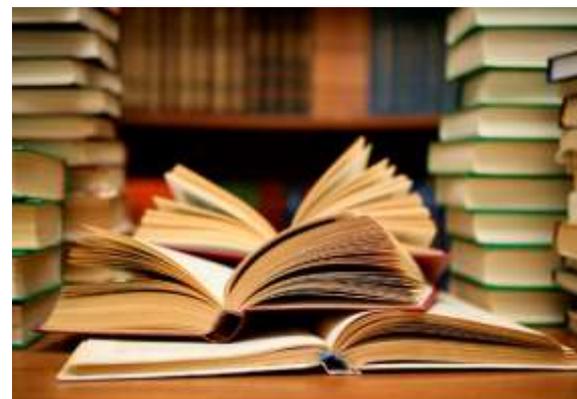
### Who Are You?

Are you someone who’s experienced good results and can share those with your readers? Maybe you’ve undertaken valuable research in your field and can report your findings, or you’ve interviewed industry leaders and gained useful insights to share. Identifying what makes you a great source of information for your reader is the best way to make sure that your book is an engaging

and effective lead generation tool when completed.

### Who Is Your Reader?

The clearer you are about who your reader is, the easier it is to write for them. If you have client personas for your different target audiences, try mapping your book against these to gain deep insight into the readership you are trying to target. If you haven’t already identified client personas for your business, I highly recommend completing this exercise as it will dramatically improve the effectiveness of your marketing efforts.



Picture Source:  
<https://search.creativecommons.org/photos/4956473c-efe8-44ac-b543-19a123c89a8a>

### How Would Your Readers Want You to Speak to Them?

When you're certain about your relationship with your reader, you can convey a consistent and believable message to them. Think about how your reader views you and how they would want you to speak with them; as a trusted advisor, a best friend or maybe even as their favourite uncle or aunt! Be warm, direct or use brutal honesty — whichever approach you feel will work best for your reader.

### Write Your Book Outline in 3 Simple Steps

Now that you've completed the groundwork and are feeling confident about who your reader is, how to speak with them and why you are writing your book, follow these simple steps to complete an effective book outline quickly:

#### Decide on a "Topic Area" for Your Book

First, decide on the "topic area" of your whole book. For example, I wrote a book on communication skills called "The Secrets of Communication – Be Heard and Get Results." So my "topic" would be communication. What's yours?

#### Write a List of Chapter Titles

Before you start filling in detail for your book, write a list of chapter titles by answering this question: "What are the ten or more possible chapters I'd like to include in my book?" You can use potential content as chapter titles. For example, my book on communications has chapters entitled "Body Language", "Questioning Skills", "Getting People to Say Yes" and "Dealing with Objections". You get the idea!



Picture Source: <https://search.creativecommons.org/photos/e917c10a-2fcd-46ec-8251-9712abe4d6aa>

### Write a Book Chapter Summary

Take each chapter and on a separate sheet of paper or computer page — write and answer this question: "What do I possibly want to include in this chapter?" Then list, in bullet form, all of your ideas for inclusion in that chapter.

When you've completed that exercise for every chapter, you have completed the outline of your book!

### Finish Writing Your Book in Less Than 5 Days

To complete your book and start using it as a lead generation marketing tool, simply take each bullet point under every book chapter summary and write a "tip" for it. A tip begins with a verb (and action word). For example, "Watch people's body language to ensure it matches their spoken words" would be an excellent tip for a chapter about improving face-to-face communication skills.

Now let's assume you have ten chapters with ten tips in each. You already have a 100 tips booklet. To make that into a longer book, just write a paragraph or two — or a whole page or more — for each tip. Let's assume you'll have an average of a page for each tip. Now you have a 100-page book — congratulations!

Wishing you every success.

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### About the Author

Peter Thomson is regarded as one of the UK's leading strategists on business and personal growth. Starting in business in 1972 he built 3 successful companies – selling the last to a public company, after only 5 years trading, for £4.2M enabling him to retire at age 42. Since that time Peter has concentrated on sharing his proven methods for business and personal success via audio and video programs, books, seminars and conference speeches. With over 100 audio and 100 video

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