

Better Business Focus

September 2022

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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Jeff Eilertsen

Creating customer journey maps that work



Many organizations are using customer journey mapping to understand and improve the experience of their customers. But the variety of terms used to describe journey maps can be confusing. And that makes the mapping process itself confusing, too.

Let's clear up the confusion and see how the Uplifting Service toolset adds clarity and power in the process.

What is a Customer Journey Map?

Customer Journey Maps are a visual representation of a customer's relationship with your people, products, services and brand over time. Journey maps may be created for various customer segments. They can be for internal and external customers. They may include various product lines, service offerings, contact and distribution channels.

A good customer journey map should be easily understood and applied to generate customer experience improvements. However, since each map may represent a complex set of players, interactions, relationships, processes, timelines, and emotions, maps too often become vague or confusing with language and visuals that limit their effectiveness as a communication and improvement tool.

To help you maximize the value and effectiveness customer journey maps, here is a clear structure you can apply to customer journey mapping.

1. The Customer Life Cycle

A natural collection of Customer Journeys over the life of the customer relationship. Other common terms include: cradle-to-grave relationship, end-to-end relationship, customer for life experience, and lifetime customer connection.

2. The Customer Journey

A series of unique paths a customer takes to interact with your company, brand, products, and services over time and across channels. In Uplifting Service terms, this is a series of Service Transactions, also commonly called end-to-end experiences.

For example, an organization may define these common Customer Journeys in a typical Customer Life Cycle:

Learn > Try > Buy > Install > Use > Support > Upgrade

3. The Service Transaction

These are unique and specific transactions experienced by a customer within a journey to obtain the value that they seek. Other common terms include service events, service episodes, and customer interactions. Confusingly, these complete transactions are sometimes called touchpoints. (See #4 below.)

4. The Perception Points

These are individual points within a Service Transaction, or between Service Transactions, where a customer notices something, or experiences something, and forms an opinion about your service. Perception Points are not the process you follow, it is your customer's experience of your process that matters. Other common terms: moments of truth, moments of magic, moments of misery, pleasure points, and pain points.

5. The Process Steps

These are the consistent, documented sequence of actions and other steps taken by service providers to complete a Service Transaction or transition the customer between Service Transactions. Other common terms include: process map, process flowchart, and checklists.

What are common problems with weak Customer Journey Maps?

How you define the language you use in customer journey mapping impacts your ability to create common understanding, take collective action, and create new value. Lack of clarity and agreement on terms will lead to these unnecessary problems:

Lack of clarity downstream

A web search for "customer journey mapping" returns an enormous collection of terms and phrases. However, many are used

interchangeably, the same word may describe different levels of detail, and the result is predictable confusion.

The words you choose is less important than making and promoting a clear choice, defining a simple hierarchy with clear distinctions at every level.

Ineffective measurement of service

Being clear about what you are doing at each stage of a journey map helps you choose the right measurements for that level of the map. You can measure many things about service and customer experience, but these measurements may not be well connected to each stage of your customer’s overall journey.

Unfocused generation of new ideas

You may want to involve your employees and partners in generating new service improvement ideas. But an unfocused request for “ideas to help us make service better” will produce a list of equally unfocused ideas.

A better approach is to solicit ideas with clear focus on key areas at each stage of the customer mapping process, on specific outcomes you wish to achieve, and for specific customer segments taking the journey.

An effective Customer Journey Map, with each level and each term, clearly understood, allows you to isolate key points of joy to be expanded or enhanced, and key points of frustration to be eliminated or significantly improved.

Ultimately, Perception Points is the level where opportunities for service improvement will be implemented. But without a clear hierarchy of terms and understanding, your team may not focus on these points, may miss seeing what causes problems at these points, and may fail to generate good ideas to improve service at these points.

Gradual decline of engagement and service culture

Customer Journey Maps are often used in an attempt to build a more customer-centric culture. But poorly defined maps create more confusion and questions than insight and answers. When struggling with vague or confusing maps, you may hear reactions that point to barriers deeply embedded in existing systems, practices, process, policies, traditions, and leadership behaviors. Common reactions from colleagues include; “We don’t really understand the issue...”, “We can’t do this because...”, and “They won’t let us do that...”

However, by looking holistically and working with well-defined Customer Journey Maps, you can bring everyone to a shared view on what needs to be improved, and what barriers are standing in the way. Overcoming “we can’t” becomes easier when everyone can see the problems. A culture of service excellence accelerates when everyone can work solving these problems together.

Are you using Customer Journey Maps where you work, or do you plan to use them in the future?

If so, we hope this article helps you create clarity and communicate easily to generate new ideas for improvement.

PS: Thought you might enjoy this visualization I drew recently for a client.
– Jeff

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About the Author

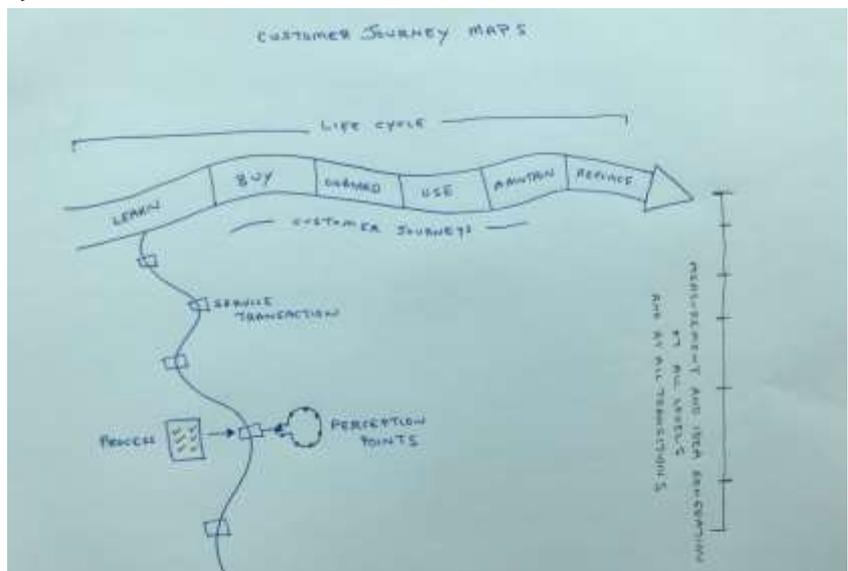
Jeff leads Client Success and Global Education for Uplifting Service, bringing 25 years of experience improving service and leadership. He is a Master Trainer and speaker, working with organizations on every continent.

He has supported large-scale service culture change efforts and facilitated service leadership and service excellence workshops with clients in numerous industries, working in over 30 countries in North America, Asia, Africa, Australia, Europe and the Middle East.

Jeff leads live and virtual workshops for leaders and teams to improve service performance and uplift customer experience. And he supports organizations to develop systems and practices that ensure sustained service culture change. He uses a collaborative style to build long-term working relationships with an emphasis on service and results, consistently exceeding client expectations.

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Thom Dennis

What the Marines taught me about leadership and power – & why control is at the heart of it



An interview with Thom Dennis, CEO of Serenity in Leadership

17 years as an officer in the Royal Marines saw Thom Dennis in the UK's elite Commando Force, achieve the coveted Green Beret, and also his parachute wings. He devised the plan for the withdrawal of the Corps from Malta in 1977 and later worked in the Ministry of Defence as personnel manager of 7,000, advising on policy and action, including being a member of the Post-Falklands War South Atlantic Fund Committee. Having served on several operational tours, and trained Royal Navy officers at both Dartmouth and Greenwich, it is safe to say Thom knows a bit about leadership, so we asked him what the Marines taught him that he brings to work on a daily basis as an authority in leadership.

Let's cut to the chase, what do you think is the difference between leadership and power?

"The difference between leadership and power is fear and control. Leadership is a kind of giving. The exercise of power without the positive attributes of leadership is more about ego, and so naturally fear, authority and control play assorted parts in the equation. Leadership is about being a role model, guiding

individuals and helping to enable their personal achievements, as well as success for a greater common interest using positive influence. The exercise of power without conscious accountability can leave others worse off or damaged – something we witness today in the police to the political environment, from the NHS to the entertainment industry. Power demands respect whilst good leadership means earning it.

It's important also to differentiate the noun 'power' with the adjective 'powerful' – a leader can be very powerful but exercise their power with respect, humility and equanimity."

So what did the Marines teach you about leadership and power?

"In the Marines, I don't think we really dealt with power at all. Being in the Corps taught me about camaraderie and being part of a team, how it's the team that produces the result, not so much an individual. Leadership was vital in order to achieve the mission – the mission was paramount, so if someone was falling behind, then something was done to bring that person along wherever possible. We were also trained to question convention, think on our feet and for ourselves, and to expect the unexpected. In many businesses, the objective is more important than the people and that objective is usually ultimately about profit, if



necessary at the cost of the people. In the Corps, we learnt that nothing can be achieved without the people.

But things are changing, and purpose, inspiration and values are becoming more important in the corporate world, just as they have been in the armed forces for many years. I would have followed the very best leaders in the Marines anywhere, and in a couple of instances, I did.

"It was of course tough in the Marines. We had to be solutions-based and we had to be brave. I recall being in a total white-out in Norway and the feeling of being completely alone was overwhelming, so I started singing as loud as I could to stay calm and not feel so isolated. During training, we used to say "it's only pain" but now emotional intelligence is part of the leadership training in the Marines. It's more subtle, more nuanced. War traumatises everyone involved, and the suppression of feelings is an old formula that has been proven not to work; many managers in business would do well to hear this message."

Picture Source:
<https://www.gettyimages.com/detail/stock-photo/royal-marines-in-action>
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How do leadership and power play out?

“The exercise of power is a game, and you have to know how to play it – in organisations, it calls for a certain level of wiliness and your ego takes centre stage. Knowing how to navigate the political environment in an organisation is a key skill, but the most effective leaders aim to get the best out of their people without manipulating or pressuring them. Leadership is not about relinquishing authority or being indecisive; sometimes good leaders need to make quick, sharp decisions that not everyone will be happy with, but trust and respect are at the heart of it.”

You have talked about how joining the Marines was a vital part of your recovery from bullying?

“After years of trauma and being bullied at school, the Marines gave me a better sense of myself, confidence and an affirmation of me as a person and my character. Bullying traumatises so deeply it can take a lifetime to get over it, but the Marines proved to me that I could do things that most people can't and that I could be part of a team and have a mission and achieve it. I deliberately chose the Royal Marines because it offered the most challenging and wide-ranging training, including of course the commando course. As an executive coach and leadership trainer, I help leaders work out a strategy that best serves the team and their clients, the culture and the bottom line, not just the leader. Inclusivity, authenticity and encouraging original thought are key. If the team is behind the plan and believes in it and feels safe enough to fully express themselves, they will work to help you fulfil it.”



How can we master responsible power?

Work out what sort of leader and person you want to be.

When we are put into a position of leadership and given power and responsibility, it is worth taking the time to work out what sort of leader you want to be and to take a long hard look at what your work relationships are like and what you need to work on yourself. A leader should want their employees to be inspired and share their vision, rather than be autocratic.

Understand your impact and responsibility.

Be aware of your impact and whether the systems and culture support the people and the objectives and ecology of the business. Are we taking advantage of the people who are buying from us or working in our business, or are we actually serving our employees and clients well? Do your decisions make sense in the bigger scheme of things such as wellbeing, safety, the environment, the community and world changes?

Share information where possible.

Egotists hoard information (as a kind of power) and enjoy surprising people and making them appear out of the loop and excluded. Transparency can feel risky but actually, it enables more input and leads to good and balanced decisions. Communicating with employees is of utmost importance when leading a team, and taking time to show that you listen to what they say and respect their feedback is important to build trust between you.

Avoid using titles. Have humility.

Constantly referring to your job title or authority can undermine others. People will know your position and therefore won't need you to remind them. Be aware you are not the centre of the business; your people are the core assets. Be open to feedback even if what you hear doesn't make you feel very comfortable.

Establish respect for all. By having clear outcomes for poor

behaviour at work and ensuring action and consequences for those who cross over the line will clarify for all what is unacceptable and takes the air out of power-thirsty individuals.

Create a safe environment. To be an inspirational and successful leader, you need to create a safe environment for employees. Don't be a leader that enables a toxic culture where people don't speak up if they are concerned.

Stay calm and professional in situations. Keeping a cool head in problematic times and being professional shows business leadership and gains respect. Care and inspire.

Know that inclusion and teamwork are the opposite of power and control. Good leaders care about their people and their successes and inspire others to do well.

Stick to your promises whenever possible. Letting people down and offering more than you can give will create cracks causing resentment, conflict and loss of trust. Honesty is the best policy.

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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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Amy Vetter

5 tips to reduce employee turnover and improve employee satisfaction



Attracting and retaining talent is one of the biggest issues companies face in today's job market. A successful organization recognizes the value of its workforce and looks for ways to keep top performers.

Unfortunately, employee turnover is part of any business. It is costly and detrimental to a company to have low employee retention. By retaining employees from the beginning, you can reduce the time and hassle involved in the hiring process.

Read on to learn tips to reduce employee turnover in your business today.

Find the right talent

Is your hiring process thoughtful and selective? Hiring skilled employees who meet your organization's cultural and behavioral beliefs can lead to greater success. Behavioral interview questions can give you valuable insight into their personality.

Focus on onboarding

Onboarding is the first introduction a new employee has to an organization's culture. And it's tough to recover from a bad onboarding experience. Employees with negative onboarding experiences are twice as likely to explore new opportunities early on.

Encourage work-life harmony

Leaders should stress that **work-life harmony** is a company-wide priority. Employers are taking steps to help their workers achieve better work-life balance through perks like flexible scheduling and remote work, which can increase employee retention. It is important to give employees time off and to respect that time off.

Employers may stand out by offering unique benefits such as unlimited maternity and paternity leave and annual travel stipends.

Recognize and reward employees

Your employees need recognition and appreciation. A thoughtful human resource training program could facilitate this. When your employees do something to go above and beyond, congratulate them. Employees thrive in a positive work environment.

Simple "thank you" and notes of appreciation for the work employees put in daily can go a long way. Giving staff members new opportunities is another great way to **recognize them**.

Encourage learning and development

Learning and development help improve employee morale and benefits the organization. Companies can establish explicit learning and development protocols and allow their

employees to pursue areas that interest them.

Don't overlook the value of training existing workers for entirely new roles. It is important to clearly map upskilling to defined job roles within the organization and to make it easy for workers to find internal positions that fit their skills.

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About the Author

Amy Vetter is an accomplished entrepreneur, business executive, national speaker, CPA, and yoga practitioner. She is also the author of *Business, Balance & Bliss: How the B³ Method Can Transform Your Career and Life*. As a third-generation woman entrepreneur, Amy has launched and sold multiple businesses including yoga studios, an accounting practice, and other business ventures. Amy has also held corporate leadership roles overseeing customer, sales, education, and marketing functions. Throughout her 20-plus years in business, Amy has learned valuable insights on how to achieve work-life harmony and live a more purposeful life.

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Urko Wood

This mindset shift can deliver huge results



The Copernican Revolution took a major step forward in 1543 when Nicolaus Copernicus published his mathematical proof that the earth revolved around the sun, not the other way around. It took many years to be broadly accepted. Evidently, it's quite normal for people to see themselves as the center of the universe – then and now! One thing seems certain: it's essential for leaders to deal with reality as it is, not as they would have it.

That's why it's so important for every leader to understand another similar mindset shift that is underway today. While most organizations say they are customer-centric, it's still quite common for people to respond to market challenges by generating ideas before there is agreement about the customers' objectives or the problem to be solved. Either that's due to the organization being product-focused, at a loss as to how to determine the customers' unmet needs or both. Regardless, the good news is that this is a fixable problem.

Fortunately, more and more companies are truly taking a customer "needs-first" approach to innovation instead of the old "ideas-first" approach. And while that's an excellent start, it's not enough. (See [When Being Customer-Focused Isn't Enough](#)). There's another additional mindset shift underway that market leaders are leveraging into a competitive advantage. I'm talking about the shift from being

"customer-focused" to being "customer job-focused."

Being customer-focused usually means trying to understand the customer with personas that are based on demographics and/or psycho-graphics. But that does not explain why people buy products and services. It may provide a correlation with purchasing behavior, but it's still always just a proxy for the job customers are trying to get done. Jobs explain causality, i.e., why people buy a category of products or services. The criteria they use to measure success explains why they buy a specific model within the category. Leaders who understand this can take a huge step forward in their ability to manage innovation and growth.

Any firm that wants to drive innovation and growth as a repeatable business process must determine:

- The jobs target customers (or segments) are trying to get done in a given circumstance
- How they measure success getting the core functional job done
- Where they struggle in the process given their current product/service solution(s)

The best way to leapfrog the competition is to create unique value for your target customers. The best way to create unique value for customers is to identify and address their important unsatisfied needs. This is how leading firms figure out where to focus and what to do to drive

innovation and growth with confidence.

Are you tired of slugging it out trying to gain market share?

There's a better way.

Reveal needs. Create value. Drive growth.

Learn more [here](#). Or [schedule](#) a free discovery call with me.

This article originally appeared on Reveal Growth: [This Mindset Shift Can Deliver Huge Results - Reveal Growth](#)

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About the Author:

Urko Wood founded *Reveal Growth Consultants* in 2012 to help companies turn innovation and growth into a repeatable business process. He has created a free PDF explaining how over 400 of the Fortune 1000 have done so called [Rethinking Innovation: How the Jobs-to-Be-Done Approach Delivers Dramatically Better Results](#).

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David Burkus

The future of teamwork



The future of work is teams. That's a trend that's been around for a long time.

Jobs that could have been alone at one time or another happen more efficiently and at higher quality, because we work in teams. The easy problems in work and in life that could have at one time been solved by a lone genius are gone. Only complex problems that require creativity at the team level remain.

So, if the future of work is teams, it's worth examining the future of teamwork. And here, there are several trends worth focusing on that will dictate how teams will work, and how they'll work best, in the future.

In this article, we'll review four trends shaping the future of teamwork as well as what leaders need to do to respond to these changes.



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Teamwork Trend One

The first trend shaping the future of teamwork is that [team culture](#) matters more than company culture. This trend has been going on for some time. While company culture remains important, most employees feel the impact of that culture only after it's been filtered through their manager's and their team's culture. Many organizations tried to create an experience in their office or their entire campus full of perks and benefits—free food, onsite childcare, dry cleaning, etc. But all the perks in the world still didn't overcome being stuck on a toxic team. In the past two years, because of the “great work from home” experiment triggered by the pandemic, those perks have obviously mattered even less so. At the same time, people's experience of culture has been even more strongly shaped by the team on which they serve.

For leaders, this means that creating a positive company culture is important, but the focus ought to be on making sure leaders at all levels, and even individual contributors, know how to shape a [positive team culture](#).

Teamwork Trend Two

The second trend shaping the future of teamwork is that teamwork stays virtual, even if people are back in the office. And this trend isn't just about hybrid work (which may or may not be the future of work). For any organization large enough to have multiple offices, the tools of virtual collaboration are going to

be used much more often—and travel between those offices will happen much less often. When the “great work from home” experiment began, nearly 40 percent of the American workforce went remote (and similar and sometimes greater numbers elsewhere in the world). Millions of people were forced to learn to use new software programs and new ways of coordinating work with people far from them. Those skills create a new reality where teams can be formed not based on who is working in what office but based on who is best for the project at hand no matter where in the world they are.

For leaders, this means continuing to master those tools and keeping a mindset of “right person over right place” even if your office is open and people are coming back. Because that mindset will be a big advantage in forming the best team you can.

Teamwork Trend Three

The third trend shaping the future of teamwork is that teams are built by the project, not the position. Most leaders use the term “team” to refer to the 6-8 people who report directly to them. But most work done by organizations today requires more people than just those 6-8. Originally, these started to be called “cross-functional” teams and grew into “matrix” organizations. But those were all attempts to keep “team” defined by a traditional organizational chart. Many forward-thinking

companies are moving away from those types of structures and forming teams based on the needs of specific projects, with roles and even reporting responsibilities rotating as often as project-based work demands. That trend is likely to continue and organizations who switch to the building block of organizational charts being the project, not the position, will be better able to adapt to changes in the marketplace and unforeseen events.

For leaders, this means reframing how you and your “team” see the definition of team and showing them how their work fits into the larger whole. Even if they work together devoid of any other function, odds are they still hand their work off to a new function and as such, the “team” working on the project is larger than they may see.

Teamwork Trend Four

The fourth trend shaping the future of team is that teamwork grows more boundaryless. And this trend is really an extension of the previous one. If the future building block of the organization is the project, not the position, then many organizations will realize the financial (and creative) benefits of building project teams from more than just their employees. This already happens on large-scale projects. It’s almost impossible to build a building or create a complex website or software application without contracting with other firms. But it will start to happen for smaller and smaller projects as well. Just like physical location ceasing to be a barrier to hiring the best employee, actual employment won’t be a barrier to working with the best people. It’s as Charles Handy predicted 40 years ago, more and more organizational charts will look like a shamrock or cloverleaf with a core of full-time employees, freelancers, and vendor companies all contributing nearly equally to project teams.

For leaders, this means developing your influence skills to be able to lead a team of people when you only have position power over a

few of them, and the rest either report to someone else or work for an entirely different company.

Most of these trends have been in existence for a long time, but all of these trends have accelerated in the past few years. All four have reached a speed where they can’t be ignored. Leaders who ignore these trends will feel their influence diminish. But leaders who adapt themselves and their people to these trends will help their whole team do their best work ever.

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About the Author

One of the world’s leading business thinkers, David Burkus’ forward-thinking ideas and bestselling books are helping leaders and teams do their best work ever.

He is the best-selling author of four books about business and leadership. His books have won multiple awards and have been translated into dozens of languages. His insights on leadership and teamwork have been featured in the *Wall Street Journal*, *Harvard Business Review*, *USAToday*, *Fast Company*, the *Financial Times*, *Bloomberg BusinessWeek*, *CNN*, the *BBC*, *NPR*, and *CBS This Morning*. Since 2017, Burkus has been ranked as one of the world’s top business thought leaders by Thinkers50. As a sought-after international speaker, his TED Talk has been viewed over 2 million times. He’s worked with leaders from organizations across all industries including Google, Stryker, Fidelity, Viacom, and even the US Naval Academy.

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iPhoneLife

How to Avoid Permanently Deleting Mail by Accident on Your iPhone (2022)

Turn off quick delete to ensure that emails don't get permanently deleted without your permission or on accident.

1. Open Settings.
2. Tap Mail.
3. Under Messages, toggle on Ask Before Deleting. It will be green when enabled.



4. Now, after you've moved an email into the trash folder in the Mail app, open the Mail app's Trash folder.
5. Open a message you'd like to delete.
6. Tap the Trash icon.
7. Then, click Delete Message to confirm and delete your email.



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





David Finkel

The root cause of Procrastination

As a business coach, it's my job to hold business owners accountable. Every day I talk with leaders who have aspirations to scale and grow their businesses, and we work together to get their businesses to the next level. At the end of each session, we part with a list of action steps that the business owner can take to make real, measurable change over the next few days and weeks. Many will come back having completed most if not all of the items on that list, but oftentimes procrastination gets in the way of reaching their goals. And while we have all experienced procrastination, there are some root causes to the behavior that should be discussed. Because the more you know about why you are procrastinating the better prepared you are to change your way of thinking surrounding that behavior.

Fear.

Fear is one of the most powerful drivers of procrastination. Maybe you have to make a big decision and have a lot to lose or gain from that decision. Maybe you have to have an adult conversation with one of your employees, and you fear the outcome of the conversation. Maybe you just feel like the task at hand is too big or maybe you don't have a lot of experience doing that task and you fear making a mistake or letting others know that you aren't an expert in that certain area. Whatever it is that you fear, one of the best ways to overcome it is to approach it head-on. Allow yourself to acknowledge that fear. Think about the worst-case scenario, and allow yourself a

moment to see what that would look like in your head. If you were to fail at the task, what do you have to learn from it? Once you start thinking about fear differently, it becomes a learning opportunity instead and you no longer shy away from it. Which in turn, allows you to overcome procrastination as well.

Old Habits.

Another precursor to procrastination is old habits. Maybe you are used to pushing things to the last minute. Maybe you know that in order to grow and scale you will have to change the way you do certain things in your company, and you don't want to make those changes. Changing the sales process that you have done for several years, for instance, could make a huge difference in the growth and trajectory of your company. But in order to do that task, you have to try new things, admit that what you have been doing isn't working and that can be tough for any business owner. So the next time you find yourself putting something off, spend a moment focusing on the bigger picture. Why do you want to do that task in the first place? What value will it bring to your company and that of your team? Taking this moment will allow you to push past those feelings of change and allow you to grow in the moment.

Perfectionism.

The third reason you may be procrastinating has to do with perfectionism. You want to do it right. And you want everything to be laid out and ready. If everything isn't perfect you run the risk of failure and you would rather put it off indefinitely than deal with the fact that it might not be perfect. Your competition isn't waiting. They aren't waiting for the perfect moment. They understand that progress will always win out over perfection and in order to grow and scale you have to jump in and start doing.

Addressing the root cause of procrastination will go a long way to helping you overcome your bad habits. With time, you will begin to recognize when you are fearful, stuck in your ways or struggling with perfection. And soon you will find yourself making more progress on your high-level tasks and projects.

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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.

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If you're a business owner who wants to accelerate your company's growth but do it in a way that enables you to get your life back, this bestseller is for you.

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- The 8 essential building blocks upon which to scale your company
- 25 formats to package your business systems
- A powerful 1-page quarterly action plan format
- 6-time mastery strategies to free up a full day each week to build your business
- And much more ...



The Marketing Eye

Bad online reviews are GOOD for business

Panic, shame, and anger spread quickly through an office scorned by a neutral or negative Google My Business or Facebook review. How dare someone tar the five-star record?!? How will we recover from this? How will we respond, or even reciprocate?

The paranoia sets in... will our competitors see it, or even worse, did they write it? Several times the phone has rung at our agency with a flustered client at the end asking us for immediate help to exterminate an offending review. However upsetting bad reviews can be, particularly if personal about staff or damning of a product, they are not always bad for business, and can in fact be a positive contribution to your company's online presence.

So, before you hit delete, read on to find out how to capitalise on your 4.5-star rating.

Protecting what your brand stands for

If you were a consumer who had taken the time to write honest feedback about a product or service, imagine how frustrated you would feel if you later found out that your review had been removed.

Consumers like to help other potential customers decide whether to buy. They also feel the need to support brands by improving their service – this usually means they want you to do better because they'd like to buy from you again.



Case Study: PortfolioMetrix

From accessing our experience in managing marketing automation to turning content production into a fully formed content strategy, PortfolioMetrix plugged into the core of our capabilities.

If a business is resistant to feedback it can be a real turn-off – remember the old aphorism “the customer is always right”? With this in mind, when you earn a review, take time to reply kindly and carefully, and in line with your brand values. Whilst it may be tempting to be witty in response to negativity, avoid playing word wars. Current and future customers will see you have made efforts to understand your customer's feedback and are happy to build rapport with them. If a loyal existing customer sees a slightly negative review, they may even feel compelled to leave a more positive review to balance things out. Onlookers will trust they will be dealt with fairly, and we all know that trust is an important factor in a buying journey.

Appearing genuinely appealing online

There are, sadly, businesses and service providers who bend the rules and fake their reviews: not just asking staff, friends, or family to bump up the scores, but even going so far as to pay freelancers to write reviews for the business, even if they've never been a customer.

Now that consumers have become savvy to this deceitful process, the draw of a business with myriad 5-star reviews and an impeccable feedback sheet suddenly feels a little suspicious.

An authentic mix of real-life experiences helps the consumer take a balanced view of whether they would like to buy from you or not. After all, nobody's perfect. Neil Patel refers to this as your customers seeing what might happen in the “worst case

scenario” and how you deal with it.

Search engines love reviews

Moz.com discovered in recent research that third-party reviews contribute heavily to ranking factors – having almost a 50% influence. In 2020, review ratings and the number of reviews a company had were listed as number 8 in importance by a collection of Search Marketers in their annual review of local search ranking influences.

Therefore, it makes sense to collect as many reviews as possible from a diverse selection of customers. Don't be afraid of constructive feedback – I was always taught in the workplace that “feedback is a gift” as it helps us grow – and that seems to fit in business-to-consumer search marketing too.

In addition to feedback being useful for process improvements and product development, it is a gift for content marketers too. We talk a lot about the value of earned media; reviews are a quick and meaningful way to collect earned media that can be used on your websites, blogs, social media and in newsletters.

Next steps for your marketing strategy

To harness the power of reviews, make sure they are part of your ongoing marketing strategy. You can use our “5 Steps to Marketing Maturity” template to assess where you are in your review management process and how you can evolve this strand of your marketing plan. Consider:

- Which platforms can we collect reviews on? Could we add more?

- How do we encourage or incentivise our customers to leave reviews?
- Which platforms can be used to broadcast a request for reviews?
- What are our internal processes for responding to reviews quickly and appropriately?
- How do we measure the impact of reviews on on-site traffic?
- Where can we share our reviews with the public?

Our Client Partners help businesses manage their online reputations, evolve marketing strategies, and create automated measurement processes. To learn more about the ways we can support you with collecting online reviews, please [get in touch](#).

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The Marketing Eye are a team of results-focused marketing professionals working together to bring blue-chip marketing skills and resources to financial services businesses in the UK. Their mission is to help their clients increase the value of their businesses by the application of consistent and effective marketing. They do this by using marketing automation and lead scoring to help their clients engage with an increasing number of prospects over time. Whether you want to outsource your marketing or focus on the delivery of a particular project, they can help shape your requirements and deliver the results.

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Sunil Bali

Do you mind.....



Leading performance psychologist and Chairman of the Human Performance Institute Dr. Jim Loehr said, "Your mindset puts a lid on what you can achieve, because *your body hears everything your mind says and acts accordingly.*"

If you go to a restaurant you wouldn't order your least favourite dish would you?

Yet when it comes to our thinking, we humans have a habit of choosing the most unsavoury thought patterns that don't support what we want to achieve.

If beating ourselves up worked, we would all have a six-pack, a fat wallet and a permanent grin.

When we align our thinking to our vision, move our *mental cursor* to what we want, and stay on the right page, the universe has a habit of falling into line and producing copious quantities of synchronicity, serendipity and success.

Thoughts can be like X-rays, choose the right ones and they'll go through anything.

Moving minds - Transforming performance

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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

Reconnect and reset – in a chaotic world



Meeting face to face, for a lovely lunch recently, with a coaching colleague, we were both shocked to discover how stressed and anxious we were feeling about being asked to deliver live workshops and face-to-face coaching to clients once again in such a chaotic world.

We shared how emotionally overwhelmed we felt, despite having decades of knowledge, experience, and skills in being able to deliver deep learning programs and face-to-face coaching sessions, about doing live gigs again!

We also agreed, that despite the range of largely effective emotionally intelligent coping strategies we developed to help ourselves and our clients self-regulate, self-manage, to better adapt to the pandemic-imposed work-from-home restrictions that the past two and half years of working, alone, and in isolation, online, had taken its toll.

We acknowledged and accepted that we along with many of our clients were all suffering from elevated levels of stress, **discomfort**, and anxiety. Following this, we agreed that it was time to focus on exploring how to better help ourselves and our clients reconnect and reset by enabling them to create states of well-being, emotional agility, and mental fitness, where they can feel good, can function well, and be effective and innovative in an increasingly chaotic world.

To seek new ways of enabling ourselves and our clients to deal effectively with various unresourceful feelings including helplessness, powerlessness, and fearfulness about an uncertain future.

We noticed that these feelings often caused many of our clients to contract and **freeze, and become immobilised** as a result of what we describe as a “bubble” of self-induced silo-based behaviours. These often evolved into extreme self-centeredness and unconscious selfishness, which ultimately increased their feelings of isolation, loneliness, and lack of belonging, resulting in defensive and avoidant behaviours in an increasingly chaotic world.

How are these ways of being and acting impacting organisations?

Partnering in a wide range of online global coaching sessions, we noticed that a number of common trends have emerged as to how our client’s teams and organisations, are being impacted at the cultural level

- **Immobilization** – many people are unable to self-manage their work from home workloads and are quietly burning out, through being overly task-focused and busy, whilst others are preferring to work autonomously, and not waste hours commuting.

- **Unsafe work environments** – many organisations are freezing change initiatives, learning programs, and projects, causing fear of loss and job insecurity, causing many people to contract deeper within their “bubbles” and become passively defensive and avoidant.
- **Lack of clarity and foresight** – many organisations have slipped into being reactive, focussing on short-term results, and not communicating a clear strategy and leading the way forwards.

Resulting in:

- Resistance to change and going back to the office adds to people’s sense of disconnection and sense of belonging.
- Increased risk adversity and conventional (cost cutting), tactical and short-term focused, inhibiting any investment in a future innovation strategy.
- People have become even more **fearful of failure**, and are not stretching themselves to adapt, grow, learn and innovate with disruption. Because of the fear of failure, leaders have begun to stumble on issues of inclusion, belonging, and identity.

Retreat back to the known

According to Linda Gratton in a recent article **“The Four Step Process to Redesigning Work”** at MIT Sloane- *“Rather than being bold and adopting an experimental mindset, they are falling back to familiar ways of operating and becoming less empathic to what others want. When we fear failure, we retreat to the known”* and to our **comfort zones**.

A moment in time

This has created an opportunity, in this unique moment in time, to focus on being kinder to ourselves and to others by helping and supporting each other, respectfully and compassionately, creatively and courageously, to reconnect and reset.

Despite rising levels of economic, civic, and social uncertainty and unrest.

What made sense yesterday may not make so much sense today.

Many of the mental models we applied yesterday may not be relevant for tomorrow because corporate culture, civic and social structures have drastically changed and digitalization has become commonplace, noting that we are shifting **from a VUCA to BANI world** where:

- **Brittle** has replaced Volatility.
- **Anxiety** reflects Uncertainty.
- **Non-linearity** is an addition to Complexity.
- **Incomprehensibility** is ultimately the consequence of our non-linear world and goes one step further than Ambiguity.

Paradoxically, this has created new openings to genuinely explore and discover new thresholds to adapt, generate new mindsets, develop skill sets, and power up our toolkits to keep pace with the effects of the emerging BANI world and capture complex systems by asking a key generative question:

How might we support and enable others to think and act differently in such a world, where old patterns seem to crumble while new ideas and systems still need to be created, invented, innovated, and established?

As the world of work changes, so does the need for everyone to consider how to be more open-hearted, minded, and willed with one another.

A final word from Gallop CEO Jon Preston in the **Gallop Global Emotions Report**:

“All over the world, people are trying to understand the rise of violence, hatred, and increased radicalization. They will continue to argue over what the best policy responses should be and what role social media plays in fueling negative emotions.

However, policymakers must understand why so many more people are experiencing unprecedented negative emotions and focus on the drivers of a great life.

Our shared humanity and wellbeing depend on it”.

When we generously and kindly demonstrate care, respect, and appreciation for the value everyone brings, we can also demonstrate helpfulness and support, through our unconditional willingness to reconnect and reset.

This results in co-creating a better sense of belonging and a more optimistic outlook, by enhancing our emotional intelligence through developing effective self-regulation and self-management **superpowers** and strategies, to thrive, flourish and flow, and make **transformational changes** in the face of relentless uncertainty, disruption, and a chaotic world.

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

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Greg Satell

Why stupid questions are important to Innovation



16-year-old girl Gracie Cunningham created a firestorm recently when she posted a [video](#) to TikTok asking “is math real?” More specifically, she wanted to know why ancient mathematicians came up with algebraic concepts such as “ $y=mx+b$.” “What would you need it for?” she asked, when they didn’t even have plumbing.

The video went viral on Twitter, gathering millions of views and the social media universe immediately pounced, with many ridiculing how stupid it was. [Mathematicians and scientists](#), however, felt otherwise and remarked how profound her questions were. Cornell’s Steve Strogatz even sent her a [thoughtful answer](#) to her question.

We often overlook the value of simple questions, because we think intelligence has something to do with ability to recite rote facts. Yet intellect is not about knowing all the answers, but in asking better questions. That’s how we expand knowledge and gain deeper understanding. In fact, the most profound answers often come from seemingly silly questions.

What Would It Be Like to Ride on a Bolt of Lightning?

Over a century ago, a teenage boy not unlike Gracie Cunningham asked a question that was seemingly just as silly as hers. He wanted to know what it would be like to ride on a bolt of lightning

shining a lantern forward. Yet much like Gracie’s, his question belied a deceptive profundity. You see, a generation earlier, the great physicist James Clerk Maxwell published his famous equations which established that the speed of light was constant.

To understand why the question was so important, think about riding on a train that’s traveling at 40 miles an hour and tossing a ball forward at 40 miles an hour. To you, the ball appears to be traveling at 40 miles an hour, but to someone standing still outside the train, the ball would appear to be going 80 miles an hour (40+40).

So now you can see the problem with riding on a bolt of lightning with a lantern. According to the principle by which the ball on the train appears to be traveling at 80 miles an hour, the light from the lantern should be traveling at twice the speed of light. But according to Maxwell’s equations, the speed of light is fixed.

It took Albert Einstein 10 years to work it all out, but in 1905, he published his theory of special relativity, which stated that, while the speed of light is indeed constant, time and space are relative. As crazy as that sounds, you only need to take a drive in your car to prove it’s true. GPS satellites are calibrated according to Einstein’s equations, so if you get to where you want to go you

have, in a certain sense, proved the special theory of relativity.

A bit later Einstein asked another seemingly silly question about what it would be like to travel in an elevator in space, which led him to his general theory of relativity.

Who Shaves the Barber’s Beard?

Around the time young Albert Einstein was thinking about riding on a bolt of lightning, others were pondering an obscure paradox about a barber, which went something like this: *If the barber shaves every man who does not shave himself, who shaves the barber?*

If he shaves himself, he violates the statement and if he doesn’t shave himself, he also violates the statement.

Again, like Gracie’s question, the barber’s paradox seems a bit silly and childish. In reality, it is a more colloquial version of Russell’s paradox about sets that are members of themselves, which shook the foundations of mathematics a century ago. Statements, such as $2+2=4$, are supposed to be either true or false. If contradictions could exist, it would represent a massive hole at the center of logic.

Eventually, the crisis came to a head and David Hilbert, the greatest mathematician of the age, created a program of questions that, if

answered in the affirmative, would resolve the dilemma. To everyone's surprise, in short order, a young scholar named Kurt Gödel would publish his incompleteness theorems, which showed that a logical system could be either complete or consistent, but not both.

Put more simply, Gödel proved that every logical system would always crash. It was only a matter of time. Logic would remain broken forever. However, there was a silver lining to it all. A few years later, Alan Turing would build on Gödel's work in his paper on computability, which itself would usher in the new era of modern computing.

Why Can't Our Immune System Kill Cancer Cells?

The idea that our immune system could attack cancer cells doesn't seem that silly on the surface. After all, it not only regularly kills other pathogens, such as bacteria, viruses and, in some cases, such as with autoimmune disorders like multiple sclerosis, lupus and rheumatoid arthritis, even attacks our own cells. Why would it ignore tumors?

Yet as Charles Graeber explains in his recent book, *The Breakthrough*, for decades most of the medical world dismissed the notion. Yes, there had been a few scattered cases in which cancer patients who had a severe infection had seen their tumors disappear, but every time they tried to design an actual cancer therapy based on immune response it failed miserably.

The mystery was eventually solved by a scientist named Jim Allison who, in 1995, had an epiphany. Maybe, he thought, that the problem wasn't that our immune system can't identify and attack cancer cells, but rather that the immune response is impeded somehow. He figured if he could block that process, it would revolutionize cancer care.

Today, cancer immunotherapy is considered to be the 4th pillar of cancer treatment and nobody questions whether our immune system can be deployed to fight

cancer. Jim Allison won the Nobel Prize for his work in 2018.

The Power of a Question

Answers are easy. They resolve matters. Questions are harder. They point out gaps in our knowledge and inadequacies in our understanding. They make us uncomfortable. That's why we are so apt to dismiss them altogether. So we can go about our business unhindered.

So it shouldn't be surprising that young Gracie Cunningham's TikTok garnered such strong reactions. It's much easier to dismiss questions as silly than to take them on. That's why Einstein was reduced to working in a patent office rather than at a university, why so many dismissed Russell's paradox as meaningless and why Jim Allison had doors shut in his face for three years before he found a company willing to invest in his idea.

Yet what should also be obvious by now is that there is enormous value in raising questions that challenge things that we think we already know. Before questions were raised, it seemed obvious that time and space are absolute, that logical statements are either true or false and that our immune system can't fight cancer.

The truth is that great innovators are not necessarily smarter, harder working or more ambitious than anyone else, but rather those who are constantly looking for new questions to ask and new problems to solve.

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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 Triangulation of Leadership



Put together things that contradict yet make a wonderfully mismatched pair.

Say things that contradict common misunderstandings.

See the dark and dirty underside of things.

Be more patient with people.

Stomp on success.

Dissent.

Tell the truth even when it's bad for your career.

See what wasn't but should have been.

Violate first principles.

Protect people.

Trust.

See things as they aren't.

See what's missing.

See yourself.

See.

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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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Paul Sloane

Don't be a Zebra, be a Giraffe



Zebra stands for Zero Evidence But Really Adamant. Zebras are people who see things in black and white. They are sure of their own opinions and they disdain information or science which undermines their beliefs. The king of the Zebras is Donald Trump.

Tom Nichols is the author of the 2017 book, *The Death of Expertise*. In it he writes that ignorance is now seen as a virtue. 'To reject the advice of experts is to assert autonomy, a way for people to demonstrate independence from nefarious elites and to insulate their fragile egos from ever being told that they are wrong.'

A poll by the Washington Post in 2014 asked Americans if they favoured US military intervention in Ukraine. Only 1 in 6 of those polled could place Ukraine on a map but nonetheless, they were sure that action was needed. Similarly, a Public Policy Poll in 2015 asked American voters if they supported bombing Agrabah. Nearly one-third of Republican voters said they did, but Agrabah does not exist – except in the 1992 Disney film *Aladdin*. A study by Ohio State University in 2015 found that both liberals and conservatives tended to discount science which contradicted their views. When faced with the data they would typically question the validity of the research rather than reconsider their own beliefs.



Zebras and giraffe: Creative Commons - <https://www.flickr.com/photos/misschatter/14615739848/>

We saw many zebras with strongly entrenched opinions in the Brexit debate. Zebras defy the science of climate change or of vaccination.

Others are adamant supporters of homoeopathy although there is no scientific evidence for it. Similarly, in business, we encounter CEOs who are brimming with hubris and self-confidence in their long-held opinions despite all the customer research which shows that things have changed.

Of course, experts can be wrong and we should challenge them and test the validity of their assumptions and methods. But it is dangerous to ignore them and trust solely to our instincts. The captain of the Titanic ignored warnings about icebergs and raced on to disaster.

So, don't be a zebra. Much better to be a giraffe. Giraffes are far-sighted, humble and open-minded.

They survey the landscape, take in the facts and see dangers as well as opportunities. After due consideration, they stick their necks out and make a decision. They head off in that direction but are

quite capable of turning around and admitting that they were wrong.

We need more giraffes and fewer zebras – especially at senior levels.

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About the Author

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

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Tom Koulopoulos

The ideal way to deal with bad decisions



Avoiding bad decisions is not the objective; owning them is.

Think of the last really bad decision you made. You may be living through it right now. How did it, or how does it, feel? Not so great, right? Well, get used to it!

An Inconvenient Truth

Here's a very inconvenient truth. As a leader, you will make lots of really bad decisions. It's inevitable because none of us is infallible. But as leaders, we have many more opportunities to make decisions than anyone else. So, by definition, you will make more bad decisions than anyone else. The answer is not to stop making decisions or to make just good decisions but rather to recognize the bad ones and get out of them as quickly as possible before you end up stuck on a path that you know is going to lead to even more damage.

"There are innumerable times when I've committed myself to a course of action that I soon realized was chosen for all of the right reasons but was fundamentally flawed."

That's a lot easier than it sounds, because when we make a decision our natural inclination is to stick with it as we dedicate resources, time, and energy to it. Not to mention the momentum that builds around any decision as we start to advertise it to our teammates, colleagues, friends, and family.

I'm not above this. There are innumerable times when I've committed myself to a course of action that I soon realized was chosen for all of the right reasons but was fundamentally flawed.

Taking the Penalty Shot

So, what if I were to tell you that your effectiveness as a leader and your likelihood of success are based as much on undoing bad decisions as they are on making good ones? Not something you want to hear, right? After all, we are measured based on our ability to take action and stand by our actions. But that's exactly the problem. Action is not, in and of itself, a virtue. In other words, don't just decide for the sake of deciding.

Measuring your effectiveness by simply measuring your ability to take action is like measuring the success of a soccer goalie by his or her ability to jump to one side of the net or the other without considering where the ball is going. That may sound contrived but studies have actually been done on goalies blocking penalty kicks which show precisely how great the danger of action can be when it's done purely for the purpose of appearing to be decisive.

When a goalie blocks a penalty shot, there is simply not enough time to react after the ball is kicked, at least not in a way that can predict the trajectory of the ball. The time it takes for the ball to travel from the penalty line to

the goal is always less than the time it takes for the goalie to react. But here's the kicker (sorry!): The vast majority of goalies will jump to one side or the other before the ball is kicked in an attempt to block the shot. In reality, goalies who do this are less likely to block the ball than those who simply stand in the middle of the net! But when asked why they jump the response is that not jumping will be perceived as inaction on their part! So, they end up with a behaviour that appears to be decisive, even though it is not effective—in fact, it's worse than that, it's downright incorrect.

"...fear paralyzes us and keeps us on the path of a bad decision long after we should have taken corrective action."

The same applies to many of the decisions we make as leaders. But it's much worse, because you always have time to switch sides if you have the fortitude and courage to say you made a mistake. Sounds much too simple, doesn't it? So, why don't we switch sides? Most often because we are fearful of the perception that we are vacillating or being indecisive. That fear paralyzes us and keeps us on the path of a bad decision long after we should have taken corrective action. As a coach to leaders, I often find myself in situations where a decision made by a leader is clearly the wrong way to go, and yet the leader is loath to give up

for fear of the way he or she will be perceived.

Getting Back on the Right Path
So, here's a bulletproof way to correct those bad decisions.

Own It

First, own the decision. Be clear with others as to why it was made and the purpose behind it. It's exceptionally rare that a bad decision is made for bad reasons. What is almost always the case is that the reasons were solid and well thought-out at the time, but they did not take into consideration all of the factors which have emerged since the decision was made. One of the most profound examples of this I've encountered is 3M's philosophy of not penalizing employees who make attempts at new innovations for the right reasons but don't succeed due to unforeseen complications.

Your objective should always be the health and welfare of your organization. And if you have to call yourself out to achieve that objective, it's your responsibility to do so. I often turn the tables on my CEOs and ask them what they would do if they were looking on as an objective third party providing counsel on the decision they're facing. The answer is always pretty clear when they take their own ego out of the equation.

Acknowledge It

Second, acknowledge that the decision was wrong and don't feel compelled to right it immediately by making a new one. Rushing into any decision is risky but rushing from a bad decision immediately into another one is the riskiest behaviour of all. I've seen organizations and lives ruined because of this sort of impulsive behaviour. You're simply not in a position of clarity just yet. Be patient with yourself and take the time to recover. Once you're in a place where you have clarity and conviction, you can then take the corrective action needed. That doesn't mean getting lazy and avoiding making a decision. It simply means that good decisions are not made in times of panic or through purely reactionary

emotions. It's your company, your life, give it the patience it deserves.

Accept It

Third, accept that this is not your last bad decision and that you will make more bad decisions than you will good ones. What counts is that over time the good ones outweigh and eclipse the bad ones. This may be the toughest thing of all to accept. But I can tell you first-hand that I have yet to encounter an effective leader who does not understand and accept this point. If you don't, then you will end up in the category of leaders who are just unable to make decisions because they fear that some of them won't turn out well. Guess what? Most of them won't! The key is making sure that the good decisions are great because that's what you will ultimately be measured on—the overall success of your decision-making ability, not the individual success or failure of any one decision.

You're a leader, but you're also human. Bad decisions are unavoidable, but owning, acknowledging, and accepting them is the mark of a great leader—so get used to it!

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About the Author

Tom Koulopoulos is the industry's leading digital futurist. He is the author of thirteen books and founder of Delphi Group, a 30-year-old Boston-based think tank, which was named one of the fastest growing private companies in the US by *Inc.* Magazine. Delphi provides strategic advice to Global 2000 organizations and government agencies. Tom is also a columnist for *Inc.com*, an adjunct professor at the Boston University Graduate School of Management, the founder and past Executive Director of the Babson College Center for Business Innovation, and past Executive Director of the Dell Innovation Lab.

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