

# Better Business Focus

December 2022

Expert inspiration for a Better Business



Picture Source: "London 19 December 2017 012b" by paul\_appleyard is licensed under [CC BY-NC-SA 2.0](https://creativecommons.org/licenses/by-nc-sa/2.0/).

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.

# This month's contents

---

**Reconnect and reset  
– transform your world**

Janet Sernack



---

**Expressing your strengths as  
Impactful Insights**

John Niland



---

**Do you work in a  
toxic environment?**

Thom Dennis



---

**Is Innovation really  
a numbers game?**

Urko Wood



---

**You probably  
knew it's dumb to  
eat these 3 types  
of food but did you  
know they can  
make you dumb?**

Amy Vetter



---

**Radical cost  
reduction and  
reinvented supply  
chains**

Mike Shipulski



---

**Make an exhibition  
of yourself**

Barry Urquhart



---

**There are 3 ways  
to Innovate, but  
only one can win  
the future**

Greg Satell



---

**How to lead more  
effective meetings  
and get better  
results**

Lolly Daskal



---

**Emotion**

Grant Leboff





Janet Sernack

# Reconnect and reset – transform your world

“**Reconnect and Reset in a Chaotic World**” was the first in our series of three, on the theme of reconnecting and resetting, to create, invent and innovate in an increasingly chaotic world. In this blog, we described how we have opportunities, to focus on being kinder to both ourselves and others we interact with to help us shift our mental states to transition through the shock and pain of the pandemic, and rehabilitate in ways that transform their worlds.

We also outlined the range of key reasons as to why it is critical to take **personal responsibility** for understanding, helping, and supporting those we depend upon, and who depend upon us, to respond in ways that are respectful and compassionate, creative and courageous.

That enables and empowers people to recover and rehabilitate from the shock and pain they are experiencing from their elevated levels of stress, discomfort, and anxiety, occurring in our relentlessly uncertain and chaotic environments, through allowing, accepting, and acknowledging where people are at – and that it’s OK to not be OK!

### Neither a time to panic nor languish

Right now, it is neither a time to panic, **stall nor to languish** in the face of change fatigue and mental lethargy.

It is a time to shift from making binary (either/or) judgements towards making linear (both/and) judgements to **re-think** and create a mental state, that is open and receptive to emerging possibilities

and embraces change in ways that are fair and inclusive.

To transform your world through:

- Choosing a range of constructive and positive responses to the rising levels of global economic, civic, and social uncertainty and unrest in our own local environments.
- Generously and kindly demonstrating care, respect, and appreciation for the value everyone brings, and by being collaborative, appreciative, helpful, and supportive.
- Being unconditionally willing to take the “**sacred pause**” that allows ourselves, teams, organisations, and to reconnect and reset, through **intentionally using constraints** and developing a mental state that supports them to become adaptive, creative, inventive, and innovative.

Transforming your world involves co-creating a deeper sense of belonging and a more optimistic outlook, to enhance our collective intelligence towards discovering and navigating new ways of thriving, flourishing, and flowing in the face of ongoing disruption.

### Integrating and balancing chaos and rigidity

Dr Dan Siegal, in *Mindsight*, applies the emerging principles of **interpersonal neurobiology** to promote compassion, kindness, resilience, and well-being in our personal lives, our relationships, and our communities.

In our global coaching practice at ImagineNation™ we have observed that many of our clients are experiencing mental states that embody varying levels of

discord, dissonance, and disorder, which are most deeply unconscious and impacting them neurologically.

### Dr. Dan Siegal states:

*“At the heart of both interpersonal neurobiology and the mindsight approach is the concept of “integration” which entails the linkage of different aspects of a system – whether they exist within a single person or a collection of individuals. Integration is seen as the essential mechanism of health as it promotes a flexible and adaptive way of being that is filled with vitality and creativity.*

*The ultimate outcome of integration is harmony. The absence of integration leads to chaos and rigidity—a finding that enables us to re-envision our understanding of mental disorders and how we can work together in the fields of mental health, education, and other disciplines, to create a healthier, more integrated world”.*

We have seen a vast range of evidence of peoples’ internal and external, mental chaos, and self-imposed internal rigidity in many of our clients’ coaching sessions. Knowing that when chaos and rigidity are prolonged – it creates unproductive or dysfunctional mental states and inflexible thought processing.

This makes people non-adaptive and mostly inflexible because their natural well-being is impaired (disorder).

Our approach is to partner with clients to co-create a relationship, that supports and helps facilitate a set of more integrated mental states. This entails each person’s being respected for his or her autonomy and differentiated self

through deep empathic communication, which creates the space and an opening for shifting mindsets and behaviours, to ultimately pull them towards a new possibility that may transform their world.

### Allowing, accepting, and acknowledging

When we allow, accept, acknowledge and support people to recover and rehabilitate from the shock and pain they are experiencing as a result of recent global events and conflicts, including feelings of overwhelm, isolation, loneliness, and disconnection, we can enable them to initiate making these shifts.

According to [Gallops Global Emotions 2022 Report](#) – these are considered “*negative emotions – the aggregate of the stress, sadness, anger, worry and physical pain that people feel every day*” and have reached a new record in the history of their tracking.

Jon Clifton, CEO of Gallop stated in the report that their data reveals that unhappiness has been rising for more than a decade and that the world is also struggling from a silent pandemic – loneliness.

*“Gallup finds that 330 million adults go at least two weeks without talking to a single friend or family member. And just because some people have friends, it doesn’t mean they have good friends. One-fifth of all adults do not have a single person they can count on for help”.*

### No emotion or mental state is permanent!

It’s time to focus on exploring how to better help ourselves, our clients, people, and teams by paying deep attention and being intentional as to how we might experiment and collaborate, with three key steps, to make these shifts:

1. Co-create relationships focused on supporting integration, by being respectful and empathic in all communications, to open space of possibility, and pull people towards what creative

ideas and breakthroughs might transform their world.

2. Artfully and masterfully generatively listen, inquire, question, and disagree, to evoke, provoke and create ideas for thinking and acting differently both today and in the future.
3. Maximize people’s strengths, differences, and diversity, to sense, see and solve problems and be creative and inventive in delivering breakthrough ideas and innovative solutions that add value to the quality of people’s lives, in ways they appreciate and cherish.

### Rehabilitate with intention

At the same time, paradoxically, extending options and choices that help them **shift and transition** through the shock and pain of the past two and half years.

Enabling and empowering people to rehabilitate, with intention rather than regret, adopting a systemic lens through:

- Creating safe collective holding spaces, that embrace presence, empathy, and compassion.
- Helping people get grounded, become mindful, and fully present, enables them to make quality connections, rebuild their confidence and recreate a sense of belonging.
- Enabling, equipping, and empowering people with new mindsets, behaviours, and skills through unlearning, learning, and relearning so they can adapt, grow and be resourceful and resilient in the face of the range of emerging problems, opportunities, and challenges.
- Amplifying people’s strengths, reinforcing positive emotions, mitigating and reducing the way they filter information to re-ignite their intrinsic motivation and re-engage them in what they can **control**, what care deeply about value, or need, to survive and thrive.

### A decade of both transformation and disruption

As most of us are aware, we are currently experiencing a decade of

both transformation and disruption, where chaos and order are constantly polarising, making it imperative to **support, mentor, and coach** people to integrate and find their balance.

To help them become more flexible and open to being adaptive, and effectively “**dance in dis-equilibrium**” between the constant and consistent states of chaos and order.

To enable **people** to see themselves as the cause in actively unlearning and letting go of old mental models, unresourceful mental states, and thinking patterns, to reimagine and redesign how they work to transform their world and create a more compelling, inclusive, and sustainable future.

© Copyright, Janet Sernack

### 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.

### Co-ordinates

Email: [janet@imagination.com.au](mailto:janet@imagination.com.au)

Web: [www.janetsernack.com.au](http://www.janetsernack.com.au)

LinkedIn: [linkedin.com/in/janetsernack](https://www.linkedin.com/in/janetsernack)

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

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





John Niland

# Expressing your strengths as Impactful Insights

You know your strengths, right? Whether you've identified them via analysis, self-reflection and/or feedback, most people can now list 3-5 strengths that encapsulate their talents in the marketplace.

Turning your strengths into your identity is tempting; indeed, that's what most people do. Nevertheless, this is a bit like living on a diet of uncooked food. Let's take a typical example. Julia is a coach who is highly intuitive, who can often see things about people before they can see for themselves. So, Julia will be tempted to build an identity about her intuition. (No doubt she will get lots of advice to do so, too.)

But here's the problem: even if you vaguely know Julia, how will you remember her six months from now, when you are wrestling with a significant investment or people dilemma? This illustrates one of the key challenges in professional identity: how do you articulate what you **do in a way that has an impact and makes you memorable**.

If Julia can **turn her strengths into insights**, she might come up with something like this:

1. *"Many decisions come down to intuition, as any experienced entrepreneur will tell you. Intuition is like a muscle you can develop, which is very helpful when you are wrestling with a decision about people or investment."*
2. *"When people look back on things that have gone wrong, how often do they say, 'I wish I had listened to my intuition?'"* How can you develop this capacity? What impact could this have in your work?

These are *insights*. In this context, an insight is a perspective, or point of view, that reflects your strengths and your experience. It's an *application* of your strengths to the world around you: the distilled *lessons* from your experience.

Insights are powerful when they are **useful** to the reader (or those to whom they are passed on to). One of the key shifts in the book "**The Self-Worth Safari**" is the move from self-evaluation to **usefulness**. This is a shift that often makes us memorable.

When you start communicating in terms of insights, rather than in terms of your history / expertise / job title / qualifications / talents etc, all sorts of remarkable things start happening:

1. You build **credibility** with potential clients and employers. For example, which LinkedIn profile is more appealing: one that is full of useful insights, or of selfies? When you bring relevant insights, you show people that you *know their world* and that you have something to contribute there.
2. You feel **energised** and more confident, moving beyond the anxiety of "Imposter Syndrome" as you begin to appreciate how you are valuable, rather than obsessing over how valuable you are.
3. In practice, insights often act as a **filter**: separating whom you can work well with, from those that do not share your values or your approach.
4. Other people can share your insights, which **empowers them to open doors for you**. Those who simply communicate their strengths are often stuck with having to do their own marketing / prospecting. Put

another way, insights equip others to be ambassadors for what you do.

5. When work comes your way, you are on a strong basis for **negotiation**. You are not confined to justifying your remuneration in terms of your "years of experience" or other attributes of self: you can draw upon more powerful factors such as the risks of inadequate investment. (This will be the subject of a later edition of this newsletter).
6. Insights equip leaders with the cornerstones of their **leadership** style. In marked contrast to those leaders for whom team members are just passengers on the leader's Ego Trip, shared insights and approach can be a powerful way to bind a **team culture** together. This is particularly relevant in a virtual or hybrid setting.

© Copyright, John Niland

## About the Author

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

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

## Co-ordinates

Email: [john@selfworthacademy.com](mailto:john@selfworthacademy.com)  
Web: [www.selfworthacademy.com](http://www.selfworthacademy.com)





Thom Dennis

# Do you work in a toxic environment?

An extensive national survey by ClickJobs.io recently showed a staggering 42% of respondents believe they work in a toxic workplace, and the same is being seen in the USA according to the **Society of Human Resources Management** which revealed one in four working Americans dread going to work. Whilst flawed leadership seems to be the most obvious causal factor, do we always recognise when we are working in a noxious organisation? Thom Dennis, CEO of culture change consultants Serenity in Leadership, highlights 12 possible signs that you are working in a dysfunctional, toxic environment:

1. **A lack of diversity and inclusion.** Harassment, discrimination and bullying are all obvious and unacceptable signs of a toxic environment. But microaggressions with no recourse, being treated unfairly, undermined, excluded, singled out, gossiped about or denied basic work rights or opportunities show the detrimental power of a poor diversity and inclusion culture.
2. **No boundaries.** Out-of-hours communication, asking you to cancel your holiday plans or interrupting you whilst you are on a break signal there are no boundaries in your organisation and your needs and work/life balance are of little interest.
3. **High-stress sickness rates.** If you and your colleagues feel burned out because of unachievable time and workload pressures and there

are high absenteeism rates then the culture of the organisation is unlikely to be people-centric.

4. **Rapid employee turnover** – Equally if there is rapid staff turnover and if the newly hired workers especially don't stay for long, then this is likely to be a signal of a defective working culture and faulty leadership.
5. **If individuals feel trapped** in their job and feel like opportunities are passing them by or are being repeatedly offered to others, and there is little chance of further training, or new opportunities and personal development. In these circumstances, they may need to reconsider their position. This is particularly difficult when they are told that they won't find better work anywhere else, and they should be happy with their lot.
6. **Limited communication** – A healthy workspace will have good communication throughout the hierarchy of the organisation. When respectful different opinions and thoughts are not welcomed, people aren't listened to and there is a lack of transparency, clarity and shared important information, then there are likely to be systemic problems afoot.
7. **Happy interactions.** Why should anyone submit themselves to working in an environment which is not fun? Casual conversations and interactions should be common throughout the day to create bonds between workers. Do you see people smiling or the welcome sound of laughter in the workplace every day? A lack of positive facial expressions and slumped body language and a cold or stagnant atmosphere can reveal a lot about deep-rooted problems. The old adage of "You're not here to have fun, you're here to work" is Dickensian and has no place in our workplaces of today.
8. **Inadequate leadership skills** are on a spectrum from being uninspiring and restrictive to passive-aggressive, harassing or narcissistic behaviours. Micromanaging bosses for whom nothing is ever good enough and who often say they are disappointed in you, who don't reward good work with affirmative language or who offer harsh rather than constructive criticism are sure signs of a toxic environment.
9. **When there is no trust.** Organisations with high levels of trust and purpose have better collaboration, strong leadership, highly valued respect, have better morale and lower employee turnover. On the other side, businesses with minimal trust suffer from conflict, rivalries, lack of engagement, poor creativity and divisive thinking.
10. **Discrimination.** Any sort of prejudice or bias is unacceptable. Taking sexism in the workplace as an example, inappropriate comments, misogyny, harassment, and gender condescension such as mansplaining are rarely seen in

just one person and are often systemic.

11. **Drama** - Employee drama, conflict, gaslighting, infighting, over-emphasis on internal competition, and constant stressors breed unrest and low morale. Alarm bells should be ringing if this is happening in your workplace because it is likely to only get worse over time.
12. **Your intuition says so** - If you have a gut feeling that something is not right within your environment, you are probably right. The presence of negativity is often felt in minor interactions with people, but that doesn't mean they should be overlooked. Listen to your feelings before it begins to permanently affect your self-esteem.

© Copyright, Thom Dennis

### 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.

### Co-ordinates

Web:

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

Email:

[serenity@serenityinleadership.com](mailto:serenity@serenityinleadership.com)



Urko Wood

# Is Innovation really a numbers game?



Picture Source: "The Cricketer Vs Emmerdale Cricket Match" by Jon Pinder. Is licensed under CC BY-NC.

Most people think innovation is a numbers game. The more "at-bats" you take, the more hits you'll get. And the more winning products you want, the more ideas you need to generate and experiments you need to run.

People often justify this approach with Thomas Edison's famous quote:

*"I have not failed 10,000 times; I've successfully found 10,000 ways that will not work."*

But that's only half the story.

After wasting time and money developing his very first patented invention, Edison also said that he:

*"...would never invent something without first knowing there was a need for it."* (See more: <https://revealgrowth.com/failing-faster-the-edison-way-only-after-needs-are-validated/>).

Maybe that's the Edison folklore we should be telling our innovation teams?

In fact, the thousands of experiments that Edison ran throughout his career were designed only to test the efficacy of his product solution in solving a known customer need.

Generating a lot of ideas and "failing faster" is most effective when the problem or objective has already been clearly defined and validated by the target customer.

That's because good science calls us to solve for X (the independent variable) and then Y (the dependent variable). To attempt to solve both X and Y in one experiment conflates the results, impedes learning and tends to waste a lot of time and money, as Edison experienced.

But when you first solve for X (the customers' unmet needs), then it's relatively easy to solve for Y (the solution type and features).

Maybe innovation is more like archery than baseball: **first, take aim**, and then fire away with ideas?

© Copyright, Urko Wood

### 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**.

### Co-Ordinates:

E-Mail: [uw@revealgrowth.com](mailto:uw@revealgrowth.com)

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

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



Amy Vetter

# You probably knew it's dumb to eat these 3 types of food but did you know they can make you dumb?



The same foods that cause obesity and heart disease are equally bad for your brain.

Science has found sound evidence that certain foods can increase your brain health and in the process help you think better, remember more and basically just have a smarter business mind. But the brain-nutrition connection goes both ways. Yes, you need to increase your intake of brain-power foods, but you also need to decrease the brain-depleting ones, too.

Ongoing research suggests that three categories of foods may have the greatest negative impact on our brains. These foods can ignite widespread inflammation in the body that can reach the brain region linked with memory and emotions -- key parts of our brain that we need to keep sharp to perform our best as business leaders and entrepreneurs.

The good news is that you should be avoiding these foods anyway as they are often linked to other health issues like heart disease and obesity.

The bad news? Many are of the feel-good variety, like giant sodas and to-go boxes, that tend to take a seat at many office desk lunches, conference room powwows and client dinners. Here is a look at

why three food types, in particular, can make your brain feel like it's in a fog at times, and what you can do about it.

## 1. Sugary drinks

Yes, that Coke or frappuccino may give you a must-needed 2 p.m. pick-up, but it's a big downer in terms of helping your brain. Using data from 4,000 people in the Framingham Heart Study, researchers suggested that people who drink sugary beverages are more likely to have poorer memory and a smaller hippocampus, the brain region responsible for learning and memory. The study found that people who consumed more than two sugary drinks, like soda or fruit juice concoctions, per week are at the highest risk.

**Try this:** Keep a bottle of water with you at all times, and add slices of cucumber, lemon, or lime, or several mint sprigs to jazz up the flavor. Switching to herbal tea can satisfy the routine of an afternoon coffee run and give you that needed caffeine boost. I have switched to a green tea bag steeped in steamed almond milk with sugar-free vanilla syrup. This gives me the same satisfying taste as a higher-calorie sugary drink.

## 2. Refined carbs

There's a reason why you get tired after eating a big bowl of

pasta. Refined carbohydrates including pasta, white rice, white bread and potatoes are high on the glycemic index (GI) which measures how carbs affect blood sugar levels. The higher the GI, the quicker the carbs are digested and the faster blood sugar levels spike, which causes your body to produce more insulin. This leads to a sudden sugar crash that leaves you fatigued and moody.

**Try this:** When you eat these types of food, always pair them with low GI foods with lots of fibre, such as fresh fruits, vegetables, legumes or whole grains to lessen any blood sugar spike. To slow glucose absorption, you can also add a healthy fat to high GI foods, such as topping a baked potato with plain, full-fat Greek yoghurt, or pairing it with a fatty fish like salmon. For me, I have switched my afternoon snack to dipping baby carrots in hummus. Not only does it taste great, but it also boosts my energy level and leaves me feeling better about my food choices during the day.

## 3. High-fat foods

High-fat foods, especially those that contain saturated fat like baked and fried foods, red meat and cheese can decrease memory by impairing the hippocampus. The connection may be related to how high-fat diets increase the risk of brain inflammation, as well

as interfere with the healthy mix of gut bacteria that is essential for normal brain function.

**Try this:** Adopt meatless days once or twice a week; keep nuts and fruit handy for office snacks instead of bending to the will of vending machines. When eating out, choose items that are sautéed or broiled, and not fried, and always skip any cheese, cream sauces or dressings.

Another way to escape the high-fat food trap is to always pack a bag of healthy snacks. You never know when it will come in handy, especially when you travel for business. People tease me all the time about my "snack bag" but it saves me when there are no healthy options available. It's always worth the few extra minutes to pack it.

Your success in business hinges on your brain performing at its peak. What you feed it (and don't) will go a long way to ensure it's always ready for any challenge, problem or crucial decision that may arise.

© Copyright, Amy Vetter

### About the Author

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

### Co-ordinates

Email: [INFO@AMYVETTER.COM](mailto:INFO@AMYVETTER.COM)  
Web: [www.amyvetter.com/](http://www.amyvetter.com/)



As geopolitical pressures rise, some countries that supply the parts that make up your products may become nonviable. What if there was a way to reinvent the supply chain and move it to more stable regions? And what if there was a way to guard against the use of child labor in the parts that make up your product? And what if there was a way to shorten your supply chain so it could respond faster? And what if there was a way to eliminate environmentally irresponsible materials from your supply chain?

Our supply chains source parts from countries that are less than stable because the cost of the parts made in those countries is low. And child labor can creep into our supply chains because the cost of the parts made with child labor is low. And our supply chains are long because the countries that make parts with the lowest costs are far away. And our supply chains use environmentally irresponsible materials because those materials reduce the cost of the parts.

The thing with the supply chains is that the parts themselves govern the manufacturing processes and materials that can be used, they dictate the factories that can be used and they define the cost. Moving the same old parts to other regions of the world will do little more than increase the price of the parts. If we want to radically reduce cost and reinvent the supply chain, we've got to reinvent the parts.

There are methods that can achieve

Mike Shipulski

# Radical cost reduction and reinvented supply chains

radical cost reduction and reinvent the supply chain, but they are little known. The heart of one such method is a functional model that fully describes all functional elements of the system and how they interact. After the model is complete, there is a straightforward, understandable, agreed-upon definition of how the product functions which the team uses to focus the go-forward design work. And to help them further, the method provides guidelines and suggestions to prioritize the work.

I think radical cost reduction and more robust supply chains are essential to a company's future. And I am confident in the ability of the methods to deliver solid results. But what I don't know is: Is the need for radical cost reduction strong enough to cause companies to adopt these methods?

This article originally appeared on: [Radical Cost Reduction and Reinvented Supply Chains \(shipulski.com\)](https://shipulski.com)

© Copyright, Mike Shipulski

### 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.

### Co-ordinates:

Web: [www.shipulski.com](http://www.shipulski.com)  
Twitter: [twitter.com/mikeshipulski](https://twitter.com/mikeshipulski)





Barry Urquhart

# Make an exhibition of yourself

During, and because of COVID-19, many people have lost touch. Little wonder there is intense interest in and demand for conducting and engaging with exhibitions of products, services and applications. Social isolation and quarantines do that to the psyche of people. Most long to reach out, connect and engage with people who matter. That includes clients, customers, suppliers, associates, and team members.

Little wonder astute business leaders are taking the opportunity to make an exhibition of their companies, brands, products, and people – sometimes extending to themselves. Being an exhibitionist seems timely.

Reservations about contaminations, intent and understanding are readily and rapidly overcome.

Exhibitions, in their many incarnations and sizes, are filling needs, and stimulating interest in new and established products, services and apps.

Relationships are being rekindled, established, and extended. Increased business activities are natural consequences.

Hosts are from a broad cross-section, including professional associations, buying groups, marketing networks, manufacturers, distributors, suppliers, and retailers.

Creative concepts in invitation designs, displays, demonstrations and samplings are generating interest in and demand for brands.

The shadow of the pandemic and its evolving variants overhang the marketplace. Attendance totals tend to be down. So too are multiple registrations and participants. Trials and tribulations associated with travel remain a perceptual, if not a real impediment and filter. This has been a catalyst for the programming and conduct of multiple, smaller events.

Among the by-products are increased engagements, interactions and transactions.

## SWINGS AND ROUNDABOUTS

One significant trend that is emerging centres on contractions in and terminations of social media campaigns.

Increasingly, funds and budgets are being allocated to re-entering and profiling a strong physical presence among existing, past and prospective clients, customers and collaborators.

Self-conducted exhibitions provide platforms with certain endearing and enduring features. These include exclusive access to time-specific events, which in themselves stimulate interest and generate a sense of urgency.

Promoting new products, the full complementary range, infrastructure support, service arrangements and specific offers, capture attention and often represent enhanced value.

Everything old seems new again.

In many instances, and covering numerous aspects, these events are relaunch and launch occasions. They should be considered new,

with formats free from traditions and past practices. Interactions, communication, and networking remain the key, fundamental and effective lubricants for commerce.

Social media and technology should be deployed to complement, not replace the human quotient. Multi-channels, when integrated are optimal when positioning companies, brands, people, and products.

Facilitating interactions, including peers, should be a feature of the programs and schedules. Smaller, targeted events are seemingly, appealing to promoters, invitees and participants. However, care must be taken to avoid overburdening targeted entities, executives, associates, clients and customers with missives, invitations and opportunities. *Saturation* via social media has been a key determinant in declining use of those media.

## BE OBJECTIVE

In the prevailing time-poor, pandemic-affected marketplace, with attendant and consequential reluctance to be over-exposed to viruses, infections and both medical and social contaminations, it is imperative for set and specific objectives to be determined for exhibitions and similar events. A good starting point is a clean slate. Traditions and past practices, including scheduling, should be at least marginalised, if not deleted.

Attendee benefits, advantages and rewards need to be conspicuous, alluring and indeed compelling. Even in periods of recessions customers, clients and purchasing managers find satisfaction and delight in purchases.

That is reason enough to contemplate the planning, promotion and conduct of exhibitions and similar events.

New venues, presentations and packages enhance appeal.

#### GET EXCITED

Against a backdrop of several variants of COVID-19, it is important to remember that in commerce few things are more infectious than excitement and enthusiasm.

© Copyright, Barry Urquhart

#### About the Author:

Barry Urquhart, Managing Director, Marketing Focus, Perth, is an inspiring speaker, author of Australia's top two-selling books on customer service and an international consultant on dynamic innovation and creativity. Barry is the author of six books, including the two largest-selling publications on service excellence in Australasia. He is a regular commentator on consumer issues on ABC radio, is featured on a series of interview topics on "Today Tonight" and contributes articles to 47 magazines throughout the world.

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

#### Co-ordinates

E-mail:

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

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



Greg Satell

# There are 3 ways to Innovate, but only one can win the future



Very few businesses last. While we like to think we live in a particularly disruptive era, this has always been true. Entrepreneurs start businesses because they see opportunity and build skills, practices and processes to leverage it. Yet as the world changes, these strengths often become vulnerabilities.

The problem is that the past is not always a good guide to the future. Business models, even the successful ones, are designed for inertia. They are great for leveraging past insights but are often resistant to change. Success does not, in fact, always breed more success, sometimes it breeds failure.

That's why every business needs to innovate. Yet innovation is not, as some would have us believe, just about moving fast and breaking things. It's about solving the problems you need to create a better future. What most fail to grasp is that a key factor of success is how you source problems, build a pipeline and, ultimately, choose which ones you will work on.

#### 1. Getting Better At What You Already Do

Every year, Apple comes up with a new iPhone. That's not as exciting as it used to be, but it's still key to the company maintaining its competitive edge. Every model is a bit faster, more secure and has new features that make it more capable. It's still an iPhone, but better.

Some self-appointed 'innovation gurus' often scoff at this type of innovation as "incremental" and favour new technologies that are more "radical" or "disruptive," but the truth is that this is where you derive the most value from innovation — getting better at what you already do and selling to customers what you already know.

So, the first line of defence against irrelevance is to identify ways to improve performance in current practices and processes. The challenge, of course, with this type of innovation is that your competitors will be working on the same problems you are and it takes no small amount of agility and iteration to stay ahead. Even then, any victory is short-lived.

Still, most technologies can be improved for a long time. Moore's Law, for example, has been around for almost 50 years and is just ending now.

## 2. Applying What You're Already Good At To A Different Context

Amazon started out selling books online. It then applied its approach to other categories, such as electronics and toys. That took enormous investments in technology, which it then used to create new businesses, such as Amazon Web Services (AWS), Kindle tablets and its Echo line of smart speakers.

In each case, the company took what it already did well and expanded to an adjacent set of markets or capabilities, often with great success. The Kindle helped the company dominate e-books and strengthened its core business. AWS is far more profitable than online retail and accounted for virtually all of Amazon's operating income last year.

Still, adjacent opportunities are can be risky. Amazon, despite its huge successes, has had its share of flops too. Whenever you go into a new business you are, to a greater or lesser extent, charting a course into the unknown. So, you need to proceed with some caution. When you launch a new business into an adjacency, you are basically launching a start-up and most of those fail.

## 3. Finding A Completely New Problem To Solve

Besides getting better at what you already do and applying things you already know to a different market or capability, you can also look for a new problem to solve. Clearly, this the most uncertain type of opportunity, because no one knows what a good solution will look like.

To return to the Moore's law example, everybody knows what a 20% performance improvement in computer chips looks like. Metrics for speed and power consumption have long been established, so there is little ambiguity around what would constitute success.

Customers will instantly recognize the improvement as having a specific market value.

On the other hand, no one knows what the value of a quantum computer will be. It's a fundamentally new kind of technology that will solve new types of problems. So, customers will have to explore the technology and figure out how to use it to create better products and services.

Despite the uncertainty though, I found in the research that led to my book, *Mapping Innovation*, that this type of exploration is probably the closest thing to a sure bet that you're going to find. Every single organization I studied that invested in exploration found that it paid off big, with extremely high returns even accounting for the inevitable wrong turns and blind alleys.

### The 70-20-10 Rule

Go to any innovation conference and you will find no shortage of debates about what type of approach creates the most value, usually ending with no satisfying conclusion. The truth is that every organization needs to improve what they already do, search for opportunities in adjacencies and explore new problems. The key is how you manage resources.

One popular approach is the **70-20-10 rule**, which prescribes investing 70% of your innovation resources in improving existing technologies, 20% in adjacent markets and capabilities and 10% in markets and capabilities that don't exist yet. That's more of a rule of thumb than a physical law and should be taken with a grain of salt, but it's a good guide.

Practically speaking, however, I have found that the exploration piece is the most neglected. All too often, in our over-optimized business environment, any business opportunity that can't be immediately quantified in considered a non-starter. So, we fail to begin to explore new problems until their market value has been unlocked by someone else. By that point, we are already behind the curve.

Make no mistake. The next big thing always starts out looking like nothing at all. Things that change the world always arrive out of context for the simple reason that the world hasn't changed yet. But if you do not explore, you will not discover. If you do not discover, you will not invent. And if you do not invent, you will be disrupted. It's just a matter of time.

© Copyright, Greg Satell

### About the Author

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

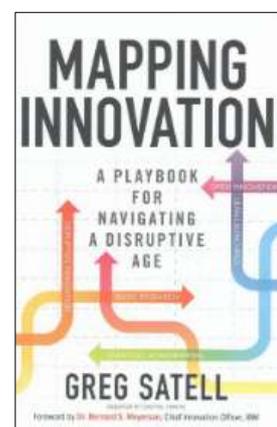
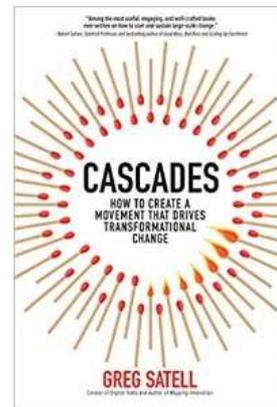
### Co-ordinates

LinkedIn: [LinkedIn profile](#)

Twitter: [@DigitalTonto](#)

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

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



Lolly Daskal

# How to lead more effective meetings and get better results



Many of my executive clients complain that they spend all day in meetings, often with little to nothing to show for it. We've all been there, suffering from unproductive meetings that waste our time and energy. You may not be able to control other people's meetings, but you can make sure that the ones you lead are worth attending.

This five-step plan will help you make your meetings more effective and more likely to yield better results. The next time you schedule a meeting, start by considering the Five P's:

**Purpose.** Every meeting needs a purposeful agenda. Let people know what the meeting is about ahead of time and specify if they need to do anything ahead of time to prepare.

**Preparation.** Most of what makes a meeting successful are the advanced preparation. Consider your purpose, specific action items, and points that need to be communicated or discussed. Ask yourself if a meeting is the best way to achieve the goals you've defined.

**People.** Make sure you have the right people in the room. Be thoughtful about who you invite. If you're sharing information, include everyone who needs that information. If a decision needs to be made, including those providing

input and everyone whose approval is required. But don't over-invite: once you've got everyone who truly needs to be there, stop. Let the meeting's purpose dictate who needs to be there.

**Process.** As part of your planning, think about the specifics of how things will get done. What will be the order of information? What process will you follow? How will you clarify and capture the actions and decisions made during the meeting? Following up after the meeting is important too. Define accountabilities and next steps, and make sure everyone has an open task list and that the owners are clearly identified. Solidify agreed-upon timelines for resolving open issues. Once it's all clearly defined, document everything in a follow-up email to the team. (Don't forget to thank them for their time and effort.)

**Progress.** If you want your meetings to be effective, think in terms of progress. Progress is about results, and people should be accountable for honoring their share of the commitments that make up that progress. As things move from planning to reality, take time to celebrate accomplishments and achievements as part of the agenda. It's also a good idea to check in and ask what's working, what isn't working, and why.

For all that people complain about meetings, they're still one of the best ways to share information,

gain consensus, assign accountability, and get things done. If you lead them poorly, they're a big waste of time. But if you lead them well, your team will be on track to get the results they want.

**Lead From Within:** The most effective meetings are the ones where people get to show their competence and capabilities, so don't let them go to waste. Lead effective meetings by following the Five P's and see the difference.

© Copyright, Lolly Daskal

## About the Author

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

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

## Co-ordinates

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

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



Grant Leboff

# Emotion



“Human beings are feeling machines that think. We’re not thinking machines that feel.”

Antonio Damasio, the leading professor in neuroscience, once said, “Human beings are feeling machines that think. We’re not thinking machines that feel.”

While people are worrying about what makes their proposition unique, what they fail to think about is actually the emotional proposition they have for the customer.

Are you selling candles or romance?

Are you selling training or empowerment?

Everybody buys emotionally and, therefore, failure to define your emotional proposition to the customer means you’re leaving it to chance.

So, people often ask, “Should my logo be black or yellow or blue? What language should I use?” Well, it depends on what your emotional proposition is. If you decide you’re selling candles and therefore romance, your logo shouldn’t be black because it’s incongruent.

Emotion plays a part in the decision-making process, therefore, failure to define your emotional selling proposition doesn’t mean it won’t be there, it

just means you’re leaving it to chance.

In order to define your emotional selling proposition, think about the challenges you solve for your customers. What does that mean for them emotionally?

If you can distil that into one word, you have an emotional proposition which you can use in your marketing.

© Copyright, Grant Leboff

## About the Author

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

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

Sticky Marketing Club® Ltd., is a sales and marketing consultancy providing companies with the strategies to thrive in an increasingly competitive world.

## Co-ordinates

Get in Touch:

<https://www.stickymarketing.com/contact-us>



## Important Notice

© Copyright 2022, Martin Pollins, All Rights Reserved

This publication is published by **Bizezia Limited**. It is protected by copyright law and reproduction in whole or in part without the publisher’s written permission is strictly prohibited. The publisher may be contacted at [info@bizezia.com](mailto:info@bizezia.com)

Some images in this publication are taken from Creative Commons – such images may be subject to copyright. **Creative Commons** is a non-profit organisation that enables the sharing and use of creativity and knowledge through free legal tools.

Articles and information contained herein are published without responsibility by us, the publisher or any contributing author for any loss howsoever occurring as a consequence of any action which you take, or action which you choose not to take, as a result of this publication or any view expressed herein. Whilst it is believed that the information contained in this publication is correct at the time of publication, it is not a substitute for obtaining specific professional advice and no representation or warranty, expressed or implied, is made as to its accuracy or completeness.

The information is relevant within the United Kingdom. These disclaimers and exclusions are governed by and construed in accordance with English Law.

Publication issued on 1 December 2022



**Bizezia Limited** Incorporated in England and Wales, Company Number 04017546.  
Kingfisher House, Hurstwood Grange, Hurstwood Lane, Haywards Heath, West Sussex, RH17 7QX, UK  
**Tel:** 07710 356825

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

#### **Online Business Library**

Bizezia's Online Business Library is number one in the country with a comprehensive collection of professionally written and informative publications that you can offer to your clients and prospects. These unique publications cover an extensive range of business topics. The library allows you to add significant value to the service you offer to your clients and help you to build relationships with prospective clients.

#### **Better Business Focus**

Better Business Focus is a web-based monthly magazine underlining your credentials as a specialist business adviser. It will strengthen your clients' confidence in your firm and demonstrate that you are a progressive and innovative organisation, willing to go that extra mile.

### **IMPORTANT MESSAGE**

If you want to out-pace your competitors and deliver cutting edge business improvement ideas to your customers/clients, then subscribe now to Better Business Focus and Online Business Library today.

#### **Own-branding is now available**

For details of subscription rates, visit Bizezia at: [onesmartplace.com](http://onesmartplace.com) or call 07710 356825

