

Better Business Focus

September 2020

Expert inspiration for a Better Business



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

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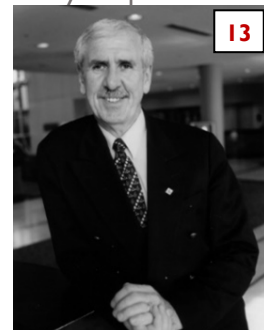
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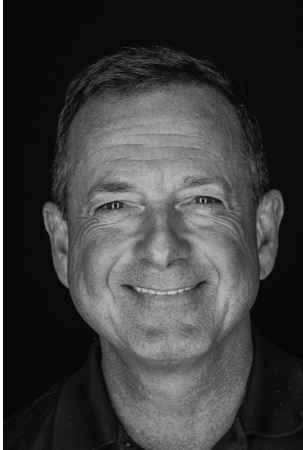
Are you throwing enough mud at the wall?

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Jim Schleckser

How fast will your business recover from the downturn? We can learn something from prior downturns



Now that we're in the middle of an economic downturn, there's a lot of discussion about how long it will take to begin a recovery. Is the recovery curve going to take the shape of a V (a quick recovery), a U (slower), or even the dreaded L (a long, slow recovery)? That's certainly a hot topic for any of us who own a business. The question is: how fast will your business recover from this downturn?

The good news is that we can look back at history and **past downturns** to get some clues about what might happen next in terms of an economic recovery. When you look back, you can see that economic recessions in the past fell into three categories: a structural, cyclical, and event based.

1. Structural (An "L" Recovery)

A structural downturn results from something related to a fundamental element of the economy. One prime example is government regulation. Just look back to our last downturn to see how a legal or policy change by the government can inadvertently lead to an economic recession. In this case, the policy was to loosen the lending standards to make it easier for Americans to buy

homes. That is certainly a noble cause. But what happened instead was that banks began lending money to people who couldn't afford the loans or the homes they were buying. Inevitably, in time, the real estate market collapsed like a house of cards-bringing the economy down with it.

Recovery only began when those bad mortgages were finally cleared out of the system-something that took years to accomplish. At the same time, the rules also needed to be rewritten to ensure that lending standards were more rational to help avoid similar crises in the future. The problem with structural downturns is that they can take a while to recover from-which means it's more like a cruel "L-shape" that takes place over several years.

2. Cyclical (A "U" Recovery)

A cyclical downturn is the product of the markets exhibiting "irrational exuberance." In other words, we have seen cyclical patterns in the stock market where assets become overpriced to irrational levels-and then predictably fall, causing a recession. Just reference back to the dot-com boom and bust back in 2000 where entrepreneurs with little more than a business plan could raise millions of dollars by

going public. The good news is that a recovery from a cyclical event can happen relatively fast-a shorter "U-shape-because it's just resetting market expectations instead of needing regulatory change. Once the market is cured of its irrationality, it can get back to business.

3. Event Based (A "V" Recovery)

Our third category are recessions that are caused by an event of some kind. One example many of us remember is the horrific events of the 9/11 terror attack. There was a tremendous market correct in the aftermath of that day. But it wasn't long before people overcame their fears of flying or staying in hotels, and the economy rebounded in a sharp "V-shaped" recovery. Things went down-and then back up-very quickly.

What about the Covid-19 crisis we are facing now? What category does it fall into? I'd argue that it blends two types of downturns: it includes some elements of an event (the pandemic hitting) with some regulations-the resulting shutdown of the economy through quarantine.

That means that while many people were hoping for a "V-shape" recovery, the fact that the virus continues to pose a threat-

which means further regulations could have an impact on the economy and extend the downturn. That promises to be hard for those businesses like gyms and bars who continue to be limited by regulations and their ability to open at full capacity. Unless these organizations had the foresight to put away some cash reserves, it might be difficult for them to stay alive until the recovery finally begins in full—which might not happen until we have a vaccine. A national fitness chain, Gold's Gym, for example, has already declared bankruptcy. Unfortunately, we don't know with any certainty when a vaccine might arrive.

There are segments of the economy that face something closer to an L-shaped recovery as they will need to make structural changes to their businesses and overcome the fear that will linger in the population. A prime example is the airlines, while they have been quick to respond with mask policies and empty seats to give people space, this is not a long-term solution. Their economics don't work with half full planes. There are fundamental structure changes needed beyond those that have been taken before people are comfortable flying at the rate we did in the past.

Of course, not every company has been adversely affected by the pandemic. Companies in the business of making video conferencing, food sold in markets, or masks or, yes, toilet paper, have seen increased demand during these times. These companies haven't seen a dip at all.

As you look to the future inside your business, realize these are unprecedented times. We all hoped for a V recovery, but it looks like a U is more likely and in some segments of the economy, they will be coping with an L recovery. But history does give us some clues about how and when we might be able to rebound—and a lot of that will depend on those scientists hard at work on creating a vaccine that will end the fear that's currently holding the economy back.

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About the Author

Jim helps leaders grow companies. He specializes in the issues that fast growth firms experience in their business models, talent, processes and systems as they reach higher levels of performance. Jim and his team work with over 100 CEOs of high growth companies to identify and obliterate the things that stand between them and continued organizational success.

With 30 years of leadership in business strategy, technology businesses, process improvement, organizational development, mergers and acquisitions, engineering, sales and marketing, he brings experience in leading global organizations in both public and private environments across many functional areas to the table. He has done business in over 26 countries.

His insight is sought by dozens of CEOs of growth companies around the country. If you want straight, strategic advice on your business problem - you have found your guy.

He is a soccer player, Cross Fitter, prolific reader and outdoorsman. He resides in Potomac, Maryland.

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Likeability - It's Fundamental

If you're involved in sales (and who isn't, at least to some extent), building rapport and "likeability" should be very high on the list of qualities you'll need to develop. In her book *"How to Work a Room"*, Susan Roane lists what she calls the "Top 10 minglers" when meeting new people.

1. The ability to make others feel comfortable.
2. The appearance of being self-confident and at ease.
3. An ability to laugh at yourself.
4. Show interest by maintaining eye contact, asking questions, and listening.
5. Lean into greetings with a firm handshake and a smile (or use your elbow in the current Covid crisis).
6. Convey a sense of energy and enthusiasm.
7. Be well rounded, well intentioned, well informed, and well mannered.
8. Prepare interesting conversational vignettes.
9. Make introductions of others with enthusiasm and compliments.
10. Convey respect and genuinely like people.



Selling Tips

If at first you don't succeed...

If you impress them enough with your presentation, prospective customers who don't buy your products or services might refer and recommend other prospects to you. Their decision not to buy might not be as negative as you might imagine.

For example, they might have liked the product, service and price but didn't have enough room to store it or money to pay at this time. They might know somebody else who could be a good prospect for you. So if you lose a sale, ask the prospect for possible referrals and recommendations.





Professor Colin Coulson-Thomas

SRISIIM 16th foundation day celebration International webinar on corporate governance – The road ahead

Corporate governance and strategic direction are what directors and boards do and should provide. My book *Creating Excellence in the Boardroom* begins with the sentence “If a company had a heart or a soul it would be found in the boardroom”. Whether or not a company lives and grows or withers and dies can depend upon the purpose, values, will and drive that emanate from the board.

When I wrote “*Creating Excellence in the Boardroom*” and “*Developing Directors*” I was concerned that the work of the Cadbury Committee on the financial aspects of corporate governance might lead to a focus upon the structure of governance arrangements rather than what directors and boards do.

Quality led many people to adhere to standards and process, almost regardless of requirements and circumstances. I feared corporate governance might end up as box-ticking and the imposition of a standard model on diverse companies in a variety of contexts.

Understanding the distinction between direction and management is critical to appreciating what directors should be doing and increasing their contribution.

While managers focus on their particular role, business unit or functional department, the perspective of directors should be longer-term and embrace the whole organisation, the context

within which it operates and relationships with its stakeholders. Boards have to simultaneously cope with multiple inter-related challenges, evolving stakeholder aspirations, and new business models, organisational forms and patterns of work. Some boards are risk averse and overly cautious and protective of past investments. They stifle new ideas and move at a glacial pace when encountering enabling technologies or better business models.

The rituals of monthly board meetings and many governance arrangements struggle to deal with fast moving situations and disruptive shocks. Covid-19 has exposed the inadequacy and lack of resilience and flexibility of many business models, board practices and corporate operations.

To recover and cope with environmental, bio-diversity and global warming challenges, we need transformational rather than incremental change. Some boards seem focused on returning to pre-pandemic priorities, operations and practices, rather than inspiring and adopting more sustainable and less environmentally damaging approaches and business models.

Many boards need to re-assess corporate purpose, priorities and direction. Their emphasis may need to switch from monitoring and compliance to inspiring creativity, encouraging initiative, enabling innovation and supporting entrepreneurship.

Corporate governance should not be a straitjacket and constraint on progress. We need a greater diversity of approaches that better

reflect the varied aspirations, contexts, situations and stages of development of companies. Governance needs to be capable, flexible, representative, relevant and resilient. More attention should be given to what directors do - their behaviour, their conduct and their decisions - as opposed to board structures.

Rather than hunker down, boards could seek new income streams. They could encourage collaboration in the face of shared problems. More boards could embrace environmental and social as well as financial and economic objectives, and accept accountability to a wider range of stakeholders. Greater engagement with stakeholders is required as their aspirations, preferences and priorities evolve and a ‘new normal’ begin to take shape.

Lockdown has been good for wildlife. Activities that reduce biodiversity, waste natural capital, increase pollution, or produce greenhouse gases have reduced. Rapidly restoring pre-pandemic economic growth with a previous development model is neither desirable nor sustainable.

Responsible directors should put the case for simpler, healthier and more fulfilling lifestyles. Directors should explore alternatives, emerging needs and new options. Increased productivity could deliver more sustainable value from less natural capital.

Smart boards recognise the impacts of Covid-19. They look for opportunities to help people adapt. Supporting them through hard times can build loyalty and trust. Covid-19 affects the

expectations, requirements and priorities of Governments, regulators and the public. Directors should work with them to pursue Sustainable Development Goals.

Boards have an opportunity to re-boot enterprise, re-purpose companies and re-engage with stakeholders and the communities and societies in which businesses operate.

Unthinking adherence to standard governance arrangements should not get in the way of what needs to be done. Boards must catch the moment to earn the trust and respect of the excluded, exposed, worried and vulnerable.

Good governance should be about fostering a more caring, collaborative, resilient and responsible form of capitalism that inspires people with the right personal qualities to become entrepreneurs and/or pursue directorial careers.

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About the Author

Professor Colin Coulson-Thomas, author of *Winning Companies; Winning People* and a new report on talent management and creating high performance organisations is an international consultant who has helped over 100 boards to improve board and corporate performance. He is chairman of Adaptation, process vision holder of complex transformation programmes and a business school academic at the University of Greenwich. Reports covering his investigations are available from <http://www.policypublications.com>

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Dimis Michaelides

Trust is a gamble, a noble one.

Why Good leadership is based on trust

Trust is, by definition, a gamble. Trusting is about taking risks—for a job to be done, for an agreement in good faith, for sharing information openly, for honesty and integrity in a relationship. It comes with the responsibility to deliver what one has been entrusted to deliver.

Micro-managers don't do trust, preferring instead to have work done in their own set ways. Good leaders, on the other hand, thrive in empowering people to do new things in ways these people judge best. These leaders know very well that in the process they might sometimes take a hit. They will also be frequently surprised by the ingenuity of those they have trusted. And they will develop new leaders. Trust is an act of generosity—a wager on other people's professional expertise and human integrity.

Disruption by definition challenges an existing order in new and surprising ways. These days, we value disruption—at least the one caused by humans—for the benefits it brings. However, as new things happen, many people face significant changes in their work and lives causing defensiveness, apprehension, and fear. This is especially so when people are not themselves the prime instigators of disruption.

Trust does not just happen passively, it happens when it is actively promoted. Leaders who promote trust and involve people in the transformative process have better chances to successfully navigate disruptive times. With empathy, compassion, and good



specialist expertise, people will more eagerly take responsibilities and risks in full solidarity with one another.

As a leader you have a permanent responsibility to maintain high trust with all your stakeholders, especially in disruptive times. Start by noting "what have I done today to increase trust?" and do it every day.

It's a gamble, a noble one.

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About the Author:

Dimis Michaelides, keynote speaker and author on innovation, creativity and leadership. Dimis has extensive international experience as a business executive and as a speaker in corporate and public events. He also offers workshops and change management consulting for private businesses, NGOs and public organizations.

Experiences with Dimis are out-of-the-ordinary, designed to have a lasting and practical impact. He blends subject-matter expertise with individual client needs, participants' energy and... a touch of magic!

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Dr Lynda Shaw

How to be a good leader post lockdown



Previous to COVID-19, good business leaders were perhaps associated with being transformational visionaries, workforce-centred role models with strong and extensive business experience and passion for what they did. Post lockdown we may well be looking for something else in our business leaders including empathy for our employee and customer concerns and limitations, those who can show honesty, transparency and integrity, those who can adapt their business quickly and successfully to the completely different marketplace and those who know how to energise their workforce in difficult times.

Dr Lynda Shaw shares her top tips of how to be a good leader during the global challenges we are currently facing and how to manage stress and performance within the workforce in these difficult and changing times.

1. **Stay human and grounded.**

The best leaders lead by example. Some business leaders did well during lockdown, working side by side with their colleagues on the shop floors in leading supermarkets. Others failed miserably with management working from home whilst they expected their staff to go in to the workplace. Work as a team during hard times, exemplify the behaviours you want to develop and radiate your passion and influence.

Your employees will feel supported and loyal, and work to a higher standard.

2. **Remove uncertainty for your workforce**

where possible because anxiety will be running high. Research shows that people find uncertainty more intimidating and more stressful than known outcomes, whether they are good or bad. People exposed to prolonged uncertainty will release stress hormones and display symptoms of anxiety like decreased productivity and low mood. Many businesses are going to have to make many hard decisions in the coming months or perhaps years, so ensure your business plan is clear, honest and transparent.

3. **Communicate. Communicate. Communicate.**

– Talk to your management and team, be open to questions and ask managers and HR to be intuitive to all employee needs. If redundancies are due to happen, think carefully before making announcements to ensure you are ready to be clear and to manage expectations. Support the workers who are going to be made redundant in any way you can.

4. **Be flexible with work locations and patterns**

– Work patterns are clearly going to change for office based businesses now that staff have successfully proven they can work well from home. If you facilitate your staff's desire for flexibility and understanding, you breed loyalty and motivation. Everyone's personal circumstances are different. Find out what bespoke support staff need and provide it wherever possible.

5. **Trust your staff**

– Studies show that productivity and morale increase when people are trusted and respected to make their own decisions at work. Don't micromanage. Instead find ways to energise them.

6. **Continue to network and collaborate**

– Break down barriers and reach out to colleagues, competitors, and like-minded businesses to share ideas, resources and plans. Just like we are seeing scientists working together to find a vaccine for COVID-19 by coming at it from many different angles, the same can be done in business. Being united makes us stronger.

7. **Think vertically**

– Look at cross departmental projects. Ask your team to be creative and solution based and to seek out stretch assignments

in a completely new territory or to take on a failing area and turn it around. Now is the time to use change to your advantage to make things more streamlined, profitable and to improve services. Don't let your business get left behind because you didn't think of alternative solutions or reacted too slowly.

8. **Different people will react differently to significant change.** Some may struggle with isolation, some may display anger, anxiety, fear, burn out or sadness, whilst others may have felt more able to rise to the challenges or have easier circumstances. Identify who needs support and allow workers and customers enough time to acclimatise to change. Ask for feedback and be open to questions and get everyone involved during times of change.
9. **Stay social** – Through brain imaging, scientists have found that when people experience social exclusion and social distress some areas of the brain are similarly activated as if they were experiencing physical pain. For people to work at their best, they need to feel like they belong to a team and have positive social connections.
10. **Be good at giving and receiving feedback** – Give regular effective recognition and constructive feedback on how people can improve their performance and develop their skills even during times of considerable change. Seek out 360-degree feedback and inspire your workforce too. This might not be an obvious time to do extra training but when we learn new skills the brain has to create new neural pathways. Keep creating challenges.

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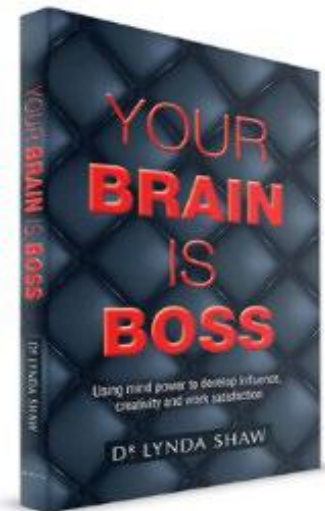
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Dr Lynda Shaw is cognitive neuroscientist and chartered psychologist, a Forbes contributor, an Associate Fellow of the British Psychological Society, a Fellow of the Royal Society of Medicine, a Fellow of the Professional Speakers Association, as well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

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

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Stop your glasses steaming up when wearing a mask



Picture Credit: "Steamed up glasses, exiting Secret Caverns" by ukslim is licensed under CC BY-NC-SA 2.0

There has been a great deal written about wearing a mask to protect yourself and those you meet but if you wear glasses you will know that the two things can be a tricky combination: wearing a mask causes your breath to mist up the lenses.

BBC Newsbeat has posted some simple tips online for overcoming the problem.

It's [here](#). It's also online from The Telegraph, [here](#).



Picture Credit: [Cropped], "The whooping pasha" by quinn.anya is licensed under CC BY-SA 2.0



Eve Ash

Stop 'telling it like it is': Five ways to establish real trust in business

A lot of people confuse trustworthy with authentic.

They appear to be the same qualities, in the sense that a trustworthy person tends not to put up a facade – what you see is definitely what you get. Unfortunately, there's any number of prominent public and company figures purporting to be the real deal – inflated like dirigibles, professing to "tell it like it is".

This so-called authenticity is as useful for the importance of trust as trying to clean silverware with tomato sauce. Think of "retail" politicians – the ones who turn up at community fundraisers and barbeque a sausage or kiss a baby. Is that authentic? Can they be trusted?

Trust is built over time and results

Trust does not need to advertise itself, bombard with unsolicited text messages or wear an Akubra. If it does, you can pretty well guarantee the opposite outcome. Trust is what so many of society's institutions are built on – resulting from years and layers of argument, testing, iteration, starting afresh, new rules, more debate, and so on.

When we drink water from a tap, we trust that it is potable; when we buy food, we trust that it has been prepared and stored to stringent hygiene standards; when we seek medical help, we expect some degree of treatment that will help us to recover. Trust is strongly allied with regulations and standards – if we didn't have the latter, we'd

be guessing the directions and daily life would be considerably more chaotic.

You might have a colleague or two constantly proclaiming their reliability and trustworthiness. Maybe they are, but why the constant drawing of attention to this fact? Isn't it a little suss, in the same way that some celebrities continually affirm their love for their partner? And what if pronouncements aren't the solution?

How is trust established?

1. Do things well and on time.

So, what you've said you'll do but also do the research and don't "prevent the evidence". Being trustworthy does not mean zombie-like carrying out of commands, quite the reverse. It means knowing enough about what's being asked of you so that you will do things well, with care and foresight.

2. Know the importance of discretion

But don't keep lips sealed if this leads to a lack of transparency or corrupt behaviour. You should preserve workplace confidentiality when it's required, but never if a colleague or manager is trying to inveigle you into an action or activity that doesn't feel right.

3. Resist the urge to exaggerate

Trust is eroded when you start embellishing. We all exaggerate on occasion, often because we seek some kind of short-term gain such as making an impression on others. Try not to – it isn't worth it.

4. Correct things for the record

If you've made an error, go back and correct it and advise those that need to know. Flubs can happen for quite innocent reasons. When someone is mistakenly described by an enthusiastic MC as something they are not, e.g. a PhD when they are not, put matters right soon, in an appropriate way.

5. Don't be a prima donna about priorities

Trustworthiness gains little to no traction when you're dealing with someone who insists on their own time-frame when completing a job, refusing to cooperate.

There's a limit to this brand of "skills integrity" when it's unreasonably protracted.

If it's missing or fragmented, can trust be restored?

Yes, when people are:

- **Prepared to admit they're wrong** – granted, this is awkward. Backpedalling on a position you'd bullishly defended can cost you allies. But far better to confess your mistake as quickly as possible than compounding it by digging in. Maybe we don't need a wall as planned!
- **Realistic that restoring other people's confidence might take a while** – If trust has been abused in some way, it's certainly not going to be awarded with a snap of the fingers. Trust can't be imposed by one person on another. Like respect, it can only be earned. Sadly, for

some, trust will never be restored.

- **Embracing accountability** – this means an awareness and implementation of impeccable standards and codes of conduct, which in turn depends on group willingness to combine forces in ensuring trust won't be broken in future.

Feeling confident that you can trust and in turn be worthy of trust is what contributes to individual and collective wellbeing. Demonstrated properly and well, it is a series of circles that spiral up and everybody benefits.

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Eve Ash, Author, Motivational Psychologist & Film Producer.

Eve Ash is an entrepreneur who founded SEVEN DIMENSIONS in 1979 (7d-tv.com). She has produced over 700 videos on management, communication, service, best practice, health and motivation, winning over 160 international awards. Her more recent work includes CUTTING EDGE COMMUNICATION 150 short comedy films, filmed in USA, a multi-award winning feature documentary SHADOW OF DOUBT about a wrongful conviction in Tasmania (shadowofdoubt.tv) and the FINDING MY MAGIC cartoons to teach children confidence, featuring Olympian Cathy Freeman.

Eve was a national winner of a Telstra Australian Businesswoman award. Her books Rewrite Your Life! and Rewrite Your Relationships! are published by Penguin Books. She is an inspirational speaker and renowned for her practical strategies, powerful communication style and memorable presentations.

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Mike Shipulski

Healthy Dissatisfaction

If you're dissatisfied, there's a reason.

If you're dissatisfied, there's hope for us all.

If you're not dissatisfied, there's no forcing function for change.

If you're not dissatisfied, the status quo will carry the day.

If you're not dissatisfied, innovation work is not for you.

If you're dissatisfied, you know it could be better next time.

If you're dissatisfied, your insecure leader will step on your head.

If you're dissatisfied, there's a reason and that reason is real.

If you're dissatisfied, follow your dissatisfaction.

If you're dissatisfied, I want to work with you.

If you're dissatisfied, it's because you see things as they are.

If you're dissatisfied, your confident leader will ask how things should go next time.

If you're dissatisfied, it's because you want to make a difference.

If you're dissatisfied, look inside.

If you're dissatisfied, there's a reason, the reason is real and it's time to do something about it.

If you're dissatisfied, you're thinking for yourself.

If you're so dissatisfied you openly show anger, thank you for trusting

me enough to show your true self.

If you're dissatisfied, it's because you know things should be better than they are.

If you're dissatisfied, do something about it.

If you're dissatisfied, thank you for thinking deeply.

If you're dissatisfied, it's because you're not asleep at the wheel.

If you're dissatisfied, it's because your self-worth allows it.

Thank you for caring enough to be dissatisfied.

This article originally appeared on: <https://www.innovationexcellence.com/blog/2020/01/05/healthy-dissatisfaction/>

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About the Author:

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

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Marcel Schwantes

If you can't answer 'Yes' to 3 simple questions, your leadership intelligence is lower than you think. A simple test of your leadership IQ.

The **best of leaders** in the most desirable companies aren't characters in some rose-colored Hollywood script. In these **turbulent times**, they are real humans beings with a wholehearted commitment to their people. To know whether you **fit the bill of a leader**, ask yourself three simple questions:

1. Am I communicating well?

Communication, whether interpersonal or organizational, is a necessity for success. In this day and age of corporate scandals and controversies, how leaders communicate *with* and *to* others can make or break a business. Author and leadership guru Brian Tracy says, "Your ability to communicate with others will account for fully 85 percent of your success in your business and in your life."

When people ask me, "What's the secret to great communication?" my response can seem counterintuitive: "Be radically transparent."

When a leader displays transparency, team members know exactly how they're doing and where they stand with performance. It's a leadership strength that helps build a foundation of trust.

The key is for information to flow freely and quickly both ways, so that expectations are mutually clear and consistent and everyone is on the same page. This eliminates confusion, ambiguity, suspicion, and the element of an unpleasant surprise.

2. Am I being optimistic in the face of uncertainty?

With unprecedented events comes the opportunity to show unprecedented optimism. Show it by being that beacon of light piercing the dark, by lifting people up and encouraging those in distress.

Be the person who shows gratitude in tough times for the things you have-like access to instant information to make the right decisions.

Be the person who praises the efforts of courageous and resilient colleagues who are being productive and making work happen under extreme adversity. Be the person who shows optimism by taking responsibility for your actions and finding solutions to problems. By doing so, you are helping yourself and others.

3. Am I providing guidance and direction?

When the future is uncertain, many employees will look to their leaders for reassurance and direction-even though they might not have all the answers. As a leader, it's OK to confidently express your own doubt or uncertainty while maintaining your authority.

As you assess where people are in the crisis, ask simple questions to address any of their concerns first. This places confidence in their eyes that you have their best interests in mind.

For example:

- What do you need an immediate answer to?
- Where can I focus my efforts and attention to better support you right now?
- What's in the way of you achieving your goals right now?

The quicker you find out their challenges and roadblocks, the more likely you'll be able to calm them down. Make sure to stay informed and communicate frequently, even if you don't have news to report, because, as they say, "no news is good news." And always follow up on an issue to keep the tribe assured that you're in action mode.

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About the Author:

Marcel is a speaker, entrepreneur, columnist, and Board Certified Coach with 20 years' experience in leadership development. Marcel is passionate about working with forward-thinking leaders intentional about the empowerment of people to create extraordinary impact. His work has been featured on Inc., Time, Yahoo!, Business Insider, Thrive Global, Chicago Tribune, and Denver Post. He holds degrees in Communications (B.A.) and Organizational Behaviour (M.A.).

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Soren Kaplan

How consulting will likely change because of the Pandemic

The consulting industry was already being disrupted before the coronavirus. Now the disruption is accelerating.

If you work with consultants or have your own consultancy, take note: **Things are changing, fast.** Right around the corner are threats or opportunities, depending on how you respond.

I've already written about how the **management-consulting industry is being disrupted by various trends** like emerging technologies, the commodification of knowledge, and outdated business models. But with the dramatic overnight changes in work and society caused by the coronavirus crisis, the disruptive transformation of the consulting industry will only accelerate.

Remote work, lean budgets, and the need for contingency plans are three big trends impacting the industry.

You can look to history to see that mature industries become ripe for disruption as they age. Cable TV is a great recent example with dozens of disrupters like YouTube, Netflix, Amazon, Google, Apple, and others nipping at the heels of—and taking bigger and bigger bites out of—established players like Comcast. Netflix alone doubled its original growth forecast in the first quarter of 2020 thanks to the millions of people sheltering in place, adding 15 million paid subscribers. In the same three-month period, Comcast *lost* almost half a million video subscribers. The entertainment industry was already undergoing

digital disruption. The Covid-19 discontinuity is accelerating it.

Consulting is a \$250 billion behemoth global market. Even prior to Covid-19, market growth had all but screeched to a halt with growth estimates for 2020 at 0.5 percent in the U.S., far below other industries, according to IBISWorld research.

It makes sense: The consulting industry is plagued by a stagnant business model ill-suited for today's innovation-driven digital world. Consulting is labor intensive, revenue is almost entirely based on billable hours, and most knowledge in the form of tools and templates have become commodities due to SlideShare and other platforms. That said, here are three additional significant trends that are rapidly refacing the industry.

1. Consulting Services Stratification

Consultants are increasingly being pigeonholed as either “strategic” (and worth the high price) or basic “resources” for implementation (and not worth more than a modest hourly rate). The uncertainty unleashed by the pandemic reinforced that strategic thinking is needed more than ever, and clients will continue to pay top dollar for contingency planning, scenario planning, and business strategy.

But the days are numbered for implementation services and their armies of well-dressed consultants plunking down in cubicles at client's headquarters for weeks and months on end. Even when implementation is needed, it will be seen as an increasing commodity—a pair of hands—with lower and lower margins, especially when work is done virtually.

Consulting margins and “value pricing” will follow the unsustainable economic model of the haves and the have-nots—the haves will be the strategic thinkers and the have-nots the pairs of hands. If you can get it on Upwork, why pay a consulting firm to do it for twice the price?

2. Digital Delivery

The rapid adoption of remote work and related technologies that occurred during the pandemic will stick. As a result, clients will demand their consultants and consulting firms shift delivery models to the digital world. Since remote work highlights gaps in work processes themselves, clients will require methodologies and work processes be delivered remotely through digital technology.

How do you digitize a robust, collaborative business strategy process for an executive team, for example? Or create a way to help an executive team build their key performance indicator dashboard?

Digital delivery must go far beyond video conferencing and collaboration tools—differentiation in consulting offerings will come from designing offerings based on **emerging technologies like no-code software** and artificial intelligence to creating new digital methodologies that transform clients' fundamental work processes.

3. Scalable Business Models

The traditional big-firm consulting business model is based on “leverage.” Senior partners sell projects that are primarily delivered by junior consultants. The billable margins on those freshly minted MBA consultants are substantial, which adds to the bottom line and covers the salaries and bonuses of the top

tier partners. The more you bill, the more you make.

That's why armies of consultants are dispatched to cover consulting engagements. The bigger the army, the bigger the bill. In a post-pandemic world where clients expect digital delivery, firms that create repeatable, scalable best-practice processes that deliver value far beyond billable hours will win.

Traditional consulting frameworks, tools, and templates will continue to be commoditized through free resources found on the net. Individual consultants and consulting firms alike must build branded digital solutions that reinvent consulting, changing it from being a project on a Gantt chart to being a solution that persists (through a subscription) far after the "engagement" ends.

Pandemic or no pandemic, every industry will be disrupted at some point in the future—it's just a matter of time. Consulting is ripe for the picking.

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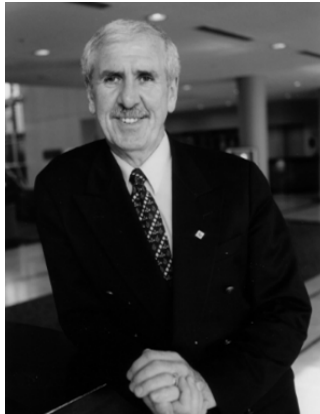
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Soren Kaplan is the author of two bestselling and award-winning books, *Leapfrogging* and *The Invisible Advantage*. He is a former corporate executive, an affiliated professor at USC's Center for Effective Organizations, and the Founder of **InnovationPoint**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

Recognized by the Thinkers50 as one of the world's thought leaders in disruptive innovation, new business models, and innovation culture, he works with Disney, NBCUniversal, Kimberly-Clark, Colgate-Palmolive, Hershey, Red Bull, Medtronic, Roche, Philips, Cisco, Visa, Ascension Health, Kaiser Permanente, CSAA Insurance Group, American Council on Exercise, and numerous other organizations.

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Barry Urquhart

Are you ready? Get set...

Timely lesson.

"Green Shoots" or not, allowing grass to grow under one's feet implies lost time.

Lock-downs inevitably result in loss of economic momentum. Regaining momentum and achieving critical mass will take time, and resources.

Early scheduling of planning, marshalling those resources, determining and targeting prioritised goals provide a platform for attaining competitive advantage and preferred status among clients and consumers.

Lock-down does not, and should not imply *downtime*.

Now is the time for genuine strategic planning. Licence should be taken on the term and concept of *social distancing*. Now is the time to get close to customers and those in your supply-chains.

Opportunities taken to step-back, assume an objective and detached perspective, and to orient deliberations how do we:

- Rapidly inform, educate, enthuse and direct existing prospective and past clients to our new value packages?
- Refine, shorten, simplify and complement supply chains?
- Develop infrastructure to enhance and expedite service
- Accelerate *follow-up* and *follow-through* procedures?

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About the Author:

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

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

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

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Tom Koulopoulos

The one key to success that nobody teaches you

Of all the things we do to ensure our success, one is more important than all else, and yet it's only learned in the school of hard knocks.

There are uncountable books on how to succeed in business, and all of them have something to teach. From being an efficient operator to being a great innovator, it's all part of the essential chemistry that makes up every entrepreneur's journey.

However, as I look back on my own entrepreneurial path, one thing stands out as the ultimate key to the success I've experienced and had the privilege to observe in the experiences of other successful entrepreneurs.

It has nothing to do with the many conventional pieces of advice you'll get about how to hire the right people, how to raise capital, how to run an efficient company, how to align with the needs of your market, or how to be more innovative. In fact, I'm going to go so far as to say that all of these are necessary but woefully insufficient in building long-term, enduring success in any business when compared with the one thing I am going to share.

What is it? Well, giving it a name is much harder than describing it, because it doesn't fall neatly into a category or a label. So, let me give you an example.

Behind Closed Doors

In the mid-1990s, I had a 5-year-old company that was doing extremely well. To ride the wave of our success, and to create some more gravity for it, I decided to write my first book. It was a decent first attempt at

authoring but far from a bestseller. Nonetheless, I was pretty proud of myself.

At about the same time, there was another book that had just hit the market on a similar topic. The authors were well established consultants with deep roots at Harvard and MIT. Their book, *Reengineering the Corporation*, went on to be one of the best-selling business books of all time. This was what I aspired to!

So, with little to lose, I wrote a nice letter to one of the authors, Jim, and sent it along with an autographed copy of my book. A few weeks later, I got the most pleasant reply letter from Jim thanking me for the book and noting that he would be reading it during his travels. I was a bit giddy to get a personal reply, but for some reason I didn't follow up.

A few years later, a series of serendipitous events led to a meeting with Jim about partnering with his company. After the meeting, I got a call from Jim saying that while the partnership wasn't right, he was sure we'd have the opportunity to work together again in some way. It could have been the way he said it, but it was clear to me that this was more than just a gracious way to say "no thanks."

A few more months went by, and our Inc. 500 status was landing us acquisition offers. I needed someone who understood our business to turn to for advice. I called Jim. Without hesitation, he agreed to get together and chat.

While we decided to keep growing the business rather than sell, Jim became an indispensable

adviser and mentor over the next several years.

Ultimately, in what I can only describe as serendipity run wild, he helped orchestrate the sale of my business to a \$2 billion tech giant.

The Key

So, here's my question to you: As you read through that, what's the "one key" that I referred to in the title of this column? Was it writing the book, sending it to Jim, not selling the business, having a great adviser, the ultimate sale of the business? Actually, it's none of the above. The key was the connection with someone who was willing to open doors for me.

With no direct benefit to himself, Jim opened doors for me in more areas than I can begin to recount. I remember at times wondering why in the world he was so willing to help when this was clearly (in my mind, at least) a totally one-sided relationship where I was getting all of the value.

As I look through the entirety of my career I can point out dozens of Jims, from my high school wrestling coach, to my first boss who ended up as my first VC, to my first consulting client who basically funded my first business, to people I'm still meeting today who, for little reason other than that they could, have been able and willing to open doors I could never have opened on my own.

What's critical to understand is that these people don't just fall out of the sky. As was the case when I sent my book to Jim, you have to reach out. After all, nobody ever said that you cannot pick and choose your mentors,

and yet so many people feel they need permission to do so. If anything works against the vast majority of people, as they attempt to build a career or a business, it is their inhibition to seek out and connect with people who can open doors.

What I've learned is that we all meet these people but not all of us nurture the connection, treat it with the respect it deserves, celebrate having these people in our life, and give back by telling them how grateful we are for their help.

And here's the coolest part of all. Eventually, you will find yourself on the other side of that equation, where now you are the one opening doors. And when you arrive at that point, I can guarantee you that a moment will come when you realize that the reason these amazing people helped you is the same reason that you now help others: because there is something about fueling the spirit of human potential that is familiar to you, because seeing others grow and succeed is, in many cases, even more fulfilling than experiencing your own success, and most of all, because you can.

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About the Author

Tom Koulopoulos is the author of 13 books and founder of the **Delphi Group**, a 30-year-old Boston-based think tank and a past Inc. 500 company that focuses on innovation and the future of business.

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The Fastest Way to Connect to Wi-Fi on Your iPhone

Do you know how to connect to Wi-Fi, or change the network you're using, directly from your iPhone or iPad's Control Center? This method is much quicker than sorting through the Settings app to find available networks. Let's get started learning how to connect to a specific Wi-Fi network, or change the network you're connected to, via the Control Center.



1. Open the Control Centre:
On an iPhone X (10) or later, or an iPad running iOS 12 or later, swipe down from the upper-right corner of the screen. For iPhones earlier than the X (10), swipe up from the bottom of the screen.
2. Touch and hold the Network Settings card at the upper-left of the Control Center.
3. A menu will pop up; touch and hold the Wi-Fi icon.
4. You'll see a list of Wi-Fi networks within range.
5. Tap a network from the menu to connect.
6. If the network requires a username and password, you'll be automatically taken to Settings, and a window will appear where you can enter that information, then tap Join.

Your device will remember the username and password once you've joined a network, so all you'll need to do next time is tap the name in the Wi-Fi menu to join. Any time you'd like to change the network you're using, follow the same steps, and tap a different option on the Wi-Fi network list.

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iPhoneLife



Debra Murphy

Business Focus – key to small business success

One of the hardest exercises for small business owners is to figure out where they should focus to grow their business. Business owners are sometimes afraid to focus for fear of leaving money on the table. But to try to be everything to everybody, you confuse your audience and never achieve your true purpose. It prevents you from loving what you do and working with those who appreciate your expertise.

In order to focus on the important areas however, you also need to abandon those things that get in the way of you achieving your goal. As business owners, we tend to often get distracted by other people's urgent "opportunities" and have a hard time saying no. And saying no may be a more important habit for us to learn than anything else.

Things you can do to focus more within your business include:

- Setting one outcome goal that drives all activities
- Narrowing your ideal target market
- Streamlining your service offerings
- Focusing your marketing activities
- Adopting the two week sprint
- Eliminating and outsourcing tasks that don't drive revenue

The more you can streamline and work on the right things that make a difference in your business, the more successful you will be.

Set your outcome goal and stick with it

Trying to achieve too many goals sets you up to achieve none. You should have one outcome goal and it should be revenue or new clients. All other things that seem to be "goals" really aren't. Building a new website, launching a new marketing campaign, growing your email list are all projects that should be tied to performance. These projects should be selected to help you achieve your outcome goal.

So, if you are launching a new marketing campaign, make sure the campaign has a deadline and a target result. For example: Create and promote a new lead magnet by 1st September so that it grows my email list by 500 subscribers per month.

Now your project has meaning. You've specified the what, when and why of the project. Increasing subscribers to your email list should help you achieve your outcome goal.

Narrowly focus your target audience

For your marketing to fall into place, you truly have to understand your target audience. We may be able to work with many different types of businesses, but doing so just complicates your business. Trying to manage different audiences with similar but slightly different products can break your business if you're not careful.

Ideally, you should pick one **target market niche** or "starter market". Choose those from your best clients. When you narrow your

focus to this audience, create the right product offerings and deliver, serving them becomes a system. This makes your business more consistent.

For example, if your market is service-based businesses like health and wellness professionals, home service providers (like plumbers and electricians) or coaches and consultants, choose one of these to begin with.

- Build your product offering just for them.
- Craft your messages that speak to them in their words
- Create a customer experience that is better than your competition

Now you have a narrowly focused service offering that you can deliver without any complexity.

Once you have that market working well, feel free to add your next market. Adapting what you offer your initial market will be easier than starting from scratch.

Develop your service offerings specifically for your target

When you are considering what products you will offer your narrow target audience, think about what they will value. Don't over-complicate them. Once you begin working with a client, you can always offer them more. Doing it this way will also let you test your services to be sure they are getting value, and you are getting paid for your expertise.

Once you have data to prove your offerings fit your target, then

you can create value-added packages that can be marketed more consistently. Value-added packages makes it easy for prospects to select what they need, simplifying your sales process.

Focus your marketing activities to gain visibility

Choosing the **right marketing activities** for your business can be the difference between gaining visibility and wasting time and money.

If you are a small, local service business, focus on:

- Building a powerful web presence and optimizing it for local search
- Creating a robust Google My Business profile
- Asking for reviews and testimonials from your best customers

Trying to do more while servicing your clients can put a strain on you and your business. Choose your marketing activities wisely and be sure they lead you towards your outcome goal.

Plan your work in two week sprints

Trying to plan out your work for longer than two weeks leads to procrastination. By focusing on a shorter time frame and reviewing your results every two weeks, you can track your progress and see what works. Planning your work for only two weeks at a time encourages you to be very particular about what you will add to your to-do list.

This also provides a feedback loop that helps you quickly learn about what isn't working in order to make changes before you can't recover. When you wait for weeks to review what is happening, you miss opportunities to adjust your plan to accommodate changes in the market.

Eliminate or outsource things that aren't aligned with your goal

One of the real challenges of a small business is all of the noise that appears to be important but

really only gets in the way of results. The two week sprints help you make decisions on what you should be working on. Keeping your outcome goal as the focus, you can choose the right things to work on. With everything else, you can decide whether to stop doing them totally or, if important to the business, outsource the tasks to experts.

Implement a system that helps your business focus

A system helps you make decisions on what you should be working on and what you can eliminate. As a certified partner in the **90 Day Year Peak Performance System**, I help you incorporate this focus into your business that will help you work on the right things to keep you moving forward. When you focus on the right things and eliminate the noise from your daily schedule, you will be more productive and will keep moving closer to your goals.

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About the Author

Debra is a marketing coach and mentor passionate about helping small business owners take control of a critical business asset – their online digital footprint – and use it to increase visibility and generate inbound leads. Through expert guidance and support, they achieve success by learning, incorporating and executing marketing activities that take their business from mediocre to marvellous.

Although experienced across all traditional marketing channels, Debra specializes in inbound marketing, a combination of search, social media and content marketing, enabling small businesses to create a larger digital footprint that increases their visibility and generates more quality inbound leads.

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Quotes on Economic Growth

As I have often said, Governments don't produce economic growth, people do.
Ronald Reagan

We can not solve our problems with the same thinking we used when we created them.
Albert Einstein

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

The ultimate resource in economic development is people. It is people not capital or raw materials that develop an economy.
Peter Drucker

Michael Graber

Time to take a social media vacation



A lot of professionals I know relieve stress with a few minutes on Facebook.com after they finish a phase of a project or need a break from their tasks.

Welcome to Facebook.com where you can bliss out on cute kitten photos, catch up with old friend, find a novel product, or play defence from aggressive people who pounce on your character to make a point. It's weird. On one hand you get connection; on the other you get discord.

Some people just live to argue. They find sport in it.

They will savage any relationship to win, using all of the dirty-tactics: shaming, blaming, name-calling, citing arcane text that aren't relevant to the conversation or YouTube.com conspiracy theory videos as a fact base. They project external examples that artificially quicken the original theme to hyperbole.

All of this questionable behaviour just to win an argument, as if anyone outside of a high-school debating class ever actually wins.



Gold star. You won an argument by bludgeoning the opponent but lost a friend for life.

Then, there are politics. Social media works to raise awareness for very few open to learning something new but serves as chum for some shark-like people hungry to feed on raw meat.

Sadly, everyone is so prewired by their positions that it seems as if we do not have an agreed upon basis of objective fact as a culture. Social media exposes a deep divide where even scientific facts can be disputed as facts because they came from a liberal university. It's a strange day when people can choose their own reality, their own fact base, and not just their own beliefs, opinions, and interpretations of fact.

While it is a position of privilege to be able to take a break from vexing social issues for a week—and I caught ample grief from some friends for taking a short break, I suggest everyone takes a break for a week...a brief respite, a mental health period where you not only suspend posting and responding, but make it a practice to not judge others for this period for any reason, knowing that there is still truth in the old saying, "If you hang out in the middle of the road, plan on getting run over."

The real tragedy is that it is impossible to explore an issue with real discernment and discourse on this medium. As an example, if I were to post "Do you find it immoral that children are being separated from their parents at the

border," I would be pounced upon by several camps: those who state that the former administration had started the policy, those who state it is an illegal action so it is justified, and those who are opposed for political reasons.

What is lost is real conversation. As you see, no one respected the root question and discussed the morals of the situation.

A week away from the every person debate allowed for deeper reflection and less stress.

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About the Author

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

Michael has more than twenty years of experience leading marketing and innovation efforts.

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

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

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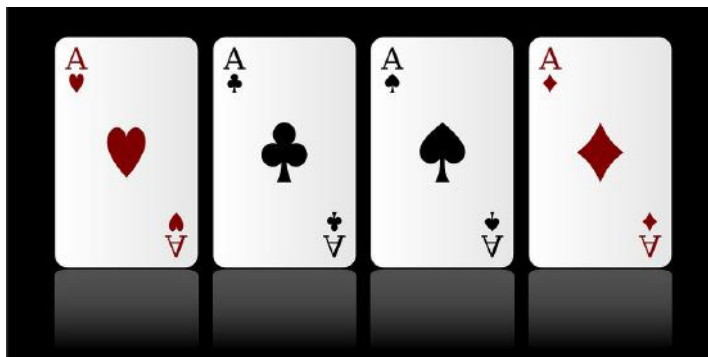
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Greg Satell

Four things nobody ever tells you about Innovation



Every enterprise needs to innovate. It doesn't matter whether you are a profit-seeking business, a non-profit organization or a government entity, the simple truth is that every business model fails eventually, because things change over time. We have to manage not for stability, but for disruption or face irrelevance.

There is no shortage of advice for how to go about it. In fact, there is far too much advice. Design thinkers will tell you to focus on the end user, but Harvard's Clayton Christensen says that listening too much to customers is how good business fail. Then there is open innovation, lean start-ups and on and on it goes.

The truth is that there is no one path to innovation. Everybody has to find their own way. Just because someone had success with one particular strategy, doesn't mean that it's right for the problem you need to solve. So the best advice is to gather as many tools for your toolbox as you can.

Here are four things about innovation you rarely hear but are crucially important.

1. Your Success Often Works Against You

For the most part, managers aren't responsible for innovation, but as the name implies, to manage operations. That involves hiring and empowering strong employees, optimizing practices and processes and reducing errors and mistakes. You're generally not trying to build a better mousetrap, you are trying

to run things smoothly and efficiently.

It's easy for someone to stand up on stage at a conference and paint operational managers as dimwits with their heads in the sand, but the truth is that managing a quality operation is a very tough job and requires a lot of talent, dedication and skill. So, unless you've actually done the job, don't be too quick to judge.

However, managers do need to realize that there is a fundamental trade-off between innovation and optimizing operations. Running efficient operations requires standardization and control to yield predictable outcomes. Innovation, on the other hand requires experimentation. You need to try a lot of new things, most of which are going to fail.

That's why success so often leads to failure. What makes you successful in one competitive environment will likely be a hindrance when things change. So, you need to work to find a healthy balance between squeezing everything you can out of the present, while still leaving room to create and build for the future.

2. Don't Look For A Large Addressable Market, Look For A Hair On Fire Use Case

Good operational managers learn to identify large addressable markets. Bigger markets help you scale your business, drive revenues and allow you invest back into operations to create more efficiency. Greater efficiencies lead to fatter profit margins, which allow you to invest even more on improvements, creating a virtuous cycle.

When you are trying something to do something truly new and different, however, trying to scale too fast can kill your business even before it's really gotten started. A truly revolutionary product is unpredictable because, by its very nature, it's not well understood. Charging boldly into the unknown is a sure way to run into unanticipated problems that are expensive to fix at scale.

A better strategy is to identify a hair on fire use case — someone who needs a problem fixed so badly that they are willing to overlook the inevitable glitches. They will help you identify shortcomings early and help you correct them. Once you get things ironed out, you can begin to scale for more ordinary use cases.

For example, developing a self-driving car is a risky proposition with a dizzying amount of variables you can't account for. However, a remote mine in Western Australia, where drivers are scarce and traffic non-existent, is an ideal place to test and improve the technology. In a similar vein, Google Glass failed utterly as a mass product, but is getting a second life as an industrial tool. Sometimes it's better to build for the few than the many.

3. Start With The Monkey First

When I work with executives, they often have a breakthrough idea they are excited about. They begin to tell me what a great opportunity it is and how they are perfectly positioned to capitalize on it. However, when I begin to dig a little deeper it appears that there is some big barrier to making it happen. When I try to ask about that, they just shut down.

Make no mistake. Innovation isn't about ideas, it's about solving problems. The truth is that nobody cares about what ideas you have, they care about the problems you can solve for them. The reason that most people can't innovate isn't because they don't have ideas, but because they lack the perseverance needed to stick with a really tough problem until it's cracked.

At Google X, the tech giant's "moonshot factory," the mantra is #MonkeyFirst. The idea is that if you want to get a monkey to recite Shakespeare on a pedestal, you start by training the monkey, not building the pedestal, because training the monkey is the hard part. Anyone can build a pedestal.

The problem is that most people start with the pedestal, because it's what they know and by building it, they can show early progress against a timeline. Unfortunately, building a pedestal gets you nowhere. Unless you can actually train the monkey, working on the pedestal is wasted effort.

4. The Next Big Thing Always Starts Out Looking Like Nothing At All

When Alexander Fleming first published his discovery of penicillin, no one really noticed. When Xerox executives first got a look at the Alto — the machine that would become the model for the Macintosh seven years later — they didn't see what the big deal was. When Jim Allison first showed pharmaceutical executives his idea for cancer immunotherapy, not one would to invest in it.

We always think that when we see the next big thing it will be obvious, but the truth is that it always starts out looking like nothing at all. The problem is that when something truly has the power to change the world, the world isn't ready for it yet. It needs to build advocacy, gain traction among a particular industry or field and combine with other innovations before it can make an impact.

But no one ever tells you that. We are conditioned to think that someone like Steve Jobs or Elon Musk just stands up on stage, announces that the world has changed and everybody just goes along. It never really happens that way because innovation is never a single event. It is a long process of discovery, engineering and transformation that usually takes about 30 years to fully complete.

Don't worry about people stealing your ideas," said the computing pioneer Howard Aiken. "If your ideas are any good, you'll have to ram them down people's throats" and never were truer words spoken. Great innovators aren't just people with ideas, they are people who are willing to stick it out, take the shots from people who ridicule them and, eventually, if they are lucky, they really do change the world.

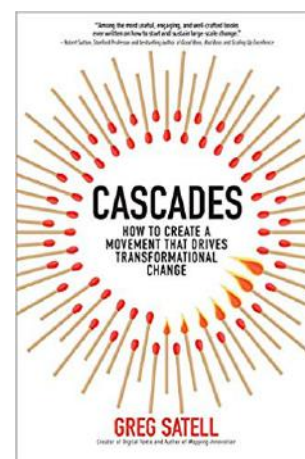
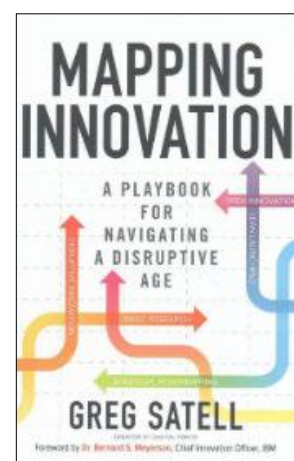
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About the Author

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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Petra Smith

How marketing has changed since the Pandemic

The pandemic has impacted all parts of businesses, marketing being no exception. But every challenge is an opportunity to learn and build resilience as we move forward. So, we reached out to fellow marketing experts to share their perspectives on the changes they have noticed and how they adapted since the coronavirus outbreak.

1. Creative adaptation

When physical doors close, more digital doors open. In response to the limitations presented by the pandemic, creative brand **BeeLiked**, publisher **Knopf Doubleday** and author **Dan Brown** launched a marketing campaign to offer the most personalised and bespoke virtual signing of Dan Brown's latest novel *Origin*. The inspiration for this campaign stemmed from the book which is all about technology and AI.

The first part included a design contest where people could submit their designs for the cover and Dan Brown then chose six of his favourite designs. In the second part **BeeLiked** created the concept of the 'World's First Virtual Book Signing'. The first campaign allowed people to vote on the book cover they liked the most and as a complete surprise they immediately, on the fly, received a personalised welcome by the author. Dan Brown was captured in this personalised video, inviting fans into his home where he signs the book, in his handwriting as well as writing the fans name who just entered. The result was a personalised book with the cover design they just voted on.

2. Raised expectations

According to a new report from **Havas Media Group** consumers expect more from brands than they did prior to the Covid-19 outbreak. The report based on responses from 2,000 people in the UK, reveals that brands' collective benefits (the role that they play in society), functional benefits (how a product or service delivers) and personal benefits (how they improve people's lives) have all increased in importance for consumers since the Covid-19 outbreak, with collective benefits emerging as the most important of the three.

On average, 66% of respondents said that the collective benefits of brands are more important to them now than they were prior to the pandemic. Of all collective benefits, a brand's good treatment of employees was seen as the most important, with 74% of respondents saying that it mattered more to them than it did prior to the Covid-19 outbreak.

3. Local community

"For our clients, marketing has got even more locally focused. With less people travelling and hardly any international visitors, restaurants need to focus even more on their local communities, building their brands and loyalty. A good example is what we did with **Cotica** – an Italian Deli and Firebrand Pizza in Clerkenwell. We've used a bike to direct people from Exmouth Market and also created a magazine on Italian food. With a number of Italian restaurants in the area, we wanted to establish ourselves as an authority on Italian food. The magazine included articles on Parmesan, Balsamic and Parma Ham as well as a bit of information on the deli and

restaurant. These have been delivered to residents in the area.", says Guy Holmes, Managing Director of **Captive Hospitality**.

4. Focus on responsibility

"The facts speak for themselves; **78% of directors** believe customers are paying more attention to responsible business practices since the pandemic and **72% of the UK population** believes that business should have a legal responsibility to the planet and people, alongside maximising profits. Frankly, people care about purpose more than ever before, and certainly marketing needs to reflect this in a post Covid world.

Making your marketing communications purposeful isn't just something you can switch on overnight though, you need to live and breathe this through your company first; through your business practices, your employee's ethos, your everyday behaviours both internally and with customers. Only then can you start to tell a purposeful brand story through your marketing," says Holly Pither, MD and Founder of **Tribe PR**.

5. Changing marketing spend

"Since the COVID-19 pandemic and lockdown, we have seen a significant increase in the demand for social media services. Due to the captive audience of people being stuck at home, we have noticed a much higher interaction rate on our client social media campaigns. The home improvement industry for example has been particularly buoyant during this period of time.

During lockdown, we have seen Social Media Management go from being our third biggest service and responsible for just 6% of our revenue, to now becoming our second biggest service and responsible for 17% of our revenue at this moment in time. This can certainly be attributed to the fact that it was estimated that Social Media usage increased by almost 61% during lockdown. We have also noticed that companies who carried out paid marketing throughout the lockdown period experienced a significant drop in cost per click and the cost per acquisition due to the number of companies that simply stopped their marketing. This resulted in less competition and therefore less budget being required for those companies that continued." Danny Hall, Director of **FSE Digital** explains.

Charlotte Nichols of **Harvey & Hugo** agrees: "Social media usage has surged as people have had more time during furlough and have perhaps got themselves into unhealthy habits of always being on their devices. As a result of this more people have been marketing using social media. This has also replaced a lot of typically offline activity such as networking events."

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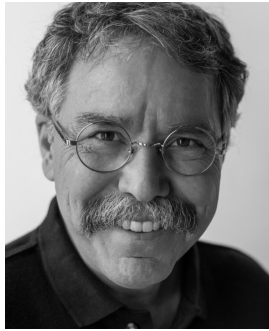
About the Author

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

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

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Peter Economy

17 super inspiring quotes about always being your best self.

No need to keep an eye on someone else's success-try focusing on becoming your best self instead.

You're unique. An original. There is no one like you, so why bother comparing yourself to others?

No need to keep an eye on someone else's success-try focusing on becoming your best self instead. Here are 17 quotes that will inspire and motivate you to be more focused, more confident, and happier. Or, in other words, a better person than the person you were yesterday.

1. "The goal is not to be better than the other man, but your previous self." - The Dalai Lama
2. "Never too old, never too bad, never too late, never too sick to start from scratch once again." - Bikram Choudhury
3. "Change equals self-improvement. Push yourself to places you haven't been before." - Pat Summitt
4. "You cannot dream yourself into a character; you must hammer and forge yourself one." - Henry David Thoreau
5. "How noble and good everyone could be if, every evening before falling asleep, they were to recall to their minds the events of the whole day and consider exactly what has been good and bad. Then without realizing it, you try to improve yourself at the start of each new day." - Anne Frank
6. "Do the best you can until you know better. Then when you know better, do better." - Maya Angelou
7. "Every time you are tempted to react in the same old way, ask if you want to be a prisoner of the past or a pioneer of the future." - Deepak Chopra
8. "Make the most of yourself-for that is all there is of you." - Ralph Waldo Emerson
9. "Formal education will make you a living; self-education will make you a fortune." - Jim Rohn
10. "Believe in yourself! Have faith in your abilities! Without a humble but reasonable confidence in your own

powers you cannot be successful or happy." - Norman Vincent Peale

11. "The investor of today does not profit from yesterday's growth." - Warren Buffett

12. "I don't want to be like my mentor or inspiration, I can do better. Don't get me wrong, I need them to motivate and inspire me, but my potential can never be like theirs." - Unarine Ramaru

13. "I'm competitive with myself. I always try to push past my own borders." - Tyra Banks

14. "To double your income and success, triple your investment in personal development and professional mastery." - Robin Sharma

15. "Too many of us are not living our dreams because we are living our fears." - Les Brown

16. "No matter who you are, no matter what you did, no matter where you've come from, you can always change, become a better version of yourself." - Madonna

17. "Set a goal so big that you can't achieve it until you grow into the person who can." - Zig Ziglar

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About the Author

Peter Economy is the best-selling author of *Managing for Dummies*, *The Management Bible*, *Leading Through Uncertainty*, and more than 85 other books, with total sales in excess of two million copies. He has also served as associate editor for *Leader to Leader* for more than 10 years, where he has worked on projects with the likes of Jim Collins, Frances Hesselbein, Marshall Goldsmith, and many other top management and leadership thinkers.

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Sunil Bali

Treat your mind like your money



30, 40, 50, 60

did you think of the number 70?

I want you to read the following sentence quickly:

SILK, SILK, SILK, SILK, SILK, SILK,
What do cows drink?

Was your answer milk? Cows of course drink water.

We humans are like pattern seeking missiles because the more we operate automatically, the less we deplete our finite level of willpower, and the easier life becomes.

Descartes famously suggested, "I think, therefore I am." But it's also the case that "I'm human, therefore I don't always think."

Psychologist Professor Joseph Bargh author of, "The Unbearable Automaticity of Being" says that the automaticity of human action is both a blessing and a curse: whilst we conserve energy for conscious choice, we tend to operate on autopilot and adopt patterns of thinking which don't support what we want to achieve.

Do you remember swinging on the monkey bars in the playground when you were a kid?



In order to move forward and reach the other end you have to let go of the bar.

As Jim Collins explains in his critically acclaimed bestseller "Good to Great",

- in order to have new ideas, we often need to let go of old ones.
- in order to learn, we first need to recognize what we need to unlearn.

Despite a successful golf career, Michelle Wie had never won a Major. She decided that she had to go back to square one with her putting. Wie eventually created a very unconventional, bent over, table-top style.

Initially Wie's putting style met with much mirth. However, the last laugh was on her, as recently she won her first Major, the US Open.

As I used to say to my team before I escaped from cubicle nation, "Treat your mind like your money, don't waste it. Get rid of any thoughts which aren't beautiful, useful or joyful."

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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.

Moving minds - Transforming performance

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Paul Sloane

Select your next big Innovation with an Innovation Market



How do you choose which of your many promising ideas should get the precious and limited resources needed to bring it to market? Try using the wisdom of crowds. Many companies do this with software products which allow people to comment or vote on ideas – and this is fine. But if you do not have such an app or you just want something more immediate and engaging then try setting up an innovation market. Here is it how it works.

Choose a limited number of promising initial ideas. These might be the top choices from brainstorm sessions or from your internal suggestions scheme or from external contributors. I would suggest between five and ten ideas. Each idea is assigned a champion who will act as presenter and salesperson for the idea. They draw up a five-minute presentation together with a mock-up, wireframe or series of screenshots which will help people to visualise and grasp the concept.

Set up stalls (or separate rooms) where the presentations will take place. Now you can summon your crowd or crowds. They will typically consist of employees but you can use customers or strangers provided there is no potential trade secret to be shown.

Small groups attend each presentation in turn. The presentation lasts about five minutes with another five minutes for questions and answers. People can leave notes after a presentation saying what they liked about the idea or with suggestions for improvements.

When people have seen all the presentations they vote – in secret so that no-one can see which is currently the most popular project. I recommend that you give attendees six votes – or if you prefer, six dollars to spend in the market. They vote for two or three of the ideas. So, they can vote 3,2,1 or 4,1,1 or 5,1 or 4,2 or 3,3. The votes are totalled and there is usually a clear winner.

It is helpful to give people some criteria to help them with their voting. What sorts of innovations does the organisation need? E.g. we want to select and implement ideas which are novel, appealing to customers and will generate significant revenues within two years. Or you may have different priorities.

This method is subjective. People are influenced by the personality of the presenter, especially someone who is enthusiastic and well-informed. There is no ROI calculation or detailed business case. However, the crowds can

be often prove to be wiser than the executives. And a big plus is that there will be better support for the winning idea across the organisation because so many people have seen, contributed and bought into the project.

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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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Drayton Bird

Are you throwing enough mud at the wall?

(With a good joke from Mark Twain)

If you throw enough mud some sticks, they say.

This usually applies to slandering or lying.

But let me talk to you about *helpful* mud.

The greatest weakness in most marketing is relying on just one or two weapons.

Maybe you use emails or local radio, perhaps posters.

But you can put a huge range of media to work.

The reason why you should was well put very well by Visa.

They said:
"It's everywhere you want to be."

You should use every medium you can.

Don't just rely on one.

You should ensure people run into you and your message everywhere.

43 years ago two partners and I started an agency I later sold for a lot of money.

The chief reason was that we out-promoted all our competitors.

Most didn't promote much at all or focused on one medium.

Hardly any ran advertising but we advertised constantly.

We attended events. We made speeches. We ran training. We used direct mail. We used the

telephone. I wrote five articles every month. Then a book (which is still selling).

We made such a *noise* you couldn't ignore us.

In fact my sale to Ogilvy & Mather came about through a letter I wrote to a marketing magazine.

How much are you willing to do?

Here's an extract from a talk I made that may interest you.



If so, you may also find AskDrayton worth your attention.

Because there's a lot more where that came from.

Best,

Drayton

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About the Author

In 2003, the Chartered Institute of Marketing named Drayton Bird one of 50 living individuals who have shaped today's marketing. He has spoken in 53 countries for many organisations, and much of what he discusses derive from his work with many of the world's greatest brands. These include American Express, Audi, Bentley, British Airways, Cisco, Deutsche Post, Ford, IBM, McKinsey, Mercedes, Microsoft, Nestle,

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Philips, Procter & Gamble, Toyota, Unilever, Visa and Volkswagen. In various capacities – mostly as a writer – Drayton has helped sell everything from Airbus planes to Peppa Pig. His book, *Commonsense Direct and Digital Marketing*, out in 17 languages, has been the UK's best seller on the subject every year since 1982.

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businessVision

We are different to other accountants

We work much more closely with our clients than traditional accountants. We also have a much smaller number of clients than normal and are selective in the clients that we act for. We want to get to know our clients businesses inside out, enabling us to easily identify problems and spot opportunities. We want to help improve profits and encourage growth.

Our mission is to always add value

Whatever we do for you, we will always carry out our work with the aim of adding value to your business. We run a very cost effective business by making the most of modern technology and homeworking, but we will never be the cheapest solution. John Ruskin defined value as follows:

"It's unwise to pay too much, but it's also unwise to pay too little. When you pay too much you lose a little money, that is all. When you pay too little, you sometimes lose everything, because the thing you bought was incapable of doing the thing you bought it to do.

The common law of business balance prohibits paying a little and getting a lot. It can't be done. If you deal with the lowest bidder, it's well to add something for the risk you run. And if you do that, you will have enough money to pay for something better."

A unique feature of our service is fixed price agreements

Once we have established your needs we will give you a guaranteed fully inclusive price from the start. This will give you peace of mind and no surprise bills.

Background

businessVision are a small friendly firm of Chartered Accountants specialising in small and medium sized businesses. The practice was formed by Marc Lawson in 1985.

Our aim is to provide small and medium sized businesses with information and advice that goes beyond the traditional accountancy services of preparing accounts and tax returns.

businessVision benefit from having a stable number of long serving team members and a reputation in the South West as being a practice that is different from the typical accountancy practice, is small and friendly, but able to offer the type of services more commonly associated with large accountancy firms.

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Our philosophy is to provide a high value service by:

- Providing the best possible service
- Aiming to continually exceed our clients' expectations
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- Providing professional expertise in order to proactively identify opportunities and provide solutions
- Being an indispensable part of your business

This is achieved by:

- Maintaining a small portfolio of high quality clients
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