Better Business Focus

This month's contents

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August J. Aquila

The war for talent will never be over!

Create a total compensation philosophy: Make sure that you include the following factors in your compensation plan. They are critically important in developing a total compensation philosophy:

- Offer a fair pay
- Provide competitive benefits
- Have incentives
- Use a rewards-for-results or pay-for-performance program
- Make sure you provide recognition
- Become a "best place" to work

In many areas of the USA, public accounting firms are listed as one of the "Best Places to Work." The firms that make this list incorporate the following into their work environment:

- Increase personal respect
- Create an accepting, supportive and teaming environment
- Create a culture of empowering leaders
- Get employees' input in decision making
- Improve two-way communication
- Work on creating a healthy work environment
- Develop programs for growth opportunities

It goes without saying that each firm needs to develop a program that satisfies the needs of its owners and staff. Investing in the development of hard and soft skills of its people is crucial for the firm's long-term success:

- Provide a learning environment, through workshops, coaching, etc., at all levels of the firm that develops needed competencies
- Offer engaging and challenging work opportunities
- Provide a career progression path and career enhancement opportunities
- Establish accountability mechanisms for both progress and results
- Clarify and work toward a compelling future

The more partners and staff are engaged with the firm's future the better they perform. Hence, the picture of the firm's future needs to be compelling. It has to persuade people that they want to play a part in making it a reality. For example, are you putting steel girders together or are you building a bridge? Building a bridge is more inspiring than just welding girders together:

- Our ultimate destination is a place where our people want to go
- Our end point is exciting and has benefits we all share in
- It's a journey that we will enjoy making
- We invest time and energy in making our vision a reality
- We measure our progress along the way

So, there you have it – compensation, environment, opportunities and vision – each one will help you be successful and retain the best people.

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About the Author

August Aquila is the founder and CEO of AQUILA Global Advisors, LLC and is a key thought leader for professional service firms (PSFs). He has worked with various types of PSFs in the US, Canada, India and England.

August was a partner in a Top50 US CPA firm and a senior executive with American Express Tax & Business Services, Inc., For 30 years he has advised PSFs in the areas of succession planning, mergers and acquisitions, compensation plan designs and partnership issues.

His articles have appeared in MP (Managing Partner), Journal of Accountancy, CA Magazine, Accounting Today, Of Counsel and other major publications.

Recent books include How to Become the Firm of Choice, What Makes a Great Partnership, Client at the Core: Marketing and Managing Today's Professional Services Firm; Performance Is Everything – The Why, What and How of Designing Compensation Plans; Compensation as a Strategic Asset: The New Paradigm; What Successful Managing Partner Do and Engaging Partners in the Firm's Future. August holds an MBA from DePaul University (Chicago) and a PhD from Indiana University (Bloomington).

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Greg Satell

Time to take the quantum age seriously

Every new technology has the capacity to inspire wonder and fear. One Swiss scientist, Conrad Gessner, warned in the 1500s that the data overload from the printing press would be "confusing and harmful" to the mind. Similar concerns have been voiced about every conceivable advancement, from the train and car to computers and social media.

The truth is that technology transforms human experience and that always comes with trade-offs. Information technology reduces our ability to retain information and do arithmetic in our head. Automobiles cause pollution and thousands of deaths every year. Still, I don't see many people willing to give them up.

We'll soon be entering the quantum era and the sensationalism has already begun. A recent *Forbes* article, for example, warns of the ability of quantum computers to crack even the most secure encryption. That sounds like a scary problem, and it is, but it's also a very solvable problem. What the quantum era needs now is not fear-mongering but understanding.

What Is A Quantum Computer?

In 1993, an unusual experiment took place at IBM Research, It was rooted in a long standing debate between Albert Einstein and Niels Bohr. At issue was something called quantum entanglement, which Einstein called "spooky action at a distance" and thought was preposterous. He devised an experiment to prove Bohr wrong.

Yet scientists at IBM showed that not only is quantum entanglement a real phenomenon, but that it could be transformed into something far more useful than anyone dreamed. Now known as the quantum teleportation experiment, it led to a new branch of computer science called quantum information theory. It also became clear that it might be possible, in theory, to build a vastly more powerful computer based on quantum information states.

Today, that theory has become a reality. Both Google and IBM have already developed small scale quantum computers and IBM even allows people to access it through the cloud. D-Wave, which uses a stripped down form of quantum computing called quantum annealing is currently selling a commercial version of its machine.

So clearly, the quantum era is upon us. In just a few years, we can expect these early technologies to significantly increase in scale and, it won't be long before the technology is widely available. That opens up exciting new possibilities, but as with any technology, it also exposes us to new dangers.

Quantum:
https://www.flickr.com/photos/

Swallowing Complexity Whole

Quantum computing is fundamentally different because, through the use of subatomic effects like quantum entanglement and superposition, it creates a vastly larger computing space. Super positioning means that instead of two states — one or zero — quantum bits can exist in one, zero and both one and zero. Entanglement links those states in a manner that even today scientists don't fully understand.

It is this linking through entanglement that fundamentally changes the mathematics of computation. 300 regular bits results in 600 possible states (2 x 300), but 300 quantum bits, or qubits, results in 2^{300} possible states. That, to put things into perspective, is more

states than there are atoms in the known universe.

It is those extremely large computing spaces that make quantum computing fundamentally different than anything that has come before. In a nutshell, it will enable us to swallow complexity whole, rather than taking shortcuts like Monte Carlo simulations or genetic algorithms and that will open up new possibilities.

For example, because of computing restraints, a lot of information gets lost when engineers train artificial intelligence algorithms, which makes them less effective. Medical science is constrained because we are not able to understand complex interactions in our bodies. We also need to better understand the complex dynamics of advanced materials to make better products. Quantum computers will allow us to handle all that complexity and do things we never could before.

The Encryption Problem

The future of quantum computers is profoundly exciting, but it also comes with a catch. Cryptologists use the limitations of our current technology to keep our information and transactions secure. Once we are able to manage massive complexity with quantum computing, our present encryption standards will be rendered ineffective.

For example, as Jason Bloomberg wrote in the *Forbes* article mentioned above, "should the Russian government break all of our encryption before the US develops countermeasures, stolen elections will seem like small potatoes. Welcome to the cyber-battlefield of the 21st century." That seems profoundly disturbing.

It is also profoundly unrealistic. The truth is that the "countermeasures" he describes already exist in the form of quantum cryptography, which has been around since the early 90s. In fact, the NSA has already begun switching to quantum safe cryptography.

There are also a number of private firms already implementing quantum safe systems. One, IDQuantique, has been setting up such systems since

2007. This year, it expects to install over 200 systems across 15 separate organizations. So, while clearly the security vulnerabilities arising from quantum computing pose a real problem, it is also a very solvable problem.

"We're seeing the industry develop, attracting new players and developing a full ecosystem around quantum cryptography," Gregoire Ribordy, Chief Executive Officer of IDQuantique, told me. "We also see a real learning curve, which is driving down the costs and driving up efficiency of implementations."

Forging Ahead

Every significant breakthrough takes us into unknown territory. No one really knew what would result from the mass literacy that the printing press made possible, just like we didn't know whether astronauts would bring back strange new diseases from space or what would happen when we broke the sound barrier.

Yet we did all those things and are far better for it. Technology has vastly improved our lives, making us healthier, more prosperous and even smarter. It has also created challenges, like overpopulation, climate change and deadly car crashes, but technology gives us the power to solve those too.

What's important is that we're forging ahead. As IBM scientist Jerry Chow told me, "I'm excited to work on quantum computers. I wasn't around to work with Alan Turing or Grace Hopper, [an early computer programming pioneer] or anything like that. But now, I get to help usher in a new era and, it might even be more exciting than the first computer revolution."

That's what makes technology so thrilling. It opens up new doors. Clearly, we won't like everything that we find behind all of them, but we advance even by the mere act of walking through because once we cross the threshold, we will inevitably find that new possibilities open up on the other side.

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About the Author

Greg Satell is a popular author, speaker and innovation advisor, whose work has appeared in Harvard Business Review, Forbes, Fast Company, Inc. and other A-list publications. Over the last 20 years he has managed market leading businesses and overseen the development of dozens of path breaking products.

Greg helps organizations to grow through bringing "big ideas into practice." He applies rigorous frameworks to identify the right strategies for the right problems, helps build an "innovation playbook" to tackle the challenges of the future and drive transformative change.

His first book, *Mapping Innovation: A Playbook For Navigating A Disruptive Age* was published by McGraw-Hill in 2017. In November 2017 Greg's book made the long list for 'The 2017 800-CEO-READ Business Book Awards Longlist': http://inthebooks.800ceoread.com/news/articles/the-2017-800-ceo-read-business-book-awards-longlist

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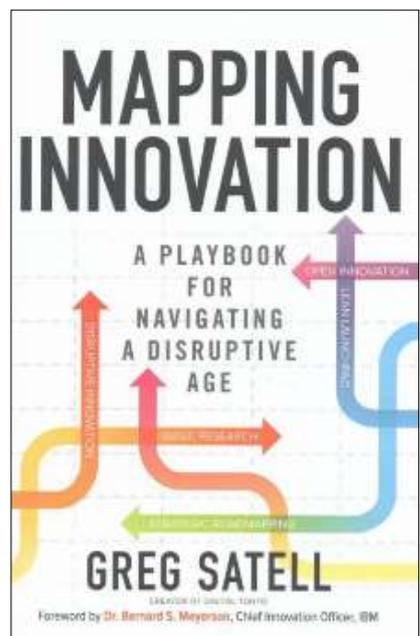
Benjamin Ball

Leadership coaching: eight tips to speak like a leader

No matter how you became a leader, it will be your communication skills that help you stay there.

Great leaders speak like leaders. They are almost always great communicators. In fact, most leaders will agree that communication skills are their number one skill.

When we see or hear leaders speak well, it's easy to believe they have a natural talent for it. However, after ten years of coaching CEOs, CFOs and Senior Executives, we've seen that **anybody can transform their leadership communications**. In the same way that you can become a better cyclist, runner or tennis player, you can become a better communicator. It just takes knowledge and practice to speak like a leader.

At BBA, we have developed **a methodology that helps leaders become great communicators**, fast. That why some of the largest organizations use us to coach their top talent. Below we share some of the ideas behind our approach.

1. Speak like a leader: Your audience is selfish

Effective leaders take people on a journey. They show others how to travel from the imperfect present to a better future. But to get people to join you, you need to understand – and empathise – and show them that you have their interests at heart.

For example, one of our clients is the MD of a large utility company. A few months ago he needed to give a Health and Safety presentation to hundreds of staff. He knew his audience would come to the talk with a 'couldn't care less' attitude. But he wanted them to understand that safety was critically important to their company. So, **he started with a story.**

He said, "*A few years ago I was managing a building site. In my first two weeks on a new job, we had a crane collapse on site. That night, I had to knock on a door – and tell a woman that her husband was dead – all because of an accident on my site.* "*I never want any of you to have to go through what I went through that day. And that's why we are talking about health and safety today.*"

I**n fewer than 80 words**, our client had grabbed their attention and opened their minds. All because he understood their self-interest. From then on, he knew they were listening.

2. Speak like a leader: Don't dilute your message

If you mix red and blue paint, you get green. If you mix yellow and red, you get orange. But if you mix red, green, blue and a few others, you will end up with a dull brown mess.

Talks and presentations are the same. Too many ideas dilute what you say and muddy your messages. **Your talk will be more vivid with fewer but stronger messages**.

3. Speak like a leader: Simplicity is clarity

Complex ideas are hard to understand and easy to forget. **When you speak like a leader, you make the complex simple.**

This takes time. As US President Woodrow Wilson said: "*If I am to speak ten minutes, I need a week for preparation; if fifteen minutes, three days; if half an hour, two days; if an hour, I am ready now.*"

Some quick ways of being a clearer communicator include:
1. **Cut your long sentences into short phrases. The shorter the better.**
2. **Use short, simple words. This will make you appear more intelligent, capable and confident.**
3. **Include plenty of pauses – one every 6-10 words. You'll sound more authoritative.**
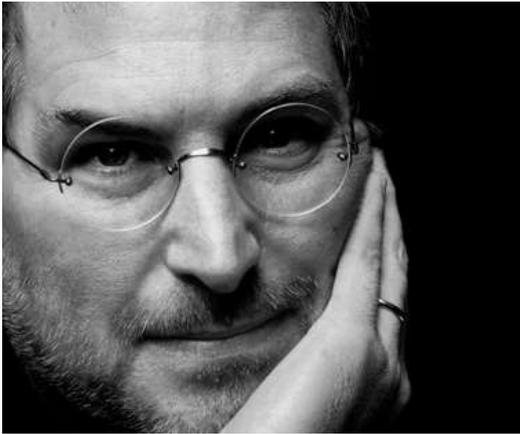
Steve Jobs said,

*"Simple can be harder than complex.
You have to work hard
to get your thinking clean to make it
simple.*

*But it's worth it in the end because
once you get there, you can move
mountains."*

4. Speak like a leader: Speak to the heart as much as the head

Great leaders never underestimate how important it is to **help people feel good**. People will only listen to you if they want to. As Carol Buchner said: *"They may forget what you said, but they will never forget how you made them feel."*

How you say what you say will therefore help them to listen. Here are some proven techniques:

1. Tell relevant stories to bring an idea to life.

2. Use personal pronouns (I, we, us and you) so what you say feels more personal.

3. Show that you care by sharing your personal feelings.

4. Use language that conveys emotion. For example, talk about hope, excitement, passion and fear.

See how Sam Laidlaw, former CEO of Centrica incorporated many of these ideas in this talk at the Royal Society of Arts:

*"Thank you James and good evening
everyone. It is a great privilege
to give a speech in such a beautiful
and historic room.*

*"I am told this is where Alexander
Graham Bell demonstrated the
telephone,
and Marconi, the radio. I can't
promise such a technological
revolution today.*

*But I do want to talk about a
revolution in our industry.*

*"The energy sector has been through
some exhilarating – and challenging
– times.*

*From the discovery of North Sea Oil
and Gas to the liberalisation of our
energy markets,
we have seen remarkable change in
recent decades.*
*"When I first joined the energy
sector in 1981…."*

5. Speak like a leader: Use more powerful language

Pick words that are lively and fun. Some quick tricks include using more **contrasts**, **metaphors** and **repetition**.

1. **Use contrast to imply balance** (e.g. "There's nothing wrong with America that cannot be cured by what is right with America"). "It's not about yesterday; it's not about today. It's all about tomorrow." Listen to any great leader talk and you'll hear their presentations packed full of contrasts.

2. **Metaphors and analogies are shortcuts for the brain**. They help you turn a complicated concept into a familiar one. Steve Jobs was a master of the metaphor, describing computers as a 'bicycle for the mind' and referring to Apple's switch to different processors as 'a huge heart transplant'.

3. **Spoken language is very different** to written language. For example, **Repetition is poetic and rhythmic to our ears.** Some of the most memorable lines from speeches use repetition.

E.g. "**We shall fight** on the beaches, **we shall fight** on the landing grounds, **we shall fight** in the fields and in the streets, **we shall fight** in the hills. **We shall** never surrender!'.

Notice how Sir Stuart Rose (former CEO M&S) uses these techniques in this awards ceremony speech:

*"Ladies and Gentlemen – it's a
pleasure to be here this afternoon
at the BCE Environmental Leadership
Awards.*

*"I'm especially pleased to be
speaking to you on a subject
I feel so strongly about –
sustainability.*

*"These awards recognise businesses
of all sizes – from start-ups to
multinationals –
who are winning the battle of
meeting today's commercial
demands,
without compromising resources for
future generations.*

*"It is a challenge we all face – but
with that challenge comes
opportunity."*

6. Speak like a leader: Start powerfully and end powerfully
The most important part of your speech is the start. If you start your talk well, (I mean the first 10 words) you will sound more like a leader. Never use the words *"Good morning, my name is XXX and I am here today to talk about…"* You can read more here about how to start your talks powerfully. We've got examples of four powerful ways to start your speech here.

The second most important part of your speech is the end. Your speech should have a clear goal. For example, to change attitudes, to change behaviour or to inspire action. The start of your speech hooks your audience; the middle persuades them, and the end seals the deal with a powerful thought or call to action. We share five ways to finish your speech with impact here.

7. Speak like a leader: Lead with a message, not a set of slides
If you use slides with your talk, make sure they work. To re-use the words of poet Andrew Lang: *"Most people use PowerPoint like a drunk uses a lamp post – for support rather than illumination."*

What does that mean? Here are the secrets the best speakers use:
1. **Create slides AFTER** preparing your talk, not before.

2. **Use slides as visual aids not handouts** – i.e. they add value by illustrating your argument, not repeating what you have said.

3. **Check that each slide can be read and understood in 3 seconds**, so the audience can get back to listening to you, the speaker

Read more about why you need to create a message-led (rather than slide-led) presentation here.

8. Speak like a leader: Put the time in to practise.
You would never run a marathon without training. So why try to give an important talk without proper preparation? The best leaders prepare every communication with respect for the task they face.

Careful speech preparation means you capture the flow, rhythm and confidence that comes from fine-tuning. By the time you get up and speak you should know what you are saying inside out – and have tested every important idea. Then, when you finally go live, you can pay attention to your audience's reaction and whether your delivery is making the impact you want.

Original source:
https://benjaminball.com/

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About the Author:
With a focus on improving financial presentations and increasing pitch win rates, Ben advises business leaders how to present themselves in front of investors, clients and the media.

Over the last 10 years he has built this company's systematic approach to pitch coaching and presentation training. He works with entrepreneurs, senior managers and leaders of major corporations. Clients he has advised include Permira, Statoil, Microsoft, Worldpay and Olswang as well as many private equity firms.

Previously Ben was a corporate financier at dot com specialist Durlacher following senior roles at Pearson, Cable and Wireless and the BBC. He is a regular speaker at financial conferences including Super Return and GAIM.

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pitch | present | persuade

Quotes on Common-Sense

Common-sense would suggest that having ability, like being smart, inspires confidence. It does, but only while the going is easy. The deciding factor in life is how you handle setbacks and challenges. People with a growth-mindset, welcome setbacks with open arms.
Travis Bradberry

The three great essentials to achieve anything worthwhile are: Hard work, Stick-to-itiveness, and Common-sense. **Thomas A. Edison**

Most people die of a sort of creeping Common-sense and discover when it is too late that the only things one never regrets are one's mistakes.
Oscar Wilde

Nothing is more fairly distributed than Common -sense: no one thinks he needs more of it than he already has.
Rene Descartes

Common-sense is genius dressed in its working clothes.
Ralph Waldo Emerson

Let's not be afraid to speak the Common-sense truth: you can't have high standards without good discipline.
William Hague

It is common sense to take a method and try it. If it fails, admit it frankly and try another. But above all, try something.
Franklin D. Roosevelt

Grant Leboff

Why would you ever close a sale?

Why do people use the term 'closing a sale'?

In this Vlog, Grant Leboff explains why it's the worst possible term you could ever use.

Why do people use the term 'closing a sale'?

It's the worst possible term you could ever use. Sales are never closed.

Actually. If you think about sales as a process, what sales is, is a series of commitments and all you are ever doing is trying to take your prospect or your customer to the next commitment.

So, for example, you might exchange messages on LinkedIn and that might lead to a commitment to have a SKYPE call. You then might have a SKYPE call and that might lead to another commitment to have a meeting. That meeting might lead to another commitment of a bigger meeting with more of their team involved, and then that meeting might lead to a commitment for them to order from you for the first time, but at that point you haven't closed the sale, because at that point you want another commitment which will be a repeat order, another product that they may order from you. So, in other words, all you're ever doing is moving to the next commitment.

And what's interesting is by thinking of it as a commitment, the commitment just isn't one

way. When you think about the sales being closed, then what you often think about as you closing the customer, but when it's about commitments, there are commitments from both parties. In other words, my customer may commit to having a SKYPE call with me at 3:00, but I also commit to be on that call and my customer might commit to purchasing for the first order, but then I'm committing to delivering that of a certain standard and value that they expect. So, commitments always go two ways and actually, commitment is a good benchmark for sales, because we've all experienced that prospect who we think might buy, but keeps messing us about and never really does, but actually if you think of the process as a series of commitments, you then ask yourself, what is their next commitment?

If you have a prospect who continually won't commit to the next meeting or the next proposal or whatever it is that you want them to do, then they're probably never going to buy from you and, therefore, they're not committing, that's a good time to get out.

Think of sales, in a way, as a game of catch. If you throw the ball to someone, they have to throw it back. If you throw it and they just let it drop to the ground, you have to go and pick it up and start again, eventually it just gets dull. It just gets boring. And that's a good time to perhaps end that relationship.

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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. Leboff's Sales and Marketing portal, stickymarketing.com produces a wealth of resources and information on effective Sales and Marketing for organisations in an ever-changing business environment. He is a highly sought-after consultant and speaker, and constantly makes presentations at conferences and events all over the world.

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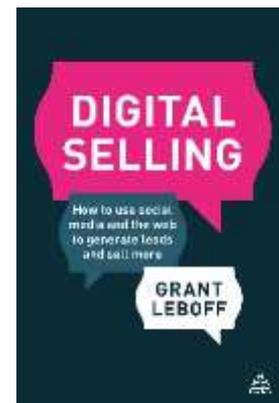
John Carter

Empowering teams through metrics at Apple

Apple is an iconic brand noted for disruptive innovation. In the heat of the digital revolution that it helped spark, Apple's products became a portfolio of increasingly complex and diverse offerings. At a crucial point in its growth, the company had to reign in its exuberance and created a disciplined, cross-company product development process.

Apple: www.flickr.com/photos/

The challenge: the lack of a consistent process meant that each team reinvented the wheel. Worse, teams were unaware that they were interdependent on one another. The direction and decisions of one team might conflict with those of another. Conflicts over features and schedules loomed especially on the software side. Decisions made by one software team would have implications in the OS that would crash the work of another team. Cowboy teams acting in isolation also tend to cause conflicts over

suppliers and over functional resources.

The most important side effect of the lack of a common product development process was that it inhibited the company's ability to scale. Teams became inefficient, which weighed heavily on managers. Managerial inefficiency, their inability to transcend day-to-day fire-fighting in order to manage new activities, constrained the firm's growth and scale-up.

One Bite of the Apple at a Time

Four times Apple tried and failed to adopt a consistent product development process. When I became involved, with my colleague Jeanne Bradford then at Apple, we were determined to vault over this hurdle. Trying to do too much, too soon, was a flaw of earlier efforts. Our program management consulting efforts took a targeted approach. First, we conducted a general assessment and then used its findings to pinpoint a small number of improvement levers. Organizational changes were teased apart and divided into incremental improvements. We chose the most effective levers, and then sequenced and prioritized them.

For each of these key improvement levers, we established a target metric with the aim of seeding the changes

within the organization so that they took root. Only when our metrics indicated that an improvement was taking hold did we move on to the next transformation.

Our *focus*, *sequencing of improvements*, and its *measurability* separated this program from earlier efforts.

Empowering Teams with Boundary Conditions

One of the most important transformations was to establish what we call *Boundary Conditions* accompanied by the *Out-of-Bounds* process. Boundary conditions are a contract between the teams and management. At the start of each project, the team and management negotiate a contract around approximately five dimensions of a project, usually product cost, features, schedule, quality, or reliability. These boundary conditions identify the big, bold aspirations that the team has for its project. The team and management then agree on quantitative thresholds for each of the boundary conditions, for example a target cost for the product at retail, or a "no later than" date for delivery, tied to an important trade show. It is all-important to the success of the boundary conditions process that each of the dimensions of the project is defined by a quantitative metric.

WebCo Project Boundary Conditions

30% performance increase compared to current product

QUALITY

SCHEDULE

FEATURES

Product Launch September 1· 2014 (Annual User Conference) Product must ship within 1 week of announcement

- Ability to support iPad, iPhone, and Android
- Response time less than 1 second
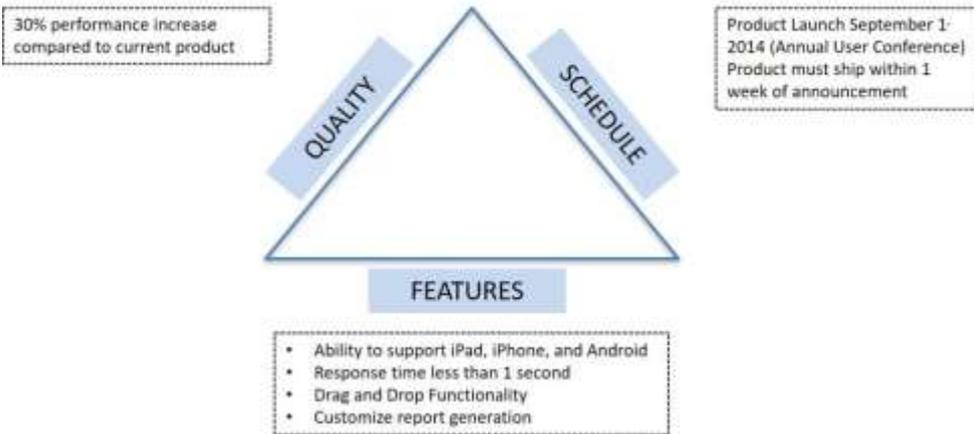- Drag and Drop Functionality
- Customize report generation

Figure 1: Sample Boundary Conditions for Three Dimensions, Quality, Schedule and Features

As long as the team expects to remain within its pre-defined boundary conditions, upper management leaves the team alone. If the team perceives that it is going to cross a boundary (we call this a *boundary break*) then it has a clear escalation process that we call the *Out of Bounds* review, a way for teams and management to solve problems and make decisions quickly and cooperatively.

In the case of a boundary break, there are two solution paths. In the first, the team, by prior agreement, simply sends an e-mail proposing to management a solution to the *boundary break*. If management agrees to the team's solution, then no meeting is necessary. A new quantitative threshold is agreed upon and the team proceeds as before, with the new threshold as its target.

If management cannot agree with the team's solution to the boundary break, then a meeting is held to discuss alternatives. Once management and the team have come to an agreement and a conclusion has been reached, a new boundary is made, a new quantitative metric is established, and the team moves forward based on its new remit.

After the Out-of-Bounds review is complete, the team starts a new day with new boundary conditions. This approach is immensely liberating for teams and management because it puts them on the same side of the game. Management need not micromanage, while the teams have a clear escalation path and a way to come clean if projects begin to go awry.
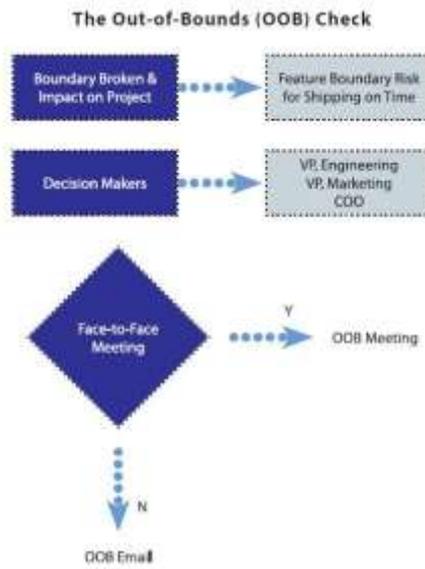

The Out-of-Bounds (OOB) Check

Boundary Broken & Impact on Project

Feature Boundary Risk for Shipping on Time

Decision Makers

VP, Engineering VP, Marketing COO

Face-to-Face Meeting

Y

OOB Meeting

N

OOB Email

Figure 2: Out of Bounds Review Process Flow

A Cultural Hurdle

Some of the biggest barriers to adoption came from the hearts and minds of management. Convincing management to empower the teams was a major challenge. For example, asking managers to let go of weekly status meetings, as a control measure, proved difficult. But if a team is working with known, pre-established boundary conditions there is no need for status meetings. If the project is in-bounds, then the team doesn't need to waste an hour explaining to management why it's *not* in trouble. If the team *is* running into trouble, then it has a clear process for addressing its dilemmas.

Details in the implementation of the project also proved challenging, for example, agreeing on what subset of management was to oversee projects.

The process champions also had to define *who gets informed* when there is a boundary break. Further negotiations involved the precise nature of a boundary break as well as the question of how soon teams should inform management of a potential break. The teams also had to be convinced that they were *obligated* to provide a solution in the case of a break.

They also had to be trained to hold the discipline of maintaining a single escalation path that went through their Project Manager.

Once buy-in was achieved and the process defined, the implementation began with a trial. We tested our operating assumptions with several teams and key executives. Then we piloted the process in all its details with particular teams. This was largely a learning exercise to understand the specifics of implementation. Having tested the veracity of the method and its implementation, we then ran a training program, in the form of workshops, for all relevant stakeholders.

We phased in the process by first requiring only a subset of teams to follow it. New teams adopted the process as they formed, and we offered retraining at that time. We then attached compliance metrics ("% of teams that have Boundary Conditions") with a clear goal on the order of 95% compliance within three months.

The Results?

Through focus, starting small, building incrementally, and garnering buy-in from key players, we succeeded in transforming Apple's new product development environment. A head of product marketing claimed that Apple began to make better decisions faster. The long-term impact of the new process at Apple is clear. The new process was a vital piece in enabling the company to scale. The newly empowered teams, with boundary conditions in place, consumed less of management's time. There was far less flailing when a project team strayed, because teams and management had a system for making decisions together. The new process slashed waste while it also improved the relationship between the teams and management.

Apple's case argues for the continued relevance of milestone processes. The ability of companies to scale depends on achieving an appropriate level of product development process maturity. Empowered teams, within the tight, measured framework of the boundary conditions process, liberate managerial time and energy that enables a company to scale. Companies that do not have consistent product development processes will be left behind as they grow, unless they can meet the challenges Apple faced when teams, acting as if they were autonomous, put downward pressure on scalability.

There is a maturity path for new product development organizations. First, move to stabilize the process; then open it up to greater levels of sophistication for example, nesting Agile-style sprints within a milestone process. But companies must crawl and then walk before they can run the marathon.

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About the Author

John is the author of "Innovate Products Faster: Graphical Tools for Accelerating Product Development". As Founder and Principal of TCGen Inc., he has advised some of the most revered technology firms in the world:
• Abbott, Amazon, Apple
• BOSE, Cisco, Fitbit
• HP, IBM, Roche

He specializes in the value creating aspects of product development – from the strategy and innovation processes, through product definition, execution and launch. He has helped companies cut time to market, rapidly scale their product program, and improve innovation with customer led insights which has led to greater profitability, reduced costs, and improved customer satisfaction.

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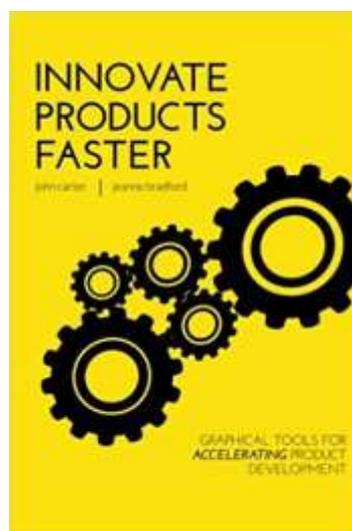
Quotations on Humour

In the household in which I was raised, the themes were pretty simple. 'Work hard. Don't quit. Be appreciative, be thankful, be grateful, be respectful. Also, never whine, never complain. And always, for crying out loud, keep a sense of humour.
Michael Keaton

Start every day off with a smile and get it over with.
W. C. Fields

Comedy is simply a funny way of being serious.
Peter Ustinov

What a newspaper needs in its news, in its headlines, and on its editorial page is terseness, humor, descriptive power, satire, originality, good literary style, clever condensation, and accuracy, accuracy, accuracy!
Joseph Pulitzer

Imagination was given to man to compensate him for what he is not; a sense of humour to console him for what he is.
Francis Bacon

I wasn't close to my father, but I wanted to be all my life. He had a funny sense of humour, and he laughed all the time - good and loud, like I do. He was a gay Irish gentleman and very good-looking. And he wanted to be close to me, too, but we never had much time together.
Judy Garland

Melanie Greene

The role of mistakes in learning

We grow up thinking that mistakes are bad, but that is not necessarily so – the role of mistakes in learning varies depending on what we are learning.

When we are learning, most of us do not want to make mistakes. In fact, being back in a learning situation can often remind us of times when we were at school – times which may have been difficult or even soul-destroying. However, when you learn some things, mistakes can actually assist learning. It all depends on what you are learning.

Learning facts, figures, symbols and so on

When it comes to learning things that need to be memorised, we need to avoid making mistakes. Mistakes made during the memorising of facts, numbers and so on can be very difficult to rectify.

Just think of a time when you got someone's telephone number or your PIN wrong: you probably found yourself doubting your ability to remember it correctly the next time you went to use it. Or if you make a mistake when you are driving for the first time to a new place, you often find that you go and make the same mistake again and again.

The reason for this is that facts, numbers and so on are stored in our brain in a very logical way, like a filing system. Once some information has been mis-filed it is very difficult to find it again!

Learning to do things

When you learn physical skills and techniques, you need to minimise the chances of mistakes happening or picking up bad habits as they, too, are difficult to unlearn.

Any tennis coach or driving instructor will tell you that it is easier to teach a complete novice who has never held a tennis racket or driven a car, rather than someone who has been learning on their own or who used to play squash, where the racket is held in a different way.

Once a behaviour becomes a habit, it is harder to change. Therefore, when someone is learning to do something, you need to ensure that they develop good habits right from the start.

Understanding concepts, processes and so on

However, when we are required to understand a concept or process – or when we are learning something which requires us to make decisions or solve problems – mistakes can, if learned from, increase our understanding.

With many processes and theories, we need to fully understand the ins and outs of the concept, in order to respond appropriately if a problem occurs or we need to make a decision.

If we are given a chance to ask questions following any mistakes, in order to understand what has happened and why, this will add to our understanding. We will learn from our mistakes. Therefore, ask as many questions as possible when you are trying to understand something, as this will deepen your understanding. It does not matter if you ask so-called stupid questions, as all questions will help you to fully **understand** what you are learning.

> **KEY POINT**
> As a learner, it important to separate out what needs to be memorised, understood or physically done so that you can choose the right method of learning.

Are there simple techniques I can use?

The answer is **yes**. Due to the role of errors in the learning process, you will make the learning process easier if you choose the appropriate kinds of technique for whatever you are learning. Sometimes, learning is difficult or tiresome or even seems impossible simply because we are going about it the wrong way.

You need to use different techniques if you are learning facts and figures, compared with learning a practical or physical skill, or if you need to understand different concepts, ideas and theories. MUD: the different ways of learning age explains these different approaches.

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About the Author
Melanie is a Chartered Occupational Psychologist, coach, facilitator, trainer and writer. She established her own business in 1991 to provide businesses and organisations with ideas and programmes that will make a real difference to people's performance. She spcialises in two mail areas: communication issues at work, including how manage lead and coach their staff, and resilience, how individuals manage the pressures in life in order to avoid stress.

Register with her website (https://www.inspiretransformation.co.uk/) for Melanie's Monday Motivational Messages, her monthly coaching newsletter, Inspire and her free webinars.

In January 2008 Melanie's first book '*Master Your Inner Critic, Release Your Inner Wisdom*' was published. This comes from Melanie's own experiences of using techniques she created, and then shared with clients. Her second book Happy Healthy Conflict – having difficult conversations in life and at work is coming out in 2019.

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Yoram Solomon

3 things you should do regularly to be the best in your field

Malcolm Gladwell cited the 10,000-hour rule to be the best at anything. But what should you do in those 10,000 hours? It's not just practice.

The research that Gladwell referred to in his book *Outliers* was done by Anders Ericsson, Ralf Krampe, and Clemens Tesch-Romer in Germany, and focused on violin players. It claimed that the best violin players spent 10,000 hours practicing by their 20th birthday. Since then, the findings of that research (and Gladwell's use of it) were challenged many times, including by the authors of the original study.

My focus here is not necessarily to challenge the rule, but to show how you should spend your time in order to be the best in your field - whether or not you follow the 10,000 hours concept.

First of all, recognize that different disciplines require different types of practice. The practice required to be the best college professor is different than the practice required to be the best Olympic skier, and different than the practice required to be the best CEO, and so on.

There is no doubt that the more you spend your time in one area, the better you are at it. The experience (or learning) curve is one example of it. The more you do the same thing, the faster you do it, and the less it costs to do it. But it can be difficult to figure out what to spend your time doing. In my experience, there are three areas in which you should spend your time if you want to be the best at something. They are highly-related, and all three are required.

1. Study
You must know almost everything there is to know in your field. I was a shooter with Olympic aspirations. But when I met an Olympic gold medalist shooter, I found out how much I didn't know. That's an important piece: you have to spend time in learning what you don't know. Don't leave any stone unturned. Broaden your perspective as much as you can. Learn by reading, watching videos, and learn from people who are great in the field. Spend your time wisely. Evaluate the quality of the material you are about to study before you delve into it. Focus on learning from thought-leaders in your field, not from just anyone who decided to teach something or write a book. Your time is too precious to spend it on less-than-adequate learning.

2. Practice
Knowing is not enough. You must put to practice what you learned. This is also the time when you generate value from your area of expertise. If you are a violinist, you must also play violin--a lot. It's not enough to know music theory. If you are a shooter, you must shoot a certain number of rounds every week to be the best. Likewise, it's not enough to know everything there is to know about management theory, without practicing it. Through practice, you are building muscle memory, brain capacity and skills.

3. Teach
Once you reach a certain level of skill in your field (this will be long before you are the best at it), start teaching others. Teaching forces you to learn even more and build more experience. After all, you must be prepared to answer challenging questions. When you teach you are also challenged by your students and are pushed to defend the way you see things, or even change your thinking. Teaching does not only happen in the classroom--it can take place through writing books and articles, or even blog posts. Finally, teaching also helps others become better, not only you.

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About the Author
Yoram can often be found speaking in different venues, from University Graduate business schools to Rotary Clubs, the Association for Strategic Planning National Conference, DEMO, and many more. He is an engaging speaker who was said to make people think afterwards. He is a professional member of the National Speakers Association.

Dr. Solomon published 7 books: "Un-Kill Creativity", "Blueprints for the Next Big Thing", "Bowling with a Crystal Ball (two editions)," "Business Plan through Investors' Eyes", "From Startup to Maturity," and "Worst Diet Ever." He authored numerous articles, many of them published at Inc. Magazine, Innovation Excellence, and his blog on this website.

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Janet Sernack

Birth of the agility shifter – emerging role for innovation leadership

A recent article "The global forces inspiring a new narrative of progress" in McKinsey Quarterly, it states that *"Corporate leaders today need to rethink where and how they compete, and must cooperate in the crafting of a new societal deal that helps individuals cope with disruptive technological change".*

The article outlines a broad narrative of intensifying competition, as well as the growing need for cooperation, contains challenges, but also great opportunities and poses three key questions:

- How long can the traditional sources of competitive advantage survive in the face of technological shifts?
- How will changing consumer and societal expectations affect their business models?
- What does it mean to be a global company when the benefits of international integration are under intense scrutiny?

This reinforces what Daniel Pink outlines in his book "The Conceptual Age" where he states that the future *"belong to a different kind of person with a different kind of mind".*

These include leaders who know how to be, think and act differently, to both co-create new sources of competitive advantage, deliver great people and customer experiences, within a globalized and digitized world, and achieve high performance outcomes.

This creates an exciting opportunity and a new context and role for corporate leaders; which., at ImagineNation™ we describe as "agility shifters": people who have the speed and grace to respond to the unexpected, who provocate and disrupt to create changes, and shift their way of being, thinking, to co-create new ways of doing things that add value to the quality of peoples lives in ways that they value & cherish.

Depending less on new skills and knowledge and much more on clarifying the context, and creating the safe space for people co-create ideas, breakthrough and inflection points, together within a safe and collective holding space to;

- Emerge creative ideas,
- Explore new roles,
- Allow more flexibility, improvisation and play in the system.

Exploring the Leadership Realm of "both" "and"

At ImagineNation™ we encourage and enable our clients to work with **"both"** - What is already in existence, whether it works, or not, **"and"** with the possibilities as to what could or might exist in the future.

In the context of innovation leadership, it is crucial to build upon **"both"** the leadership basics **"and"** the possibilities of developing a fresh set of agile capacities and competences, and the confidence to embody and enact them to;

- Know how to be **deeply present to, see, be connected to and responsive** to complex adaptive systems, the unexpected and the unplanned.

- Build networks of relationships that act as frameworks for making and preserving meaning, to respond to, regroup and reframe the current reality and find a new way forward.

The five dynamics of the agility shifting leader - in the realm of "both/and"

In her ground-breaking book "The Agility Shift", Pamela Myer, outlines the five dynamics; qualities and characteristics that come to life through consistent, intentional practice. Building upon and expanding these from our research obtained from our five years of teaching The Coach for Innovators Certified Program include the following descriptions:

- **Relevant:** Have "both" a clear reason as to "why" they are in business, a clear sense of passionate purpose that resonates, engages "and" guides and compels people to contribute and align to, the way things get done in the organization.

Involves an inspirational and emotionally connected idea of the future, one that engages people at the head, heart and gut levels to commit to a bigger contribution beyond profit and towards the possibility of something better, for themselves, customers, society and the common good.

- **Responsive:** The ability to "both" respond quickly "and" effectively to the unexpected and unplanned, as well as to emerging opportunities through timely decision rights and processes.

Involves taking the path of inner self management and discipline, knowing how to see the world with fresh eyes, suspending judgment, being attentional and observing the whole

system and immersing oneself in 'what is' and with 'what could be'.

- **Resilient:** The ability to "both" regroup, reorganize "and" renew in response to significant disruption by adapting and transforming.

Involves developing new mindsets and resourceful be-ing states; courage, compassion, curiosity, confidence and connectedness to cultivate self-efficacy and use adversity as a stimulus for change. To let go of old mental models, mindsets and world views to allow time and space to incubate 'what could be' by colliding necessity with possibility to create cracks, openings and thresholds for creative ideas and change.

- **Resourceful:** The ability to "both" be aware of, use "and" improve with all the available resources- human, technical and environmental as provocation for creativity & innovation under pressure.

Involves generating discovery through attending, questioning and listening at the generative level to emerge creative ideas and innovative solutions. Developing permission and safety for intelligent risk taking, improvisation, failure and iteration. Developing networks and teaming across barriers and boundaries to create innovation eco-systems of aligned players. Being able to crystallize, prototype, test and verify new ideas until they work.

- **Reflective:** The ability to be "both" open and willing to learn by doing, and from experience "and" by expanding their capacity for reflection, by intentionally and continuously asking provocative and disruptive questions to generate discovery and learning.

Involves knowing how to indwell and be attuned to the present moment, being willing surrender control and power, be-in absorbed in the experience, retreating into stillness and silence as portals to learning and new knowledge. The perception of a new reality and discovery of a hidden solution, and willingness to embody and enact the new way forwards.
Be-coming an agility shifter – what will you do about it?

Taking the path less travelled seems to be simple, yet it requires leaders to really stretch themselves to see, own and be accountable for empowering and enabling themselves and others to be the best they can be, in line with what Mc Kinsey Quarterly Review describes as;
 "Growth shifts. Accelerating disruption. A new societal deal. These are powerful forces that demand thoughtful responses and contain the seeds of extraordinary opportunity. Leaders reaching for these opportunities will need to question their own assumptions and imagine new possibilities. Those who do will compete more effectively; they also will be better able to contribute to broader solutions, and ultimately to a new and more inclusive narrative of progress".

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About the Author
Janet is the Founder, CEO & Chief Katalyst of ImagineNation™ a generative and provocative global enterprise innovation consulting, education and coaching company that enables people to be, think and act differently. She has 29 years of experience consulting and leading culture development, change management, leadership and innovation education programs to some of Australasia's and Israel's top 100 companies in the retail, service, IT, telecommunications, financial services, building and manufacturing sectors.

Prior to launching her consulting, training and coaching career she was Marketing Development Manager for the 42 Grace Bros' department stores, which are now, part of the Myer Group. She then launched Australia's first design management consultancy and worked with some of the world's leading fashion and lifestyle brands including Oroton, Chanel and Seafolly.

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Quotations on Being Smart

Common-sense would suggest that having ability, like being smart, inspires confidence. It does, but only while the going is easy. The deciding factor in life is how you handle setbacks and challenges. People with a growth mindset welcome setbacks with open arms.
Travis Bradberry

Girls have an unfair advantage over men: if they can't get what they want by being smart, they can get it by being dumb.
Yul Brynner

Half of being smart is knowing what you are dumb about.
Solomon Short

Very smart people are often tricked by hackers, by phishing. I don't exclude myself from that. It's about being smarter than a hacker. Not about being smart.
Harper Reed

A clever conjurer is welcome anywhere, and those of us whose powers of entertainment are limited to the setting of booby-traps or the arranging of apple-pie beds must view with envy the much greater tribute of laughter and applause which is the lot of the prestidigitator with some natural gift for legerdemain.
A. A. Milne

I think there is a basic comfort in clever people who know things.
Hugh Laurie

Drayton Bird
Marketing Deja Vu

My subject today is "Deja vu all over again" ... And I hope it gives you one of the most helpful of all these hints.

It's prompted by a recent after dinner speech to a couple of hundred people at an awards dinner in Utrecht.

When they invited me to speak I immediately promised to lower the tone of the occasion with my usual effortless skill, but the chap who's paying me said I had to entertain and inspire.

"Tell me all about the audience," I said.

"Well, online is so fashionable that they're all bit ashamed of being in direct marketing. The Netherlands direct marketing association has even changed its name to dialogue"

"Oh dear," I said, and started working on a few good jokes and a song to cheer them all up.

Ashamed - then we hit the jackpot.

This took me back to those dear, dead days when nobody at parties would admit they worked in direct marketing. We used to mutter something vague about advertising and bury our noses in our drinks.

Then - hallelujah - our discipline became fashionable. Lucky chaps like me sold our businesses to hungry advertising groups (for far too little, of course).

Too good to last, of course! Soon people were busy inventing grand new names for what we do.

CRM, for instance. Big firms hired CRM Managers and set up departments without bothering too much about what it meant.

Management Consultancy vultures swooped. I.T. firms said (and still do) that all you need is a computer programme.

Billions were lost all round because nobody knew the basics of direct marketing.

Then came on-line, and eventually people started to get it right (But only after even more billions were lost).

Now it, too, is flavour of the decade - and it's not going away. It's growing and growing. But because it's a new medium, people are bemused by it.

And they think direct mail, for instance, is old hat.

Reasons to be cheerful.
Well, guess what? U S. direct mail continues to grow at 5% a year, compared to 25% growth on-line - from a much lower base. So, don't despair.

More important, today's hint: on-line marketing is just accelerated direct marketing.

I came up with that analogy when being interviewed on Indian television a few years ago, and since then my colleagues and I have spent a lot of time justifying its truth.

If you doubt it, go to the Amazon website. There is not a thing on there that doesn't directly relate to what smart direct marketers have been doing for decades.

A few years ago my colleague Marta Caricato gave a one-hour talk to the marketing people of a very successful European group.

Her background is in online and she just went step by step through what they were doing off-line and showing how it could be applied on the internet.

They were fascinated - especially their Chief Executive.

The thing about online is that the medium may have changed. But the customers haven't. You aren't a different person when you look at a computer screen to when you look at a TV screen or a piece of direct mail.

More gems like this at AskDrayton. Have a look and you'll see what I mean.

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, 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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Marcel Schwantes

4 things the most respected leaders do for their employees

These common human traits seem so logical in every day relationships. Why are they so rare to find in bosses?

Whenever I conduct workshops for leadership teams, I break them into groups of three and ask the question, "*Think of a time when you worked for the best boss you ever had. What made him or her so great?*"

After processing and discussion in their small groups, I instruct them to reconvene and share their findings with the whole group. It's now gotten to the point where I can almost bank on these answers 99 percent of the time. I often hear things like:

- "My boss valued me as a human being."
- "He communicated openly and let us do the same. We were real with each other."
- "She let us take ownership of our work and shared the decision-making with us."
- "She was interested in my development."
- "He was interested in our ideas and input. We had a voice."
- "She cared for the whole team. We felt like a true community."

And so it goes on. What I have witnessed over the course of fifteen years developing leaders is that the best of them shine the spotlight on their people. They don't want the attention, and they share their power and status to benefit the people under their care.

Let's dive into four of the most prevalent leadership behaviours I have seen in such leaders.

They respect others.

Cheryl Bachelder, former CEO of Popeyes Louisiana Kitchen, writes in her now-classic servant leadership book, *Dare to Serve*, that one of the keys to her leadership culture of success was a conscious decision to create a new workplace (with rigorous measures in place) where people were treated with respect and dignity, yet challenged to perform at the highest level. As a result, silos were broken, managers began to listen, and collaboration increased because workers were valued.

They listen more and talk less.

Want to hear an insecure leader at work? Easy, just listen to their bragging--a mask for their insecurity. Smart and respected leaders are unassuming and know what they think; they want to know what YOU think by listening intently. Practically speaking, this forgotten skill of active listening allows followers the freedom to be part of the conversation. Such leaders will ask curious questions, lots of questions: how something is done, what you like about it, what you learned from it, and what you need in order to be better. Leaders with loyal followers realize they know a lot and seek to know even more by listening.

They get feedback about their leadership.

You want to know the definition of a fool? It's someone who refuses to accept or look at feedback. A great leader doesn't just put a team together, rolls out a program and leaves the scene. She constantly asks her employees for feedback about what's working, and what's not. She understands that to maintain a healthy work culture, she has to keep her finger on the pulse. Try asking yourself these powerful 15 questions to self-assess how you're doing as a leader.

They build trust that leads to business outcomes.

Let's face it, if you are considering developing leaders, trust is a pillar your company's leadership should stand on. In his book *The Speed of Trust*, Stephen M.R. Covey highlights leadership trusting behaviours that are culturally ingrained in the structures of companies known for high employee engagement, including Whole Foods, Campbell Soup, and Semco.

Among those trusted behaviours are:
- Practicing accountability
- Creating transparency
- Confronting reality
- Clarifying expectations
- Listening first

Conclusion

This is how true leaders interact day-to-day. Imagine the possibilities of leveraging such behaviours to get the best out of your employees. Employee engagement and satisfaction ratings go up, and as a result, your customers will notice a difference.

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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 Behavior (M.A.).

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Kevin Stansfield

The 6 Keys to a winning team

There is one fact in business that is always true, no matter what business you are in: **you will never build a great business all on your own.** The bigger and better the business you want to build, the bigger and better the team you will need around you.

But winning teams do not happen by accident, nor are they created overnight. We can look to sport for examples of this. Lawrie McMenemy took 3 years to win the FA cup with the Southampton football team, finally achieving it in 1976. Alex Ferguson took 4 years before he won his first trophy with Manchester United in 1990, as did Clive Woodward with his World Cup winning rugby team in 2003. So, what can we learn from these great managers, and how does what they did translate into the business world?

Well, I'll explain below! In business, as in sport, there are **6 Keys to a Winning Team.**

Leadership
The **First Key** was these guys weren't just managers, they were **strong leaders**. There have been many books written on what makes a strong leader, and it is not the aim of this article to explain what it takes. What we should note that they all led in different ways, and each had spent many years learning the necessary skills to enable them to achieve their goals.

There is evidence that it takes 10,000 hours to master a skill. This equates to about 3-5 years of

practice, which fits nicely with the time frames stated above. The fact is, these individuals were prepared to take the time to learn to become great managers. If YOU want to build a great business, you must also dedicate yourself to being a great leader by learning from as many sources as you can.

Shared goals
The **Second Key** is that they had a clear and **common goal**. In sport, this is generally easier than in business – there is normally a league title or a cup to play for, and the whole team know every day what they are working towards.

Every time they play the game, they can measure how well they have done in terms of goals, tries, passes, saves and tackles. In today's sporting world, the statistics are as much a part of the game as the gameplay itself.

Clive Woodward talks of the fact that he bought every member of his team a laptop so that they could analyse their stats after every match. In business, goals can be a little less clear, but they are no less important. Sales, profit, leads, conversion rates etc. – you must know your numbers. Then set goals that are SMART: Specific, Measurable, Achievable, Realistic in the Time frame, and also that inspire you to take ACTION.

Action plan
The **Third Key** is that these managers had a clear **plan of action**. Benjamin Franklin is said to have coined the phrase, "Fail to plan, and you are planning to fail."

No manager goes to a game without a plan, and it will depend on the team they have and the team they are playing against. In every team, the players have specific roles and they know what is expected of them, even if the plan has to be changed on the day.

In business, I like the idea of working to a **90-day plan**, which shows who needs to do what by when, and

allows for responsibility and accountability for all team members.

Know the rules
The **Fourth Key** is one of the most overlooked and vital. In every game and for every team, it is important to set out the **rules of the game**. Every game must have rules, as these allow the team to know what is right and what is wrong, and therefore play their best within the agreed parameters.

When players breach the rules, they expect and accept that they will be brought to account and must take the consequences. In the same way, your business should have its own set of rules.

From roles and responsibilities and dress code to culture and values, all must be written down, shared and enforced in a positive and consistent way, so that all staff know what is expected of them.

Risk taking
The **Fifth Key** is to **support risk taking** – i.e. to allow people to do things differently. While there is no "I" in TEAM, there is one in WIN. Every team member has a set of personal attributes that make them good at what they do.

It is the leader's job to know what these talents are, and to ensure that they are maximised on the field of play. Likewise, your team members need to be able to do their job their way and be encouraged to take risks. As long as they are moving in the direction of the goal, following the plan and in line with the rules, very little can actually go wrong.

Participation
The **Sixth and Final Key** is to encourage **100% participation**. Can you imagine a team where one player does not give as much as the other players? This would lead to discord, irritation and eventually a reduction in performance from everybody. The bigger the organisation is, the harder it can be to ensure all staff participate fully.

This is why it is important to keep the manager to staff ratio workable within your business. Too many direct reports for one manager means there are places to hide, and therefore the lines of communication suffer.

So now you know how to put the **6 Keys to a Winning Team** into ACTION in your business! Just remember though that you get the team that you deserve, so if you don't yet have your dream team the first thing to do is to up-skill yourself and become the leader your business needs in order to be great!

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About the Author
Kevin is the MD and founder of ActionCOACH Solent the leading business coaching and training firm in Southampton, Hampshire, where his team work with owner run businesses, helping them create better lives through Business Improvement and Growth.

Kevin has attained numerous Regional, European and Global awards. He is also a global speaker and trainer and has qualifications in areas as varied as an MBA, NLP, ECi and DISC. His life prior to coaching started as a Chartered Accountant which soon led to becoming a freelance FD of various fast growth companies. As a keen sportsman he believes whole heartedly that nobody achieves their full potential without appropriate training and coaching.

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Sunil Bali

Don't get even, get odd …..

When Walt Disney was six years old, he drew some flowers with faces in art class.

His art teacher looked at his drawing and said, "The flowers are nice Walt, but flowers don't have faces."
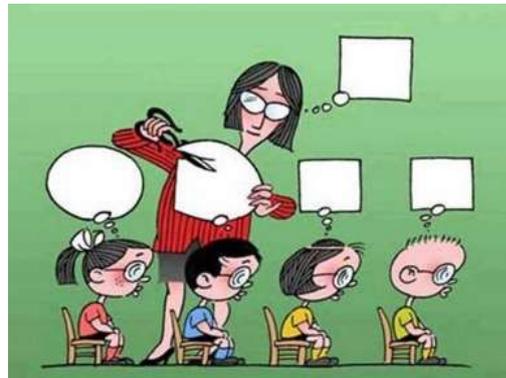
Walt looked his teacher in the eye and pronounced. "Mine do."

When we're young we're forced to hand over the reins to adults. They're well-intentioned but give us rules and make judgements on our abilities which make our soul shrivel, make us normal, and forget who we are.

According to research by NASA scientists, we're born creative geniuses but then become *adulterated* by the education system and society.

As Steven Spielberg said, "Being normal isn't natural. Being normal narrows the imagination and hinders creativity."

No one ever made a difference by being like everyone else.

Be you. The world will adjust.

As for Walt Disney, his animated version of Alice in Wonderland had flowers with faces. Only this time they also had voices, different characters, and loved singing.

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About the Author
Sunil is a Performance Coach, Speaker and Author.

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

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Michael Graber

Capitalism isn't broken. It's been high-jacked

We live in tense times. In our era even seen systemic and corporate fraud at SkyTel, Enron, and others. We've watched our tax dollars bail out many of the largest banks and insurance companies. We've witnessed a huge economic shift that favours the very wealthy and minimizes the Middle Class. We've wondered why CEO pay has risen to the level of championship athletes and stood aghast at their golden parachutes when they leave a company they have sunk.

We have also seen citizens rise against these trends as part of Occupy Wall Street, Fight for 15, and other movements vying for economic justice.

Therefore, it is easy to understand the tide of mistrust of our economic system. The rise of memes on social media that distrust Capitalism and favour Socialism should serve as a wake-up call. There are memes about countries with Socialized Medicine coupled with recent *TIME* article about how the U.S. scores worst on healthcare in all the developed countries of the world. There are memes showcasing a vibrant, young FDR as a Democratic Socialist. More important, there is a fundamental distrust in the lobbying efforts, regulatory collusion, and what can be seen as a corporate takeover of the political system.

People react in different ways to these trends. On one hand, Libertarians want to return to the idea of a deregulated Free Market—and yet, no market is really free given the lobbying of corporate interest. On the other hand, many people are impassioned with a move toward Socialism. Given the headlines in the news who can blame either reaction away from the mainstream. The ruling paradigm is not sustainable, not trusted, and in bad need of an overhaul.

What we are living in—made famous by the leaked letter by Citigroup—is a "Plutonomy."

Here's a definition:
1. **An economy that is driven by or that disproportionately benefits wealthy people**, or one where *the creation of wealth is the principal goal.*

Here are two excerpts from that letter:
"**The World is dividing into two blocs – the Plutonomy and the rest**. The U.S., UK, and Canada are the key Plutonomies – economies powered by the wealthy."

"**In plutonomies, the rich absorb a disproportionate chunk of the economy and have a massive impact** on reported aggregate numbers like savings rates, current account deficits, consumption levels, etc.

Much of the general angst against Capitalism isn't against Capitalism but against Plutonomy.

One brand of capitalism makes a detailed argument that can help the people, the planet, and maintain profits for a triple-win scenario. It's called Conscious Capitalism:

"Conscious Capitalism is a way of thinking about capitalism and business that better reflects where we are in the human journey, the state of our world today, and the innate potential of business to make a positive impact on the world." I'll be exploring the concept in several future columns.

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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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Andy Bounds

New communication lessons from Thomas Edison

Thomas Edison once said "vision without execution is a hallucination."

In other words, having a great idea – but not acting on it – won't get you very far.

Similarly, "communication without action is pointless."

In other words, having a great communication – which nobody acts on after hearing it – won't get you very far either.

So, the #1 rule of communication…

IT MUST CAUSE SOMETHING TO HAPPEN

This means the #1 bit of your communication is your Call To Action – where you ask someone to DO something. So:

- End meetings with "actions arising" (what shall we DO?), not "any other business" (let's keep talking)
- Finish emails with "please can you do X" not "should you have any questions, please do not hesitate to call" (trust me on this: they won't call)
- On your presentations' final slides, say "next steps?" (what shall we DO?), not "thank you" (I'm so grateful)
- And end all Tuesday Tips with an…

Action Point

For your next communication, start by thinking "what do I want them to DO?", not "what am I going to say?". Do this, and they're much more likely to DO it.

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About the Author

Andy Bounds is an expert at helping companies communicate and sell better. Author of two best-selling books and winner of the title Britain's Sales Trainer of the Year, Andy has shared his expertise with some of the world's largest companies, helping every one of them have more success. Marketing legend Drayton Bird said Andy had taught him '… more about effective communicating than a lady who'd taught two American Presidents'.

Are you following me on twitter?

To receive my weekly tips on how to communicate more effectively, click here

Short of time? Here are my Quick Wins

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Quotations on Communications

A wonderful fact to reflect upon, that every human creature is constituted to be that profound secret and mystery to every other.
Charles Dickens

Wisdom cannot be imparted. Wisdom that a wise man attempts to impart always sounds like foolishness to someone else … Knowledge can be communicated, but not wisdom. One can find it, live it, do wonders through it, but one cannot communicate and teach it.
Hermann Hesse

Listen with curiosity. Speak with honesty. Act with integrity. The greatest problem with communication is we don't listen to understand. We listen to reply. When we listen with curiosity, we don't listen with the intent to reply. We listen for what's behind the words.
Roy T. Bennett

It's okay to disagree with the thoughts or opinions expressed by other people. That doesn't give you the right to deny any sense they might make. Nor does it give you a right to accuse someone of poorly expressing their beliefs just because you don't like what they are saying. Learn to recognize good writing when you read it, even if it means overcoming your pride and opening your mind beyond what is comfortable.
Ashly Lorenzana

Adi Gaskell

How universities support recombinative innovation

The importance of recombination is something I've touched upon numerous times over the years. Indeed, research suggests that innovations today are much more likely to apply an existing innovation in new ways than to invent something truly unique.

The study highlights that 40% of all patents submitted throughout the history of the USPTO are refinements of existing works. What is perhaps most interesting is that the ratio is changing significantly over time.

Truly new concepts seemed to grow exponentially up until around 1870, at which point growth began to slow. It was at this point that there were enough basic technologies that inventors had plenty of tools to work with in recombining technologies and approaches in new ways.

The power of recombination was then illustrated famously by Martin Weitzman's classic paper on recombinant growth. In it, he develops a mathematical model of how an economy might grow. He defines various fixed factors, such as the tools and buildings an economy contains, but more importantly explores how these fixed items are augmented over time as ideas are combined and recombined into unique applications.

How universities help us recombine

In his latest book, *Research Universities*, the University of Michigan's Jason Owen-Smith argues that universities play a crucial role in facilitating this potent form of innovation. He suggests that many of the most interesting innovations today are the result of existing knowledge and technologies that have probably not been combined before.

"Rarer, atypical combinations are often the source of higher-impact discoveries," he says. *"Many of those bits come from outside a given organization or must traverse boundaries among separate units within it."*

Universities can be powerful in this sense because they are, if nothing else, huge repositories of knowledge. It's what Cesar Hidalgo describe as the bucket of Lego bricks, which when diverse can allow an economy to produce novel things very quickly in response to new opportunities. Whilst many of these knowledge bricks may be hidden from view in private organizations, they are nearly always available for outsiders to build with when they're produced by universities.

"Accessible results of prior knowledge work conducted on campus and beyond, as well as the skills of the people working there represent essential set of bricks," Owen-Smith says. *"Networks that span many fields and units and in institutional bias towards conserving and sharing knowledge mean that few of those bricks are inaccessible when the time comes to find and use them.*

Brokering connections

This academic knowledge base is increasingly available, with a number of brokerage tools helping to make it easier than ever to search the literature for potential diamonds in the rough.

Whilst many of these require a human to be in the driving seat, there are also attempts to automate the recombination process. A recent paper from researchers at Carnegie Mellon University and the Hebrew University of Jerusalem highlights an AI driven approach to mine databases of patents and research papers for ideas that can be recombined into solutions for new problems.

Central to the approach was an attempt to find analogies that connect seemingly disparate methods and problems. They used crowdsourcing to understand how people form analogies, before using this to train a deep learning algorithm to then mine the intellectual databases for potential innovations.

"After decades of attempts, this is the first time that anyone has gained traction computationally on the analogy problem at scale," the authors say.

"Once you can search for analogies, you can really crank up the speed of innovation," they continue. *"If you can accelerate the rate of innovation, that solves a lot of other problems downstream."*

Regardless of whether you're looking for ideas yourself or using

technology to help you, the breadth and depth of knowledge produced by universities is undoubtedly fundamental to innovation today.

Indeed, a study published last year found that some 80% of published papers had contributed to at least one patent. What's more, most of these connections were outside of their core domain, so patents would be registered in a completely different domain to the research article, underlining the power of basic research in driving recombinative innovation.

So, if you want to be innovative, you will benefit greatly from forging closer ties to academia.

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

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Jargon Busters

- **Ballot box:** Sealed box with a slit in the lid, into which voters place their ballot papers.
- **Ballot (for Private Members' Bills):** These are drawn on the second Thursday that the House sits in each session. The 20 successful members put their Bills down for discussion on particular days (Fridays).
- **Ballot paper:** Paper containing a list of all candidates standing in a constituency. Voters mark their choice with a cross.
- **Bar of the House:** The Bar of the House is the name given to a white line across the width of the Chamber of the House of Commons and to a rail in the House of Lords, marking their boundaries. MPs are called to the bar of the House of Lords at the State Opening of Parliament and to hear the Royal Assent to Acts of Parliament. They are not allowed beyond this point when the House is sitting.
- **Battlebus:** A vehicle used by a party to transport its leader or other senior figures around the country to rallies or to meet the people.
- **Below the Gangway:** The gangway is a set of stairs which divides the benches on each side of the House of Commons Chamber. The benches 'below the gangway' are generally where the minority parties sit. By tradition, the seats next to the gangway are reserved for former Prime Ministers.
- **Best Value:** A Government scheme to encourage local authorities to consult much more effectively and efficiently about the services they provide or purchase.
- **Bi-Cameral System:** A bi-cameral system is a parliamentary system of two legislative chambers. The British system is bi-cameral because both the House of Lords and the House of Commons are involved in the process of making new laws. Bi-cameral means literally 'two chamber'.
- **Bill:** A proposal for a new law which is debated by Parliament. A Bill becomes an Act when it has passed through both Houses of Parliament and received Royal Assent.
- **Black Rod:** The Gentleman Usher of the Black Rod is more usually known simply as Black Rod. He is known to the public for the important role he plays in the ceremony of the State Opening of Parliament, when he is sent to the House of Commons to summon MPs to the House of Lords to hear the Queen's Speech. It is traditional that as he reaches the chamber of the House of Commons, the door is slammed in his face. He then knocks three times on the door with the black rod that he carries before being admitted. Black Rod is responsible for accommodation, security and services in the House of Lords. He has a chair in the House of Lords and wears a distinctive black costume. His role is almost equivalent to that of the Serjeant at Arms in the House of Commons.
- **Boundary Commission:** The body which reviews constituencies every 8-12 years to make sure they represent current population patterns. Widespread changes in Scotland in the wake of the creation of a Scottish Parliament mean they have had a reduction in seats.
- **Budget:** The Government's tax-raising and spending plans, outlined once a year, typically in the Spring, by the Chancellor of the Exchequer. A pre-Budget often takes place in November.
- **Business Question:** The Urgent Question asked each Thursday after Oral Questions during which the Leader of the House announces the main items of business to be taken on each sitting day for the next week or so.
- **By-election:** An election held between General Elections, usually because the sitting MP has died or resigned. While a vacancy exists, a member of the same party in a neighbouring constituency handles constituency matters. When the new Member is elected in the by-election, all outstanding matters are handed back.

Source: Bizezia's Glossary of Parliamentary Terms is available through Bizezia's Online Business Library, the UK's leading online business library with nearly 700 publications.

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Brian Solis

Paving the way for innovation strategy

The digital landscape is rapidly changing, and technology is advancing in ways that were unfathomable even just a few years ago.

As a business, you can no longer rest on legacy mindsets and antiquated processes, despite how much success they've driven in the past. Every industry is susceptible to digital Darwinism, where businesses struggle to keep pace with the rate at which tech and society are evolving. Long-term success is dependent on the ability to innovate and invest in a new generation of technologies, customer experiences, and a culture of innovation, that delivers new value and modern services to satisfy the everchanging needs of consumers.

The 21st century has seen a dramatic shift in the consumer experience. The need for immediate approval and satisfaction that was once the cornerstone of brick-and-mortar stores has been replaced with an increasing desire for convenience and simplicity. We've witnessed this with the flourishing trend of subscription boxes and Amazon's omnipresent threat to traditional storefronts. All businesses must now adjust their retail and digital experiences to better serve the modern consumer.

The companies that truly prosper in this new era are those that root their innovation in customer experience, value safety and security. I recently joined executives from Experian to discuss how smart IT infrastructure, combined with innovative research and development, has inspired advanced products designed to meet the real-time demands of consumers and businesses, while also protecting their identities. Experian contributes much of its success to a culture of continuous innovation according to Experian's Global CIO Barry Libenson. They are driven by a primary goal of building around consumer needs to find the most inventive technology, expand their reach and provide everyone with access to credit in the most convenient and safe way possible. Experian's Group President and Head of U.S. Credit Bureau Alex Lintner classifies Experian as the consumer's bureau. He swears by a philosophy of not looking at innovation as invention, but rather how it can be applied to what already exists to make it better for consumers.

Barry, Alex and their teams have revolutionized how Experian operates and are capitalizing on machine-learning insights to make decisions with greater reliability and accuracy.

During our recent conversation, I was pleased to learn more about the products emerging from their DataLabs, the research and development arm of Experian serving as the epicenter of their plans to modernize the credit industry. Their unwavering effort to innovate exemplifies how digital Darwinism demands companies to build creative solutions that enhance experiences and solve clear-cut challenges.

During our conversation, Executive Vice President and Head of Experian's DataLabs Eric Haller discussed how the convergence of voice, display and artificial intelligence is quickly becoming a preferred method for interaction. Amazon Alexa and Google Assistant platforms have captured consumer interest and created habits where voice search can be used as easily to command your thermostat as it can for ordering more laundry detergent – ultimately inspiring Experian to create a voice-controlled credit solution, Voice for Credit.

However, Haller also emphasized that you must walk before you can run. While the technology for a Voice for Credit solution is already available, the timing is simply not right. Despite the popularity of voice-powered products, they are not yet ubiquitous enough for this product to reach its full potential. While the "trains" are built, many of the "tracks" still need to be laid, according to Eric.

Steve Platt, Group President of Decision Analytics and Data Quality for North America, expanded on this point, stressing how successful companies must evolve safety, security and the customer experience alongside the introduction of new technologies. The concept of identity is fluid and differs greatly from what it was at the turn of the century. Yet, the need to verify our identity is also arguably more necessary today than it has ever been.

This presents a fascinating dilemma: How does a company simultaneously deliver better service and reduce friction while also advancing security to thwart ever-changing threats?

This was just one of the many interesting questions raised during my recent conversation with Experian and the answers were even more fascinating. I walked away from this discussion with an appreciation for their efforts to innovate through future-proofing as opposed to simply building for today's market. Experian is fostering a culture around innovation, ultimately paving the way for successfully integrating a new generation of business services, and I look forward to seeing how this helps transform the credit industry. For more on my conversation with Experian, please watch the video embedded below.

explores how technology affects and shapes behaviours, norms and society. Through his research and published work, he humanizes disruptive trends to help leaders understand how technology, markets and people are evolving and how to drive innovation and growth.

With a loyal online audience of over 700,000 people online, his work makes him a sought-after thought-leader to leading brands, celebrities such as Oprah, Shaq and Ashton Kutcher and over 1,000 start-ups around the world.

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About the Author
Brian Solis is a one of the world's leading digital anthropologists and futurists who has been called "one of the greatest digital analysts of our time." Brian is also a world renowned keynote speaker and an award-winning author of seven best-selling books including, X: The Experience When Business Meets Design, What's the Future of Business and The End of Business as Usual.

Based in Silicon Valley, Solis studies disruptive technology and its impact on business. He also

Quotes on Honesty

Honesty is the fastest way to prevent a mistake from turning into a failure.
James Altucher

We learned about honesty and integrity - that the truth matters... that you don't take shortcuts or play by your own set of rules... and success doesn't count unless you earn it fair and square.
Michelle Obama

In assisting his 'neighbour' every day to the best of his ability, and keeping truth, honesty, and kindness perpetually before him, the Boy Scout, with as little formality as possible, is pleasing God.
Robert Baden-Powell

Here are the values that I stand for: honesty, equality, kindness, compassion, treating people the way you want to be treated and helping those in need. To me, those are traditional values.
Ellen DeGeneres

No legacy is so rich as honesty.
William Shakespeare

Goodness is about character - integrity, honesty, kindness, generosity, moral courage, and the like. More than anything else, it is about how we treat other people.
Dennis Prager

Tom Koulopoulos

Science shows that just 30 seconds of this will improve your outlook, health, and energy

Of all the things you can do to gain an edge, this has to be the easiest and fastest. (And it's Free!)

I'm not much for panaceas, you know, sort of like the promise in the headline of this article! However, there are some fairly simple things, like exercise, that we would all agree can make a huge difference. The challenge is that finding the time to do these things isn't always easy. In fact, it's when we need their benefits the most that we have the least time to invest in them.

So, what if I told you that there's one thing you could do for 30-90 seconds each morning that would have an immediate positive impact on your health, your energy level, your brain chemistry, and your attitude? And what if this same thing will help you create a foundation on which you are much more likely to establish other long-term healthy habits? I'll make it even more attractive; it costs absolutely nothing, and you can do it as part of something else you already do every day— something which for many of us ends up being when we get are best ideas? Sounds like an Internet ad for a Dr Oz endorsed wonder supplement, right?

I was just as sceptical before I started doing it on the advice of a friend. I can tell you first hand that it has made a world of difference for the better.

So, what is this miracle elixir? An icy cold shower.

30 Seconds at 38 Degrees
I'm not talking about a coldish shower but a blast of 38-degree icy cold water* that causes you to gasp for air and let loose with a stream of obscenities that will make the neighbours cover their kids' ears; at least 30 and up to 90 sustained seconds of your most magnificent and unfiltered profanity laced soliloquy.

I'll tell you from experience that the first few times you do this it's going to be a very long 30 seconds. Your brain, and pretty much every cell in your body, will scream, telling you that it makes no sense to end a warm calming shower with an arctic plunge. It's sort of like convincing yourself that it makes sense to step out of a perfectly sound airplane your first time skydiving.

You'll try to play games to avoid a full-frontal assault by gently bringing the temperature of the water down, hoping to get used to it. Or you'll gingerly insert one limb at a time, but that's defeating the whole purpose, which is total body immersion all at once.

There's nothing new about this. If you go to the Roman ruins in Bath England, you'll see that they practiced it in their bath houses by progressing through several heated baths followed by an icy cold plunge. Several hundred years earlier, one of my distant ancestors, the scientist and mathematician Archimedes, may very well have been taking that cold plunge when he jumped out of the tub in the public bath house and ran through the streets, still dripping as he screamed Eureka, "I found it" having discovered the significance of how an object displaces water.

Okay, perhaps I'm stretching a bit, I can't prove that I'm either related to Archimedes or that he was in a cold bath at the time. However, the fact remains that throughout civilized history there has been a well documented and recurring practice of using hot to cold therapy for a variety of ailments and for general alertness and well being. But until recently the science behind the cold plunge was not very well known.

While the research is fascinating, what I can assure of, from personal experience, is that after taking the plunge you'll not only be wide awake, but you'll be laser focused and ready to take on the day. But if my first-hand testimonial isn't enough, here are ten other astounding benefits of a

cold shower that researchers have discovered:

1. It triggers deep breathing which in turn increases your oxygen levels, your heart rate, and your overall cardiac function.
2. It improves circulation and helps your arteries more efficiently pump blood.
3. It lowers blood pressure, boosts your immune systems.
4. According to a 1994 study it drastically decreases uric acid levels while it also increases gluthathione (glutathione is an antioxidant that works to make sure other antioxidants do their job).
5. It triggers your sympathetic nervous system to elevate beta-endorphin and noradrenaline, the feel good chemical cocktail that gives you a sense of optimism and energy. Noradrenaline and dopamine, which also contribute to positive feelings increased by 530% and by 250%, respectively. While cortisol, the hormone produced by stress which usually signals inflammation, went down.
6. A 2008 study found that it also floods the temperature receptors in your epidermis triggering an anti-depressive effect.
7. Repeated cold showers have been shown to toughen you up, increasing your resilience to stress, or what's called hardening.
8. It activates your brown fat (this is the good fat that increases you metabolic rate so that you can burn more calories).
9. A randomized study done in the Netherlands–an apropos venue for such a study–showed that just 30-90 seconds of a cold shower resulted in a 29% decrease in sick day absences for a study group of 3018 individuals between the ages of 18-65. Now, to be fair, it didn't test to determine if there was actually less illness, just if there were fewer sick days.
10. Some studies have even hinted that it may boost Testosterone levels in men. I honestly didn't see enough

evidence of this to convince me of its medical merits, but I can attest to the fact that after my icy cold blast I feel as if I'm ready to sign up for the Pamplona Running of the Bulls.

The research done on cold showers and baths can certainly be debated and has been. As with anything else of this sort, there's some truth and some hyperbole. But here's what I found to be indisputably the most profound impact of a cold shower–at least from my experience. It catapults me into the day with a rush of energy nearly equivalent to a good morning workout, and I don't even have to shower afterwards! As a result my creativity, my mood, my focus, and even my ability to innovate and problem solve all seem to benefit.

Is it a panacea? Nothing is. But until you've tried it don't discount it; 30-90 seconds, that's it and you're done. There are many more things we try that take much longer, cost much more, and do much less.

Next on my list of counterintuitive things to do, skydiving? I'm still waiting on the research to back that up.

*By the way, I know I don't need to tell you this, but as with anything that kicks your cardiovascular system into overdrive, be sure to check with a healthcare provider before trying this if you have any cardiovascular risk factors.

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About the Author
Tom Koulopoulos is the author of 10 books and founder of the Delphi Group, a 25-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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Quotes on Patience

Adopt the pace of nature: her secret is patience.
Ralph Waldo Emerson

The two most powerful warriors are patience and time.
Leo Tolstoy

Patience, persistence and perspiration make an unbeatable combination for success.
Napoleon Hill

Great works are performed not by strength but by perseverance.
Samuel Johnson

Patience is a virtue, and I'm learning patience. It's a tough lesson.
Elon Musk

Even a happy life cannot be without a measure of darkness, and the word happy would lose its meaning if it were not balanced by sadness. It is far better take things as they come along with patience and equanimity.
Carl Jung

It is easier to find men who will volunteer to die, than to find those who are willing to endure pain with patience.
Julius Caesar

Patience and perseverance have a magical effect before which difficulties disappear and obstacles vanish.
John Quincy Adams

Patience is the companion of wisdom.
Saint Augustine

Amy Vetter

Bringing all the different sides of you together as one

When you look into the mirror, who do you see?

Do you see the person that you are to the outside world or do you see your inner self? Many times, we go through life separating who we are in our professional and personal life. We can find ourselves being one type of person at work, a different person with our family, with our friends or even maybe when we are by ourselves.

We can feel that we aren't able to blend these different sides of us together and truly be who we are. Our perception may be that in one situation or another, the outside world may not accept who we are because they only know us that way or we've decided other people expect us to be a certain way.

I did that for a long time. I wouldn't let my professional world know about my yoga side of my life, for fear of being judged or thinking it may affect me professionally. I also didn't share with my yoga classes that I was a CPA, Technologist and travelling Keynote Speaker.

But, then one day it happened. A client of mine came into my yoga class, not knowing I was the instructor. They started referencing our business relationship, and then I heard mumbling amongst the students, and one piped up and said, "Did I hear that right? You are a CPA?" This ended up bringing us all closer.

They started sharing the work that they did in their outside life and the other CPAs they were related to. I found that it made them more interested in my class knowing my background as well. I then started to bring up yoga at work and found that people loved hearing about my outside interests and they started sharing theirs as well. This created a new sense of who we were as people and created a closer bond as co-workers.

How do we get back to our authentic self, no matter what situation we're in, whether we're at work, whether we're at home or whether with our friends or by ourselves? We spend a lot of time making sure we exercise and eat right, but we don't necessarily spend the same amount of time on our brain health and how to bring all of the things that make us unique together so we can be one person, no matter what situation we find ourselves in.

How do we take that person that we see in the mirror, that person that we enjoy being, and integrate it all together?

We can do that by going on a learning journey and taking time in each day to spend time on ourselves. Actually taking 5, 10, or even 30 minutes, to work on our thoughts, to work on our feelings, and maybe why we do the things that we do. When we break these thoughts down in our minds, we work toward being better for ourselves and the people around us.

That is what the B3 Method Institute is all about. We want you to go on a journey so we can help you dedicate that 5, 10, or 30 minutes a week to setting intentional goals to better understand the interactions that you have with people in your life and get back to your authentic self. We want to go on this journey with you to help bring all of these sides of you together in order to feel more fulfilled.

Whether you're at work, at home or with your family, you shouldn't feel like you have to be a different person to different people. Rather than putting your own expectations or perceptions on other people or the outside world, we will strive to help you gain a better understanding of why you feel that you need to be a different person in each facet of your life and how you can change that paradigm. The goal is to create more positivity in your life so that you can create what we call *Bliss*, the maintenance of happiness. Sometimes we find it and then we can lose it again - it's a practice to maintain it and learn how to shift when we need to.

It's just as much of an exercise to work on ourselves as it is to get better at exercising, painting, learning a foreign language, or whatever may interest you. It takes consistency and we have to intentionally do it each day. We are here to help you on that journey and that is what the B³ Method institute is all about.

Learn more at:
amyvetter.com/theb3methodinstitute
Find out more about what is included so you can begin your own journey, that intentional practice each week, to start integrating your whole self into everything that you do.

About the Author
Amy Vetter is an accomplished entrepreneur, business executive, national speaker, CPA, and yoga practitioner. She is also the author of *Business, Balance & Bliss: How the B³ Method Can Transform Your Career and Life* 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.

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Reasons why some people don't perform as you expect

Clarity
Perhaps the performer is not clear on what is required from them. What would you be willing to bet that your view of your employee's accountabilities and expectations matches their view?

Task priority
Sometimes failure is due to the performer's perception that what you expect is not really all that important.

Competence
Sometimes failure can be due to a simple lack of skill. People can't do well if they don't have the know-how.

Obstacles
Real or perceived: A computer system that doesn't allow employees to easily step between different customer accounts is a real problem. Being told by a fellow employee: 'Don't spend more than 70 seconds on a call. Long phone calls are the easiest way to get fired around here,' whether that rule is real or hearsay, makes it real to the employee.

Reward for failure
Sometimes there's more reward for poor performance than for good performance if your reward system is skewed. Also, bizarrely, people who get attention (however negative) when they do poorly and are ignored when they do well may stop doing well just to get a reaction.

Performance feedback
Do you provide clear, timely information that helps your people evaluate and refine their performance? Or is it meaninglessly general, only oral and subject to swings in emphasis that can confuse and disorient?

Role/person mismatch
When all else fails, you may need to re-examine whether the performer would be more successful in a different role or a different team. But take care in jumping directly to the 'he/she can't hack it' assessment. If the employee has been away from the front line for a while, or is new to the pace of a live workload, his or her performance can improve quickly, with a little encouragement and help from you. Waiting and watching is critical to making the right decision.

Soren Kaplan

Lean start-up's newest tool is a game changer for all innovators

Use Innovation Accounting to Drive the Metrics that Matter Most for Your New Venture or Start-Up

As the field of innovation management matures, many entrepreneurs and companies have built solid capabilities in design thinking, rapid prototyping, portfolio management, open innovation, and the list goes on.

But a recent study of 1200 executives by PwC found that 54% of leaders struggle to align business strategy with innovation strategy. A whopping 72% say they're not out-innovating their competition.

So, with all the awareness and investment in innovation, why does it remain such a big challenge?

The simple answer: most start-ups and corporate ventures measure their progress and success using SWAG (stupid wild ass guesses) over science.

I recently spoke with Eric Ries, the founder of the Lean Startup movement, and the author of the new book The Startup Way. Ries and I debated some of the most provocative concepts in his latest book and agreed that *Innovation Accounting* may represent one of the most revolutionary opportunities to reinvent innovation.

Innovation Accounting: A Game Changer for Start-ups & New Ventures

Ries defines innovation accounting as *"a way of evaluating progress when all the metrics typically used in an established company (revenue, customers, ROI, market share) are effectively zero."* Said another way, innovation accounting quantifies the market value

of new business opportunities that are fundamentally ambiguous and uncertain – the breakthroughs and disruptors.

Most companies use traditional financial metrics like market share or return on investment (ROI) to value innovation opportunities and investments. According to Ries, this basic approach is the source of many failed innovation programs since teams are encouraged to "pad predictions" as they vie for funding. By creating "fantasy plans," teams get more money up front, without a meaningful articulation of the underlying variables that will lead to success.

Ries argues that a new approach is needed, one that targets *leading* indicators (the things at predict market success) and that gives executives a way to link long-term growth to a system that follows a clear process for funding innovation. Ries describes three levels of innovation accounting, each increasingly more sophisticated as a new venture or start-up evolves.

Level 1: Customer Focused Dashboards

Most innovation teams start with market forecasts and work backwards from there. But as Ries demonstrated in The Lean Start-up, a more effective approach to building a new business is to identify and test specific assumptions – a ground up approach.

Applied to Level 1 Accounting, Ries recommends that teams first create simple dashboards that include a few metrics that are both actionable and measurable to help them get going. Examples include:

- *Customer discussions* (Number of customers talked to each week)
- *Customer feedback* (Number of customers that provide product feedback each week)

- *Conversion rates* (Number of customers that try the product)
- *Per Customer Revenue* (Amount a customer is willing to pay)

The goal of Level 1 Innovation Accounting is to create a measurable cadence in which real live customers "flow through the experiment factory." Rather than creating a product and unveiling it with a "ta da" at a big launch party, Level 1 dashboards ensure early focus on the things that really matter to validate the business opportunity by measuring customer input along the way.

Level 2: Leap of Faith Assumptions Dashboards

Level 2 Innovation Accounting starts when a team identifies its "Leap of Faith Assumptions" (LOFAs). LOFAs are essentially the most fundamental assumptions that underlie the business opportunity. The goal is to test and validate (or invalidate) these LOFAs through rapid learning activities like A/B tests.

Level 2 Innovation Accounting involves creating dashboards to track and measure the LOFAs that drive the business case. Ries calls the metrics that go into this dashboard "input metrics" since, collectively, they represent the critical inputs that make-up a successful business plan. The dashboard should be simple yet detailed enough to be considered robust by anyone in the finance department.

Ries recommends focusing on two categories of metrics for these dashboards, Value Hypothesis and Growth Hypothesis Metrics. Value Hypothesis Metrics track and measure "the specific customer behaviour that indicates delight with the product." Examples include:

- Repeat purchase rates

- Retention rates
- Willingness to pay a premium price
- Referral rates

Growth Hypothesis Metrics track and measure the "specific customer behaviour that will cause us to acquire more customers." Growth metrics should ideally focus on what Ries calls the law of sustainable growth – that new customers come from the actions of past customers. Example include:

- Word of mouth referrals
- Ability to take revenue from one customer and invest it into a new customer acquisition
- Ability to recruit new customers as a side effect of normal usage

The goal is to identify what needs to be done to achieve the measurable thresholds where each of these variables can grow sustainably on their own. When these thresholds are achieved, it indicates product-market fit has also been achieved and the business is ready to scale.

Level 3: Net Present Value Dashboards

Level 3 Innovation Accounting is the holy grail of valuing new business opportunities since the approach focuses on quantifying future success. Most traditional NPV models rely on pro forma forecasts based upon broad based assumptions around market size, market share, cost of goods sold, etc. – arguably the SWAGs that are responsible for the fantasy plans that corrupt most innovation portfolios.

Level 3 NPV Dashboards, however, aggregate specific metrics that represent the most important drivers of the long-term business model itself. Metrics on NPV Dashboards can include the same ones as used in Level 2 Innovation Accounting focused on testing LOFAs. The difference in Level 3 accounting is that everything rolls up into a real-time view of the financials of the business.

The good news is that since most companies already use Net Present Value (NPV) in weighing innovation investment opportunities, they're already familiar with how they work. Level 3 NPV Dashboards are structured the same way, but there's a subtle yet significant difference between traditional NPV assessments and those involved in Innovation Accounting.

In Innovation Accounting, NPV dashboards focus on leading indicators of business success and real-time data that clearly outline the venture's progress over time. For example, if a new venture is going to market using a Freemium business model like Dropbox, LinkedIn or Hulu, a set of customer-focused metrics can be applied to quantify progress and forecast success:

- Number of visitors
- Percent of visitors that sign-up for free accounts and become users
- Percent of users that pay money
- Amount of money paid by each user

Alternatively, if a new venture is creating a marketplace business model like eBay, Airbnb, or an App store that includes buyers and sellers, a different set of metrics may be needed:

- Number of buyers and sellers
- Number of product listings
- Number of transactions
- Revenue per transaction

Ries says that even "small improvements in a key conversion rate can take the business from x to 2x to 10x in dollar terms" and that "everything should be translated into future impact—and its attendant cash flow."

Most corporate ventures and start-up teams update their forecasts and business plans on a periodic basis (usually before a big presentation). They use their spreadsheets and PowerPoints to pitch their business, not run their business. NPV Dashboards allow teams to run and re-run a full business case in real-time on a continuous basis. Since every customer experiment and A/B test results in new data, NPV Dashboards provide teams with the ability to instantly see the implications on the business model – the "direct translation of learning into financial impact" according to Ries.

From an innovation portfolio management view, NPV Dashboards allow executives or investors to do an apples to apples comparison between two or more new ventures or start-ups, even those focused on different markets or in different industries. Progress, growth rates, and projections are equalized so that the financial value of opportunities can be compared regardless of the different ages or strategies of the business ventures.

In today's data-driven world where 92% of companies measure their CEOs' success based on strategy development and execution, there's a disconnect when it comes to quantifying the value created from innovation. Perhaps the reason that 65% of companies say culture is innovation's biggest success factor is because the innovation process feels much more like SWAG than science. Management guru Peter Drucker once said, "what's measured improves." It's time to innovate the way we measure innovation.

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About the Author
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 founder of **InnovationPoint** and **upBOARD**.

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Kim Brooks

5 ways to measure whether your idea will become a great one… or fail miserably

"Everything begins with an idea."
Right?

Uhhmmm… not really.

Instead, everything begins with a problem. Something happens (or doesn't happen) that highlights a problem that either already exists or could exist. And more importantly, the need for a solution is born.

The bigger or more widespread the problem, the more pressing an answer to that problem is, as well as the scope of potential recognition for being the one to solve that problem—*and* solve it better than anyone else.

Thus, it is for-sure-accurate to say all solutions DO begin with ideas. In fact, ideas cannot ever really even begin to exist without being birthed in response to a problem or gap the idea will fill.

Where massive success comes – where a good idea becomes great – is when it meets five simple criteria:
1. It is the first solution to a problem or gap (it is "innovative")

2. It is the first WORKING solution to a problem or gap (it is "innovative and effective")

3. It is the most affordable, comparable, option *for its market* (it is "innovative, effective and affordable")

4. It consistently examines its effectiveness and seeks to improve (it is "innovative, effective, affordable and adaptive")

5. It is powerful enough to create a loyal following that naturally wants to – and does – share the idea with others (it is "innovative, effective, affordable, adaptive and influential")

ONE – It is innovative…
An innovative idea challenges the status quo and looks at solving problems and filling needs from an out-of-the-box perspective or new angle. This doesn't necessarily mean it's 100% new or unique per se but should definitely have a new or unique "twist." It makes someone stop and say, "Yeah… they get it. They understand what I need, and they've hit the nail on the head. It's a bonus if the idea solves not only the problem the end user knew they had but others they didn't yet know they had but recognize your idea addresses intuitively.

TWO – It's innovative and effective…
An idea that's innovative but ineffective is as akin to a model car that looks fantastic on the outside but either has a go-kart engine on the inside – or none at all. At best it's deceptive and won't produce the results it promises. At worst, it's utterly worthless. Ideas that work aren't *just* innovative, and they also don't expect innovation to mask faulty or failed performance. On the other hand, those that meet the mark on both, stand to hit a massive homerun.

THREE – It's innovative, effective and affordable…
It's NOT a solution if those who truly want and need it can't afford it. Instead it's just another good idea that won't ever be great.

FOUR – It's innovative, effective, affordable, and adaptive…
Good ideas don't ever stop trying to be good – and then better – and then the best solution that consistently fill it's intended gap consistently, effectively and efficiently. Good ideas stay out ahead of the competition and are delivering *more* while the copycats are just getting started. And a good idea never stops asking customers how it can serve their needs in greater, more expansive, ways.

FIVE – It's innovative, effective, affordable, adaptive and influential…

Even great ideas can have a lifecycle. If they don't spread beyond their initial base, saturation happens and it either must adapt and mutate to find new and additional needs to meet OR it must find new groups that need what it offers. This rarely happens without massive customer buy-in and loyalty. Your current customers must have such a powerful experience with your idea that they HAVE to share it with others. Then, those others HAVE to want to share it with even more others. And so on…

This is how you begin to build your tribe and if your idea cannot spark this level of influence, it will eventually run its course and peter out.

Ideas… everyone has them. Many people have good ones. Some people have great ones. A few have FAB ones that make a huge impact in a market that yearns and clamours for what it offers or the specific need it fulfils.

It's not exactly simple to birth – and then power – an idea to such a tremendous magnitude. But it's not rocket science either if you keep in mind the five features discussed. Of course, a little luck and working your ass off doesn't hurt your chances of success either.

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About the Author

Kim Brooks serves as the Chief Marketing Officer for **TopoVS** (Topo Mixed Media – a division of MAGA Design) & Editor-In-Chief for Komo2o.com (also a TopoMM company). In these roles, I participate in all corporate-level strategy and direct marketing efforts internally, as well as spearhead the same for our amazing clients – SMBs to large, multi-tiered companies and organizations.

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Working with an unhappy customer

Most business owners would be happy if customer complaints were resolved quickly and courteously every time. However, that's an impossible goal, because some problems can't be fixed (or at least immediately).

But you can keep your customers very happy with your service and even raving about it, if you implement this simple policy:

- Begin with an immediate, sympathetic apology - even if the complaint is unfounded, misdirected, or just plain idiotic.

- Repeat the complaint to the customer to verify that you understand. This should get the customer to (i) say "yes" - a very important first step - and (ii) pause in anticipation.

- Then say either "I can solve that problem for you right now" or "I'll start working a solution immediately."

- Explain that your business has a policy of compensating customers with problems. Tell him about some inexpensive but valuable gift you are going to send him. Good examples might include information products that can be delivered via email to reduce your costs. Ask where the gift like that should be sent. Again, this should help to neutralize the complaint.

- Tell the customer exactly how you are going to solve the problem. Ask if that is acceptable.

- If the customer's expectations can't be met, tell the customer you will speak to your superiors to see if something further can be done. Sometime later, your superior should call to offer some additional compensation.

Dan Blacharski

Vape marketers combine big tobacco's branding history with new strategies

Vape Pen E Cigarette https://www.flickr.com/photos/ecigclick/37600986215/in/photolist

Since the very first vape product hit the market, something curious has happened as they managed to sneak in under the radar, using branding and advertising strategies that Big Tobacco has not been allowed to do for years.

Eventually regulation may turn against them, but for now, marketing vape products is a little like the Wild West, and vape brands are combining some of the old tried-and-true tactics the cigarette companies used to use, with a newer digital twist.

"It's a lot of the same dynamic. Everything from taking the right picture of the hot guy or sexy woman, to packaging design and product design," said Allen Adamson, co-founder of Metaforce, a marketing and branding consultancy. Allen has held senior management positions at Ogilvy & Mather and DMB&B, and he is the author of *BrandSimple, BrandDigital, the Edge and Shift Ahead: How the Best Companies Stay relevant in a Fast Changing World*. "It's not just the product, it's the whole lifestyle around it."

"Lifestyle branding has always been a big part of this entire category of products," said Todd Skezas, founder of San Diego-based Vapor Authority. "Just like in the beer commercials, the vape industry wants to have a 'cool' factor in

their branding. But the industry also has the advantage of a second message, and that is, vaping is a legitimately useful product that can be used as a smoking cessation tool."

Vape brands don't need Madison Avenue to convey a message

"Most of the vape brands are smaller companies, many of which are start-ups," said Skezas. "They don't have Madison Avenue budgets, but the good news is, they don't need to. They are digital marketers. They are doing product placement in rap and hip-hop music videos. It's an industry targeted at an audience that is digitally savvy. That audience may not want to watch a television commercial, but they will look at an Instagram picture or a music video."

"You want to have your product in an environment. Consumers don't want to be interrupted for ads," said Adamson. "But they are really good at observing context. It gives the marketer a chance to authentically show their product." Adamson says that vape companies are not yet at the scale at which they can afford Madison Avenue, "But given that most marketing is digital and online, they don't need a Madison Avenue agency. They need a couple of designers, and people who know how to use social media."

Increasingly, the vape brands are doing their marketing and advertising, and creating their entire brand strategy, in-house. "They have grown up in the digital world," said Adamson. "Most of these small companies are really powerful digital marketers, and most of the consumers are digital-first, and maybe digital-only."

The regulation begins

Those of us who are of a certain age remember cigarette commercials on television, and claims that "More doctors smoke Camels than any other cigarette!" And who can forget cartoon icon Fred Flintstone advertising Winstons.

There was a time in tobacco's advertising history where "anything goes" was the rule, but those days are long gone. In the vaping industry, we are already seeing some pushback against their flavoured liquid offerings, with a claim that it caters to an underage audience, and some cities like San Francisco are banning those flavoured liquids outright. According to Skezas, "It's still a new industry, and there will be new regulations in the years to come. As for flavoured liquids, this is simply what adult consumers are looking for, and it's nothing new – flavours have always been a mainstay of the cigar and pipe tobacco offerings. For now, it's often a challenge to pin down precisely what the rules are in terms of marketing.

Most important to vape companies today is creating effective branding strategies in a digital world and trying to anticipate what the future regulatory outlook will be and to create those strategies so that they will be compliant."

According to Adamson, "Fortunately for these smaller companies, we are living in a time where any business regulation is seen as unnecessary. As Washington say's 'regulation is hurting business,' that is to some extent good news for vape companies."

Cigarettes are your father's Oldsmobile

Most importantly, branding vape products in a digital world calls for a strategy that retains what was good about tobacco branding – the imagery, the lifestyle and the 'cool' factor – and bringing it into a digital world.

"Founders of vape brands are right on target with their branding strategies," said Skezas. "Cigarette ads were all about image, and that hasn't changed today with vaping. What's more important in today's digital world than image? A television commercial gave you 60 seconds to create a memorable image, the Internet gives you two or three seconds. That first-look branding strategy is going to be light on text, if there is any text at all – and it's going to convey a modern image that says it all without having to say a word."

"The products are designed to look techy and cool," said Adamson. "Cigarettes are your father's Oldsmobile. Vaping is cool, it fits in with your smartphone and your headphones and your lifestyle."

Creating a vape brand requires a new strategy that combines a new digital reality, with a few of the principles of 1960s Madison Avenue. "They're following the basic principles of successful old-time tobacco and old-time liquor advertising, which is, you don't need a lot of words, you don't need long ads, you just need the right image. The right model, the right photography, the right content, the right party scene, and the right 'look.' And you put that picture online, where word-of-eye is as important as word-of-mouth."

This article originally appeared on Innovation Excellence: https://www.innovationexcellence.com/blog/2018/11/02/vape-marketers-combine-big-tobaccos-branding-history-with-new-strategies/

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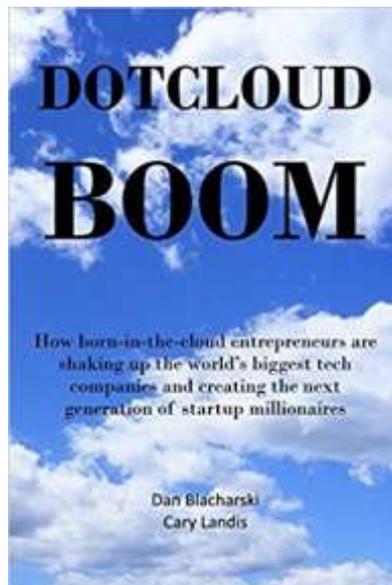
Quotes on Wisdom

Honesty is the first chapter in the book of wisdom.
Thomas Jefferson

We are made wise not by the recollection of our past, but by the responsibility for our future.
George Bernard Shaw

Talent is God given. Be humble. Fame is man-given. Be grateful. Conceit is self-given. Be careful.
John Wooden

Wisdom, compassion, and courage are the three universally recognized moral qualities of men.
Confucius

A good head and a good heart are always a formidable combination.
Nelson Mandela

The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails.
William Arthur Ward

Never give up, which is the lesson I learned from boxing. As soon as you learn to never give up, you have to learn the power and wisdom of unconditional surrender, and that one doesn't cancel out the other; they just exist as contradictions. The wisdom of it comes as you get older.
Kris Kristofferson

Mike Shipulski

If you are not learning, what are you doing?

You can't learn until you acknowledge you don't understand.

No one knows everything. No sense pretending, especially if you want to learn.

If you don't know what you want to learn, any learning will do.

If you're not surprised, the learning could have been deeper.

When you learn it won't work it's not failure, it's learning.

When assumptions are formalized, it's possible to learn they're wrong.

Hypotheses are for the laboratory and learning objectives are for everywhere else.

Where learning is useful, relearning is wasteful.

When is it best to learn it won't work? Then why do wait so long to learn it?

Last year's learning is out of fashion and it's time to freshen up your wardrobe.

If you're surprised, congratulations.

Where doing is activity, learning is progress.

When you're an expert, you've got to learn to unlearn.

Learning quickly is good, but learning the right thing is better.

The best thing to learn is how to learn.

This article originally appeared on: http://www.shipulski.com/2017/09/13/if-youre-not-learning-what-are-you-doing/

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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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