

Better Business Focus

February 2019

Expert inspiration for a Better Business



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

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Why business leaders must attend service training



The most common question we hear when launching service excellence training programs inside large organizations is: “Do leaders really need to attend these workshops?”

This raises a different and more important question for senior leaders:

Do you seek to achieve service improvement in specific departments of the organization?

Or are you seeking to build a culture of service to boost service throughout the organization, upgrading customer experience, improving employee experience, and driving the differentiation of your brand?

If you choose the latter (and most business leaders do), then the idea of questioning leaders’ participation in service excellence training is based on several false assumptions:

1. Service is a frontline activity only.
2. Business leaders are not really involved in service delivery.
3. Business leaders already understand service and have good service skills (otherwise how could they be leaders?)
4. Business leaders only need an overview of service training content, not actual participation.
5. Service education is tactical, not strategic, and thus not worth as much of leaders’ time.

However, if your aim is to build a culture of service excellence, then service education is not about specific skills, such as answering phones, grooming, listening, or following a service delivery process.

Instead, service excellence programs are created and delivered to create a mindset for service that influences everything your people do, for customers and for colleagues. It is a strategy to make your brand more vibrant and alive; to improve internal and external relationships, to create greater value, for customers, and for employees.

Thus, the answer to the original question: “Do our leaders need to attend Service Excellence training programs?” is emphatically and enthusiastically “YES!” And here is why:

- All leaders must become advocates for the culture and fluent articulators in the new language of service.
- Change must be demonstrated daily from the top, and not just announced.
- Teams follow leaders. They do what their leaders do. So leaders must role model new service behaviours. Don’t assume they already know how.
- Integrating new language, tools and processes with current programs and systems will only happen when leaders lead, coach, explain, promote, and insist. They

must fully understand the changes they are promoting.

- All organizations rely on supporting service from suppliers, vendors, and contractors to deliver. Leaders can bridge the gap with these key players to ensure they also understand and partner efficiently in supporting a new service culture.
- Sustainable service education requires application. Leaders must know where, when, and how new service tools will be applied to relevant business needs.

Here’s are six steps you can take to effectively include leaders in your service excellence educational programs:

1. Adapt service education to the level of leader. The time, activities, and focus may be different, but the vision, language, framework, and tools remain the same.
2. Don’t have leaders merely attend. Have them to lead the workshops.
3. Insist that all leaders open and close your service excellence trainings. This shows support and allows leaders to listen for employees’ concerns, ideas and outcomes.
4. Provide leaders with a “Communications Kit” to articulate goals and directions before, during, and after service education.
5. Give leaders a KPI for their team’s new ideas and action plans. This ensures new actions are

encouraged to support current business needs.

6. Ensure leaders share their progress with other leaders. Leadership meeting reports, service dashboards, and starting each meeting with a positive service story are a few effective tactics.

If the question: “Do our leaders really need to attend service excellence training?” is heard in your organization, you can be sure another frequent question will be your employees asking themselves, “Does my leader understand what is in this workshop? Has she or he attended?!” The answer to both these questions must be (or become) a resounding and positive: “YES!”

What ideas and strategies do you use to engage your leaders in **service excellence workshops** and service related training?

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About the Author

Jeff Eilertsen leads Global Service Education for UP! Your Service, bringing over 20 years of experience working in organizational development, training and human resource firms. As a project leader and Master Trainer, he ensures successful implementation of Actionable Service Education, working with clients to develop the people, processes and best practices to turn learning into action and service improvement.

He also manages a community of Course Leaders from a wide variety of clients, sharing ideas and insights across a global network. As a speaker, Jeff shares the UP! Your Service methodology and experience with audiences seeking to uplift service culture.

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Andy Bounds

To communicate better, here's the one thing you have to change...

What grade would you give yourself for how good you are at communicating?

B? B+?

That's what most people say. And if you could get to an A, that'd make a big difference.

But it's hard to improve in the *long-term*. We've all tried to make *long-term* changes – eat healthier, do more exercise – and it's easy to slip back.

So, to make *long-term* improvement, change two things:

1. **Templates** – when you create some comms, you use a template, rather than starting from scratch. So, change that template and you'll make a *long-term* change; and
2. **Diary** – include a regular “improve my communications” entry. You'll now always have time scheduled to do it. Without this, you'll never have time to focus on it. So, you won't

For example, if you work in sales, you could:

1. Create a Proposal Template, to help you write better proposals every time; and
2. Schedule a weekly “ask for one referral” diary entry

Do both and, throughout the next year:

1. All your proposals will follow best-practices, and
2. You'll have asked for 40-50 referrals

An impressive *long-term* improvement!

So, to guarantee your Communication Grade is higher next year than this...

Action Point

...Change your template and diary. It'll only take a minute. But the *long-term* impact is huge.

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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’.

To receive Andy's weekly tips on how to communicate more effectively, [click here](#)

Short of time? Here are Andy's **Quick Wins**

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Peter Economy

The (Millennial) workplace of the future is almost here - these 3 things are about to change big time



In the coming years and decades, the tools you use at the office will change, and so will the workspace and culture.

The workplace of the future is almost here. And in many ways, the future is now.

By 2020, Millennials (those born between about 1980 and 2000) are forecast to comprise half of the American workforce, and by 2025, 75 percent of the global workforce. Companies including Ernst & Young and Accenture have already reported that **Millennials make up over two thirds of their entire employee base.**

As we say goodbye to the Baby Boomer generation, here's how the emerging Millennial demographic will bring about changes to your office:

More workplace tech.

Millennials grew up with technology, mobile apps, and innovative platforms. They're the first ones we call when we have computer and internet problems. So, don't be surprised if your company invests in more devices and technologies as Millennials take over the workforce. Expect to see in-person meetings decline as video conferencing continues to become more popular. In a study of Millennial executives, Cisco found that 87 percent believe

video has a significant and positive impact on an organization.

Collaboration will be the norm.

Millennials are also experts at using social networks and collaborative tools like Wikipedia to share ideas and innovations. Teamwork is important to them -- a study by IdeaPaint discovered that 74 percent of Millennials prefer to collaborate in small groups, and that 38 percent of Millennials feel that outdated collaboration processes actually damage their company's innovation.

We actually already see this emphasis on teamwork and collaboration in some companies. With the creation of open office layouts, co-workers can easily and frequently interact and share ideas.

Flexibility, flexibility, flexibility.

Speaking to emerging needs for independence and employee/employer trust, company culture will start to bend towards flexibility. According to a Deloitte study, nearly 75 percent of Millennials believe that a "work from home" or "work remotely" policy is important. Time to get that home office ready.

In the coming years and decades, the tools you use at the office will change, and so will workplace culture. The physical layout of your office may transform -- in fact, companies may eliminate offices all together. But have no fear -- change can be a good thing, and it's how every organization progresses. Including yours.

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About the Author

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

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Nigel Collin

What if disruption is holding you back?



Disruption isn't new.

Imagine you lived in ancient Rome at the height of the Roman Empire. One of the most exciting times in history. A time everything was changing at an enormous pace. Where such inventions as paved roads meant you could travel further and faster than ever before. The Romans also invented the aqueduct system allowing water to be transported 100's of miles. A major disruption because it had massive ramifications for such things as urbanisation, agriculture and sanitation.

Rome, 2000 years ago, was a time when inventions and ideas were disrupting and driving the world. It was a time when you may have been asking yourself 'what could they possibly think of next?' And that's not just rhetoric because one of Rome's chief engineers, Sextus Julius Frontinus, is known as saying... 'Inventions have long since reached their limit, and I see no hope for further development.'

Imagine you live during the industrial age.

One of the greatest times of change in human history. A time when things were changing faster than ever before. A time when you'd wake in the morning and find another factory built down the road from where you lived. It was a time when great ideas disrupted the very fabric of society. Henry Ford's idea of the mass production line influenced industry and commerce forever. It was also a time when a gentleman named Thomas Edison had one of the most brilliant ideas in history. The light bulb.

Such a brilliant idea that its image has become symbolic of ideas themselves. What an exciting time to live.

But you and I live in today's world, which is surely one of the most exciting times in history. We live in a time of great change and massive disruption, where things such as smartphones, social media and all forms of digital technology are disrupting and shaping our world. Yet when you think about it, that's no different to any other time in history apart from the fact that we now label it as 'disruption'. The world of business has become obsessed with the very idea of it.

Is your view of 'disruption' impeding you from achieving it?

Roads, aqueducts, production lines, light bulbs, smartphones and social media are all game changes. No doubt about it because each changed the world. Yet in those very examples lies a problem with disruption because if it is seen as big, paradigm-shifting, one-off, expensive, risky and hard to keep doing then it is viewed as unachievable for most. But it's broader than that.

But what if disrupting an industry is a game of inches? What if it could happen in small steps, incrementally?

John McGrath didn't build one of the world's best (if not the best) real estate companies by reinventing the real estate industry, he did it by being obsessed with constantly improving and doing everything better than everyone else. Toyota didn't invent the motorcar but they disrupted the industry through their philosophy of Kaizen (constant improvement) and by

innovating on a small scale, again and again, and again.

To be ground breaking doesn't mean you need a massive earth mover to disturb tons of dirt because you can break ground one clod at a time. To disrupt you don't need to invent the next iPhone. You just need to do something no one else has never done or do something in a way or do it better than anyone else has done before.

Re-shift your thinking about disruption

So, we need to expand our view of disruption from being one of 'big' and 'out of reach' to one of being 'consistent steps' and 'achievable'.

What if you focus on doing the little things better than everyone else and work harder at finding innovative ways of improving things? What if you seek clever, new avenues of revenue, or focus hard on finding gaps within your market and your own processes. And if you keep doing that, maybe, just maybe one day you will notice you have disrupted your industry one step at a time.

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About the Author

Over the past three decades, Nigel has advised C-Suite executives, Ministers of Parliament and entrepreneurs in both public and private sectors.

As an international speaker, he has presented to organisations in industries like IT, Franchise, Events, Marketing,

Finance, Pharmaceuticals, Government and Telecommunications.

Nigel has spoken throughout the world including in the US, Canada, UK, Europe Asian Australia and New Zealand. In 2017 he was awarded an events industry 'Outstanding Contribution Award' and is the only speaker in Australia to have ever won this.

All of his experiences in the business world come through in his presentations.

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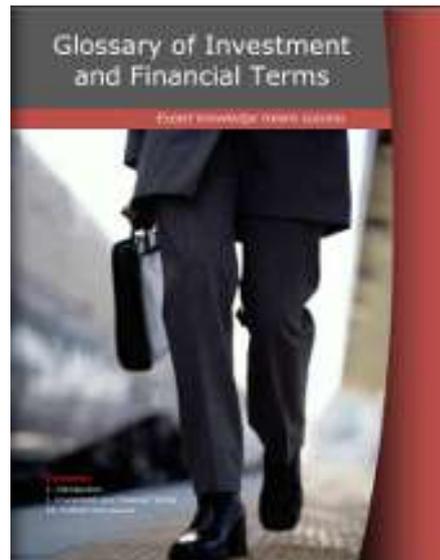
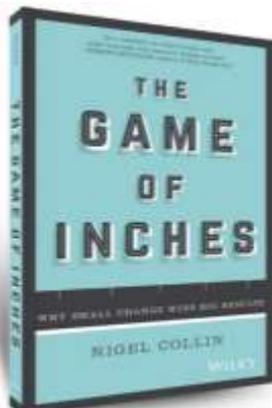
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Published by Wiley, **The Game of Inches** lays out Nigel's system of incremental change...and demonstrates through hundreds of interviews he did that it's the **SMALL** things in a business that create the biggest long-term results.

Gain a system for using small consistent improvements to create big and lasting results for your business. Understand how to find gaps in how you do things and what your members want.

Find the common actions and behaviours of over 80 successful entrepreneurs and leaders. Identify an existing challenge or gap and begin generating useful ideas and solutions.

Discover how to empower your staff to consistently seek constant improvement.



Don't worry if you don't know the meaning of *Dark Pools of Liquidity*

These are electronic "crossing networks" that provide liquidity that is not displayed on order books. They offer institutional investors and larger hedge funds many of the same benefits associated with making trades on the stock exchanges' public limit order books - without tipping their hands to others, meaning publicly quoted prices aren't affected. Dark pools range from completely opaque to semi-transparent and their order flow can range from transient to stationary.

Opaqueness impacts fairness, as the more transparent the liquidity pool, the easier it is to be manipulated. More-transparent crossing networks (such as Liquidnet Inc., Pipeline, or the SIGMA X unit of Goldman Sachs) solve this problem by not letting brokers or more-active traders onto the platform and by policing their community and evicting poachers. Other crossing engines with some transparency, such as Pipeline or Posit, give away such limited information that is difficult to use. These "pools" are growing rapidly, both in number and in volume of trades and account for around 12% of all US stock trades.

Source: Bizezia's Glossary of Investment and Financial Terms is available through Bizezia's Online Business Library, the UK's leading online business library with 100s of publications.

Email mpollins@onesmartplace.com for further information.

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Mike Shipulski

An environmental call-to-arms for industry

What is your obligation to improve the health of our planet?

For the CEO – Look around. Look at Europe. Look at China's plans. Look at the start-ups. I know you want to achieve your growth objectives, but if you don't take seriously the race toward cleaner products and services, you'll go out of business. You can see this as a problem or an opportunity. Bury your head or put on your track shoes and run! It's your choice.

Look at the oceans. Look at the landfills. Look at the rise in global temperatures. Just look. This isn't about ROI, this is about survival. Growth objectives aside, no one will buy things when they are struggling to survive in an uncertain future. Your same old dirty products won't cut it anymore. So, what are you going to do?

For an example of a path forward, look to the companies in the oil business. Their recipe is clear. They've got to use their large but ever-diminishing profits to buy themselves into technologies and industries that will ultimately eat their core business. Though the timing is uncertain, it's certain that improvements in cleaner technologies will demand they make the change.

Whatever you do, don't wait. You don't have much time. Cleaner technologies are getting better every day. It's time to start.

For Marketing – Look at the upstarts. Look at the powerful companies in adjacent markets who will soon be your direct competitors. Look at your stodgy, unprofitable competitors who are now sufficiently desperate to try anything. Their next marketing push

will be built on the bedrock of an improved planet. They'll be almost as good as you in the traditional areas of productivity and quality and they'll blow your doors off with their meaner and greener products. Customers will choose green over brown. And they'll look for real improvements that make the planet smile. The time for green-washing is past. That trick is out of gas.

You need to help customers with new jobs to be done. They care about their environment. They care about their carbon footprint. They care about clean water. And they care about recycling and reuse. It's real. They care. Now it's up to you to help them make progress in these areas. It will be a tough road to convince your company that things need to change, but that's why you're in Marketing.

You're already behind. It's time to start. And it's up to you to lead the charge.

For Manufacturing – Look at your Value Stream Maps (VSMs). Assign a carbon footprint to each link in the chain. And do the same with water consumption. Assess each process step for carbon and water and rank them worst to best. For the worst, run carbon kaizens and improve the carbon footprint. And run water kaizens for the thirstiest processes.

And look again at your VSMs and look more broadly. Look back into the supply chain, rank for carbon and water and improve the ones that need the treatment. And teach your suppliers how to do it. And look forward into your distribution channels and improve or eliminate the worst actors. And then propose to Marketing that you teach your customers how to use VSMs to clean up their act. And challenge Engineering to change the design to eliminate the remaining bad actors.

You've made good progress with your value streams. Now it's time to help others make the progress that must be made. As subject matter experts, it's your time to shine. And, please, start now.

For Engineering – Look at your products. Look at how they're used. Look at how they're delivered. Look at how they're made. Look at how they're recycled. Sure, your products provide good functionality, but throughout their life cycle they also create carbon dioxide and consume water. And you're the only ones that can design out the environmental impact.

Learn how to do a **Life Cycle Assessment** (LCA). Learn which elements of the product create the largest problems. For all the parts that make up the product, sort them worst to best to prioritize the design work. It's time for radical part count reduction. Try to design out half the parts. It's possible. And the payoff is staggering. What's the carbon footprint of a part that was designed out of the product?

Or, to make a more radical improvement, consider an **Innovation Burst Event** (IBE) to make a fundamental change in the way your products/services impact the environment. With this approach, your innovation work, by definition will make the planet smile.

It's time to be open-minded. Ask Manufacturing for the worst processes (including supply chain and distribution) and try to design them out. Design out the part, or change the material, or change the design to enable a friendlier process. Manufacturing can only improve a bad process, but you can design them out altogether. There's power in that, but with power comes responsibility.

And it's time for you to take responsibility.

For Everyone in Industry –

Regardless of your company, your country or your political affiliation, we can all agree that all our lives get better as the health of our planet improves. And everyone can agree that cleaner air is better. And everyone can agree it's the same for our water – cleaner is better. And that's a whole lot of agreement.

As industry leaders, I challenge you to build on that common ground. As industry leaders, I challenge you to improve our planet one product at a time and one process at a time. And as industry leaders, I challenge you to help each other. There's no competitive disadvantage when you help a company outside your industry. And there's no shame in learning from companies outside your industry. And it's good for the planet *and* profits. There's nothing in the way. It's time to start.

As an industry leader, if you want to make a difference in the health of our planet, send me an email at mike@shipulski.com and we will help each other.

This article originally appeared on: www.shipulski.com/2018/12/26/environmental-call-to-arms-for-industry/

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About the Author:

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

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Knock your socks off service

Editorial Contribution

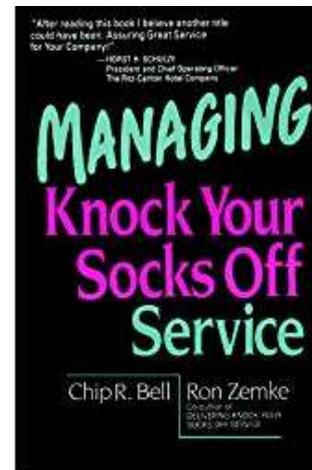
YOU HAVE GREAT PEOPLE... But don't let your lack of, or bad systems win over your great people. In addition, watch your policies and procedures - they will also lead your best customer service people down a path to “lousy”.

You can take great people, highly trained and motivated, and put them in a lousy system and the system will win every time. Imagine you need a vegetable tray for a social function. You trot off to the local grocery store deli counter and find that the deli tray person is not in - therefore the tray cannot be created.

You assume that making deli trays is a specialized skill. However, you take on the challenge yourself and gather up several different types of vegetables. While doing so you notice that the top shelf at the deli counter has a stack of those plastic trays with lids. Excellent!

You ask the deli person how much the trays are and his response is they are not for sale; you can only get one if you buy a made up deli tray.

Now you have concluded that this employee, the deli counter person is horrible at customer service and can't solve problems, he can only create them. What you don't realize is that the inventory control system is based on counting the trays and they are only to be used to for making up deli trays for sale. It isn't that the deli employee is lousy at customer service, it wasn't that he didn't want to help you, he just couldn't see how to.



The system won. You, the customer, lost.

The employee lost too. Using the trays as a financial control device was a good intention, but the system designer was blind to the effects of their decision on customers. The well communicated insistence on following procedures to the letter stopped the frontline service person in his tracks.

The end result is that you will enjoy shopping at another grocery store.

Yes, you need systems; but rules, policies and procedures should not get in the way of your great people's ability to deliver great service.

Ensure your service delivery systems are easy ON your frontline and are easy FOR your frontline.

Extracted and edited from *Managing Knock Your Socks Off Service*, Chip Bell and Ron Zemke. Purchase from Amazon at:

<http://www.amazon.co.uk/Managing-Knock-Your-Socks-Off-Service/dp/0814477844>





Marcel Schwantes

6 work habits found in extremely valuable bosses

Do any of these 6 habits describe your boss? One undeniable **hallmark of strong leadership** that I've been preaching for years is part of its foundation: *communication, communication, communication.*

In this day and age of **corporate scandals and controversies**, communication matters. How leaders communicate *with* and *to* others is not rocket science, but it can and does require a lot of **emotional courage**. All concepts of communication I'm about to demonstrate are learned traits, no matter who you are. For this conversation, I'm going to simplify the practice of great leadership communication into six learned habits that will get results.

1. Use "we" rather than "I" language.

As a leader, you may not be consciously aware of the role language plays. It can build up or tear down your tribe, like using certain "I" statements, as they may come across as critical or bossy. For example, "I want this done like this" or "I need you to make this happen for me" are good examples of "me first" or "I" lingo. On the flip side, "we" language implies that the challenge or problem is the concern and responsibility of both speaker and listener. It suggests inclusion, immediacy, cohesiveness, and commitment. Example: "We need to figure out a system that works more efficiently."

2. Be radically honest.

Wisconsin-based **Johnsonville Sausage**, the number-one brand of sausages nationwide, has exploded in recent years. When assessing leadership areas for improvement, Johnsonville discovered an all-around need for better communication and interpersonal

skills that had bottom-line impact. The company's HR team put together a **Crucial Conversations** training rooted in radical honesty to step up and handle high-stakes issues to improve company-wide results. **Results were dramatic.**

Teams reported better synergy and unity, and team members found new ways to help one another. The sales team used what they had learned to drastically improve interactions with customers.

3. Listen first.

Effective communication isn't just about talking; great leaders listen intuitively to the other person's story, ask questions, and search conversations for depth, meaning and understanding. On the flip side, leaders driven by hubris have a hard time detaching from their own inner-voices to consider other voices, because they think they're always right. Great leaders are also present and in the moment. They don't need to talk over others to get their point across. To quote former Popeye's Louisiana Kitchen's CEO, **Cheryl Bachelder**, "The biggest distinction of a leader who serves others versus themselves is the ability to listen. When you listen, you hear peoples' objections, anxieties, and fears -- and you also hear the solutions."

4. Avoid negative metaphors and clichés.

Some leaders sprinkle violent metaphorical language in their business-speak to make it appear like they're in the trenches of warfare behind enemy lines. But not everyone within their sphere of influence can relate to abrasive language like "Let's utterly destroy the competition." These divisive metaphors reinforce win-lose, ego and self-interest over collaboration, unity, and fun. Choosing sincere and positive language will ultimately earn the respect of the entire team.

5. Reset expectations during change.

Strategies often shift to adapt to a changing business environment. As such, clear expectations have to be reset. While it's easy to point the finger at team members for not pulling their weight or performing up to par, this is a 50-50 problem. Leaders have to take responsibility for making the mistaken assumption that the team fully recognizes their roles and responsibilities during change and transition, or around deadlines. This is an easy fix, usually rooted around the need for more, and clearer, communication.



6. Be specific with negative feedback.

So often we sugar coat negative feedback to avoid potential conflict, pushback or disapproval. Very human of us! If you have to give negative feedback on performance or a specific behaviour, back it up with detailed examples and ask questions for further clarification. Studies also say employees don't get enough positive feedback from their managers. Let them know regularly how they're doing with performance goals and how their work is supporting larger organizational goals. This gives their work meaning and purpose.

This article originally appeared in Inc. www.inc.com/marcel-schwantes/6-work-habits-found-in-extremely-valuable-bosses.html

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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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Don't worry if you don't know what

Loan-to-Own means

Loan-to-Own (or Distressed-Debt Strategy/Rescue Financing) is a strategy used by private equity and other investors to purchase companies as an alternative to conventional asset, stock or merger transactions. In applying these strategies, creditors use their debt positions to take ownership of troubled companies which agree with their lenders and shareholders to dramatically strengthen their balance sheet by swapping the majority of their debt for equity. It provides an opportunity for investors to take control of a company without buying it outright, providing capital to a business that needs money to continue operating. The strategy can also be applied by Hedge Funds and Private Equity investors to acquire debt, and sometimes certain amounts of equity or management control, such as voting power or board seats, from a lender of a distressed company.

Source: Bizezia's Glossary of Corporate Finance Terms is available through Bizezia's Online Business Library the UK's leading online business library with 100s of publications.

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What is a Chiasmus?

A Chiasmus is two otherwise parallel phrases with the second being a reverse order of the first.

A famous illustration is Cicero's "One should eat to live, not live to eat."

Other famous examples are:



"And so, my fellow Americans: ask not what your country can do for you. Ask what you can do for your country."

John F. Kennedy

"It has been said of the world's history hitherto that might makes right. It is for us and for our time to reverse the maxim, and to say that right makes might."

Abraham Lincoln

"Nations do not mistrust each other because they are armed; they are armed because they mistrust each other."

Ronald Reagan

"I'd rather be looked over than overlooked."

Mae West

"Has the Church failed mankind, or has mankind failed the Church?"

T. S. Eliot

"And what should they know of England who only England know?"

Rudyard Kipling

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Paul Sloane

Deliberately look in a different direction

Until 1954 there was only one television channel in the UK. It was the publicly owned BBC. In that year the government auctioned licences for commercial TV stations. These would be regional operations which could offer advertising on TV for the first time. Various companies were interested in this opportunity and they naturally focussed on the regions with the best demographics – it seemed natural that rich regions would generate more advertising revenue.

Sidney Bernstein was the Managing Director of a cinema chain in the south of England. He wanted to bid for a region. He asked his marketing team not to find the richest region but instead to find the wettest region in the UK. It was the north-west of England. He bid for this and was successful. He established Granada Television based in Manchester and serving the north of England.

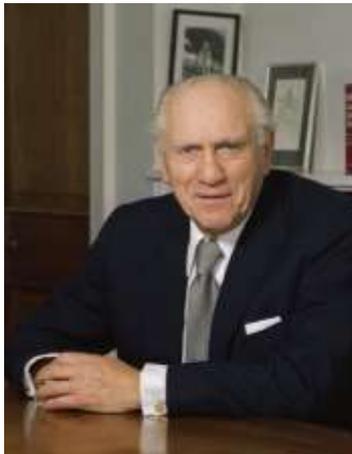
He took a different point of view. He surmised that if it was sunny outside people might be in their gardens or go for a walk. If it was pouring down with rain they were more likely to stay inside and watch television.

Sidney Bernstein was born in 1899 into a large Jewish immigrant family who lived just outside London. His father was Swedish and his mother was Russian.

Sidney left school at 15 to work in his father's cinema theatre business. At the age of 22 he took over the business which had just four theatres. He was always adventurous and innovative.

In 1930 he opened a super-cinema holding over 1000 people.

Bernstein employed a Russian theatre designer to create opulent interiors for his cinemas with Gothic, Renaissance and Moorish influences. He was a pioneer in undertaking market research into the tastes and habits of cinema audiences. He launched Saturday morning shows for children.



Sidney Bernstein

Granada Television established a strong reputation for innovative high-quality drama and documentary shows. In 1957 Granada produced the top ten programmes by ratings in its region. In 1962, it was the first television outlet to screen the Beatles on British television.

Over the next 20 years the company successfully diversified into television rental, publishing, bingo, bowling alleys and motorway service areas.

Sidney Bernstein retired from Granada in 1979 and died in 1993.

Insights for Innovators

When everyone else is facing in one direction, deliberately look in another direction. The other companies bidding for franchises

were asking, 'Which is the wealthiest region?' Bernstein asked,

'Which is the wettest region?' As David Bowie said in his song Changes, 'Turn and face the strange.'

Popular does not have to mean low-quality. Granada Television pioneered some legendary new TV series including Coronation Street, World in Action and What the Papers Say. Bernstein took a strong personal interest in each of the shows and insisted on high standards of content and production quality. Commentators of the day feared that commercial television stations would pander to the lowest tastes and cheapest shows but Bernstein confounded them.

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About the Author

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

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Geoffrey James

5 things to give up at the office in 2019

These minor omissions from your daily routine will have a major positive effect on your life and career.

Now that you (like everyone else) have given up on your **New Year's resolutions**, here are some common **workplace habits** that are easy to dump, which would have a huge **positive effect** on your life and career.

1. Trying to Achieve Inbox Zero

The entire concept of Inbox Zero assumes that email is your top priority and therefore you should strive to do it perfectly. This is a **totally crazy notion**. Almost anything you do at work is more important than sorting through your emails.

Think of email as a river of sludge with some diamonds scattered in the midst. Rather than wasting time and energy (and getting yourself all muddy) by clearing out the sludge, let the river flow past and simply pick out the diamonds as you spot them.

2. Fighting Your Internal Clock

Lately, I've been satirizing the "successful people wake up at 4:30 a.m." propaganda by **getting equally self-righteous** about staying up until 2 a.m. All kidding aside, though, some people are naturally night owls (I'm one of them) and some are naturally early birds (like my wife).

Internal clocks are genetic.

According to a recent article in Science, night owl variations exist because **to be safe from predators, a tribe needs a proportion of its member to be "on watch" at night.**

While you may not always have a choice (early birds rule the roost, alas), you'll get more done if you try to flow with, rather than against, your genetics.

3. Listening to Trash-Talk

Every workplace is a community, ideally a community of friends. However, if the work itself isn't always engaging, it's easy for people to fall into the habit of back-biting and spreading negative rumours. This causes a downward spiral, making work less enjoyable for everyone.

Listening to trash-talk, even if it's directed at others, gets you in the habit of thinking negatively, creating thought habits that will hinder your personal success. When a co-worker starts, change the subject to something work-related.

4. Interrupting Women at Meetings

You probably think this piece of advice is for men only, but according to a 2014 study, **both men and women interrupt women more** than they interrupt men. Due to our cultural history, most people are programmed to listen more carefully to men than to women.

There is, of course, a moral case for overcoming this tendency, but there's also a practical case as well. Millions of great ideas are lost every year because somebody talked over a woman in a meeting. Equal time means more smarts at the table. It's that simple.

5. Sugar or Creamer in Your Coffee

Sugar is empty calories while creamer is full of chemicals. Just as important, they're both unnecessary to enjoying **coffee**, which is a naturally rich, sweet beverage. (If coffee tastes bitter, either the beans are old or you're not preparing it properly.)

When I first started drinking coffee, I put seven sugars and two creamers in every cup. To break that habit, over about a month I gradually reduced the amounts of both until I was fine drinking it black, which I've done ever since. It helps, though, if you use freshly roasted, just-ground beans.

This article first appeared on Inc. www.inc.com/geoffrey-james/5-things-to-give-up-at-office-in-2019.html

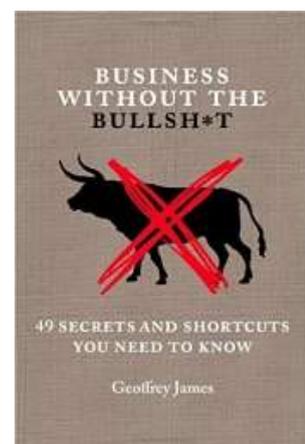
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About the Author

Geoffrey is a contributing editor for Inc.com, is an author and professional speaker whose award-winning blog, Sales Source, appears daily on Inc.com. His most recent book is *Business Without the Bullsh*t: 49 Secrets and Shortcuts You Need to Know*.

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Alexander Kjerulf

The top 5 reasons why “the customer is always right” is wrong

When the customer isn't right – for your business

One woman who frequently flew on Southwest, was constantly disappointed with every aspect of the company's operation. In fact, she became known as the “Pen Pal” because after every flight she wrote in with a complaint.

She didn't like the fact that the company didn't assign seats; she didn't like the absence of a first-class section; she didn't like not having a meal in flight; she didn't like Southwest's boarding procedure; she didn't like the flight attendants' sporty uniforms and the casual atmosphere.

Her last letter, reciting a litany of complaints, momentarily stumped Southwest's customer relations people. They bumped it up to Herb's [Kelleher, CEO of Southwest] desk, with a note: 'This one's yours.'

In sixty seconds, Kelleher wrote back and said, 'Dear Mrs. Crabapple, We will miss you. Love, Herb.'

The phrase “The customer is always right” was originally coined by Harry Gordon Selfridge, the founder of Selfridge's department store in London in 1909, and is typically used by businesses to:

1. Convince customers that they will get good service at this company
2. Convince employees to give customers good service

Fortunately, more and more businesses are abandoning this maxim – ironically because it leads to bad customer service.

Here are the top five reasons why “The customer is always right” is wrong.

1: It makes employees unhappy

Gordon Bethune is a brash Texan (as is Herb Kelleher, coincidentally) who is best known for turning Continental Airlines around “From Worst to First,” a story told in his book of the same title from 1998. He wanted to make sure that both customers and employees liked the way Continental treated them, so he made it very clear that the maxim “the customer is always right” didn't hold sway at Continental.

In conflicts between employees and unruly customers he would consistently side with his people. Here's how he puts it:

When we run into customers that we can't reel back in, our loyalty is with our employees. They have to put up with this stuff every day. Just because you buy a ticket does not give you the right to abuse our employees . . .

We run more than 3 million people through our books every month. One or two of those people are going to be unreasonable, demanding jerks. When it's a choice between supporting your employees, who work with you every day and make your product what it is, or some irate jerk who demands a free ticket to Paris because you ran out of peanuts, whose side are you going to be on?

You can't treat your employees like serfs. You have to value them . . . If they think that you won't support them when a customer is out of line, even the smallest problem can cause resentment.

So, Bethune trusts his people over unreasonable customers. What I like about this attitude is that it balances employees and customers, where

the “always right” maxim squarely favours the customer – which is not a good idea, because, as Bethune says, it causes resentment among employees.

Of course, there are plenty of examples of bad employees giving lousy customer service. But trying to solve this by declaring the customer “always right” is counter-productive.

2: It gives abrasive customers an unfair advantage

Using the slogan “The customer is always right” abusive customers can demand just about anything – they're right by definition, aren't they? This makes the employees' job that much harder, when trying to rein them in.

Also, it means that abusive people get better treatment and conditions than nice people. That always seemed wrong to me, and it makes much more sense to be nice to the nice customers to keep them coming back.

3: Some customers are bad for business

Most businesses think that “the more customers the better”. But some customers are quite simply bad for business.

Danish IT service provider ServiceGruppen proudly tell this story:

One of our service technicians arrived at a customer's site for a maintenance task, and to his great shock was treated very rudely by the customer. When he'd finished the task and returned to the office, he told management about his experience. They promptly cancelled the customer's contract.

Just like Kelleher dismissed the irate lady who kept complaining (but somehow also kept flying on Southwest), ServiceGruppen fired a bad customer. Note that it was not even a matter of a financial calculation – not a question of whether either company would make or lose money on that customer in the long run. It was a simple matter of respect and dignity and of treating their employees right.

4: It results in worse customer service

Rosenbluth International, a corporate travel agency, took it even further. CEO Hal Rosenbluth wrote an excellent book about their approach called **Put The Customer Second – Put your people first and watch'em kick butt.**

Rosenbluth argues that when you put the employees first, they put the customers first. Put employees first, and they will be happy at work. Employees who are happy at work give better customer service because:

- They care more about other people, including customers
- They have more energy
- They are happy, meaning they are more fun to talk to and interact with
- They are more motivated

On the other hand, when the company and management consistently side with customers instead of with employees, it sends a clear message that:

- Employees are not valued
- That treating employees fairly is not important
- That employees have no right to respect from customers
- That employees have to put up with everything from customers

When this attitude prevails, employees stop caring about service. At that point, real good service is almost impossible – the best customers can hope for is fake good service. You know the kind I mean: courteous on the surface only.

5: Some customers are just plain wrong

Herb Kelleher agrees, as this passage from **Nuts! the excellent book about Southwest Airlines** shows:

Herb Kelleher [...] makes it clear that his employees come first — even if it means dismissing customers. But aren't customers always right? "No, they are not," Kelleher snaps. "And I think that's one of the biggest betrayals of employees a boss can possibly commit. The customer is sometimes wrong. We don't carry those sorts of customers. We write to them and say, 'Fly somebody else. Don't abuse our people.'"

If you still think that the customer is always right, read this story from Bethune's book "From Worst to First":

A Continental flight attendant once was offended by a passenger's child wearing a hat with Nazi and KKK emblems on it. It was pretty offensive stuff, so the attendant went to the kid's father and asked him to put away the hat. "No," the guy said. "My kid can wear what he wants, and I don't care who likes it."

The flight attendant went into the cockpit and got the first officer, who explained to the passenger the FAA regulation that makes it a crime to interfere with the duties of a crew member. The hat was causing other passengers and the crew discomfort, and that interfered with the flight attendant's duties. The guy better put away the hat.

He did, but he didn't like it. He wrote many nasty letters. We made every effort to explain our policy and the federal air regulations, but he wasn't hearing it. He even showed up in our executive suite to discuss the matter with me. I let him sit out there. I didn't want to see him and I didn't want to listen to him. He bought a ticket on our airplane, and that means we'll take him where he wants to go. But if he's going to be rude and offensive, he's welcome to fly another airline.

The fact is that some customers are just plain wrong, that businesses are better off without them, and that managers siding with unreasonable customers over employees is a very bad idea, that results in worse customer service.

So, put your people first. And watch them put the customers first.

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About the Author

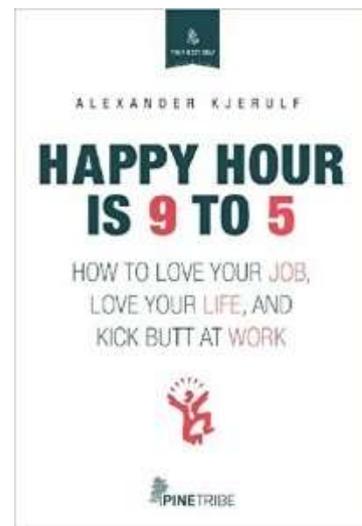
Alexander is the founder and Chief Happiness Officer of **Woohoo inc** and one of the world's leading experts on happiness at work. He is an author and speaker, presenting and conducting workshops on happiness at work at businesses and conferences in over 30 countries. His clients include companies like Hilton, Microsoft, LEGO, IKEA, Shell, HP and IBM.

Alex is the author of 4 books including the international bestseller **Happy Hour is 9 to 5 – How to Love Your Job, Love Your Life and Kick Butt at Work.**

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Sunil Bali

Finding it difficult to fit in?

At the age of 21, Todd Rose was a high-school dropout struggling to support his wife and two small children. He was on state benefits and had worked his way through ten minimum wage jobs in two years.

Todd remembers his report cards at school which had a common thread and read, "He's a little hyperactive and finds it difficult to fit in."

One day when he was at a very low ebb, blaming his school and teachers for his misfortune, Todd's father - who had worked his way up from tea boy and floor cleaner to mechanical engineer - gave him some life changing advice: "I've lived with you for 21 years Todd. You're not lazy or stupid. You're just fine the way you are, you don't need fixing. You just need to find something that really interests you and someone to teach it to you."

His dad's words hit home so he enrolled in a series of human biology classes at his local college.

Todd found the psychology classes gripping, not least because he realized that school had not worked out because he was outside the range of the average, normal student and as such, not catered for.

The reality is that no one is actually completely average and has at least one skill or talent, be that as yet undeveloped, which is well above average.

In a world that has perpetuated the cult of the average and valued sameness, conformity is losing its grip on the reins as authenticity and exceptions rule.

There's one thing that you're a world champion at. No one does it better than you.

You're the best at being you.

And when you're being your best self, your world will transform from a round hole to the shape of your square peg.

Ps. Todd is now 42 years old and Professor of Education at Harvard.

Pps. You believed in Santa for a few years, so how about believing in yourself for a few weeks and see what happens.

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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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Quotes on 'Never'

Never be with those cold and timid souls who know neither victory or defeat.

Theodore Roosevelt

Develop a passion for learning. If you do, you will never cease to grow.

Anthony J. D'Angelo

Great things in business are never done by one person. They're done by a team of people.

Steve Jobs

Never, never, never give up.

Winston Churchill

Anyone who has never made a mistake has never tried anything new.

Albert Einstein

The course of true love never did run smooth.

William Shakespeare

A gentleman is one who never hurts anyone's feelings unintentionally.

Oscar Wilde

If you spend too much time thinking about a thing, you'll never get it done.

Bruce Lee

I attribute my success to this - I never gave or took any excuse.

Florence Nightingale

You'll never find peace of mind until you listen to your heart.

George Michael





Drayton Bird

Quick & dirty extra profits for nothing

Here is the video I promised. 20 quick easy ways to make more profit. Almost all easy to try – often costing nothing.

You've probably seen some before. But have you tried them?

They've all worked for me. Why not you?

As I mentioned, there is a mistake in the video. You'll probably spot it. When you do you may wonder if I've lost my marbles.

Not really because that mistake could be worth money to you. Just write to me, Drayton@draytonbird.com and I'll explain why.

This video takes 22 minutes 40 seconds. Watch it all. You can spare that much time to make more profit can't you?



WARNING: There is one inaccurate set of figures (it's not the mistake I referred to). In the video I tell what happened when we ran an email in the morning and followed up in the evening.

After recording the video new figures came in. We did much better - then followed up the next morning and did better still. The people who fail do so not by mailing too often but by mailing too little.

There is no charge for this video and no catch.

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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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Simon Sinek spurs you to bigger and better things



You ought to have heard of Simon Sinek. He's an optimist and is described as "a visionary thinker with a rare intellect".

In a series of YouTube videos, he invites you to imagine a world where people wake up every day inspired to go to work and return home at the end of the day feeling fulfilled by the work they do, feeling that they have contributed to something greater than themselves.

He's a trained ethnographer, and the author of two books: the global best seller, *Start With Why: How Great Leaders Inspire Everyone to Take Action* and his newest book, *Leaders Eat Last: Why Some Teams Pull Together and Others Don't*.

Born in Wimbledon, he speaks a lot to professionals at audiences in the USA and the UK (and elsewhere, no doubt). Go to YouTube and search for Simon Sinek. Here's a few videos that you'll want to watch and learn by:

- www.youtube.com/watch?v=qp0HIF3Sfl4
- www.youtube.com/watch?v=sioZd3AxmE
- www.youtube.com/watch?v=lmyZMtPVodo
- www.youtube.com/watch?v=ReRcHdeUG9Y

Source:

<http://www.youtube.com/watch?v=sioZd3AxmE>

Sue Barrett

Some key guidelines for negotiations in sales



We are regularly asked by sales managers to provide negotiation skills training for their salespeople. However, after talking with them about their team's situation and development priorities, it is quite clear, 90% of the time, that their people do not need negotiation skills training, what they really need is consultative solution selling skills training instead.

The reason many **sales managers** and sales teams find themselves in this situation is they think every time their salespeople hit an objection they must negotiate. Far from it. The easiest way to eliminate objections is by taking the time to understand your client's needs and priorities first then showing them how you can help address their situation and what the pathway forward with you looks like. If the client is working with you and happy to proceed, there should be no need for negotiations. We must not confuse prioritising client project tasks and activities with negotiating either. Prioritising is what happens first, second and so on.

Selling and negotiating are both important skills to master; however, not all sales situations require negotiations and not all negotiation situations are sales related.

What we do need to know is how they are applied in the correct situations.

You sell when you:

- Identify clients' real needs and priorities, discuss, create and agree upon viable solutions that are of value to the client and outweigh the cost of purchase
- Gain mutual agreement to move forward to close the deal and do the work
- Ask and answer questions about misunderstandings, processes, product/service questions, general questions, risk mitigation, the benefits, and so on
- Can't vary the terms. If you can't vary terms and the client won't agree to move forward with you on the current plan then it is a 'no sale'. Move on rather than give things away. Giving something away for nothing is not negotiating, it is giving something of value away which costs you and your business. If you give something away for nothing, it's worth nothing.

You negotiate when you:

- Need to trade off something
- Need to respond to demands for concession by analysing the situation and the demands being placed on you; then by developing a proposal with clear guide-lines and trade-offs
- Need to stop a customer from 'fragmenting' your proposal and diminishing the real value and losing relevance
- Present a total proposal that 'adds up' to a win/win solution where all trade-offs are clear and agreed to
- Present a fall-back trade-off

position (if necessary)

- Find that both parties vary the terms and you need to negotiate new terms to get common ground and agreement
- Find that resources are scarce
- Find that agreement and conflict exit simultaneously

Key guidelines for negotiation in sales:

1. Unless you have the power or authority to change or modify terms, create new product solutions, you cannot negotiate
2. Negotiation should never be a substitute for selling. You need to be able to sell well first and foremost
3. Negotiation is an effective strategic tool that you use **ONLY** when you need it
4. The earlier you give away concessions in the sales process the less impact they will have
5. Be mindful of giving salespeople the authority to discount. All too often this is a licence to give away your margins too soon and too often. We see this when people 'cave in' on price too soon for fear having to deal with potential conflict which usually doesn't eventuate if the sale is done effectively. However, they never let the sale run its course to find out
6. Discounting is a negotiation tool that should only be applied as a last resort and should have a trade off in it for your business so can you benefit from the deal as well. This is different from volume

pricing which rewards people for buying bulk from you.

7. If you postpone tough negotiations whenever possible you will miss learning about new things, getting new ideas, new ways of pulling your offer together as well as creating potential conflict down the track.

No negotiating skills training and talent can make up for poor selling skills.

Remember **everybody lives by selling something**.

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About the Author

Founder and CEO of **Barrett, Sales Essentials** and the **Selling Better Movement**. Sue lives by the philosophy that selling is everybody's business and everybody lives by selling something. Sue has written 600+ sales articles and 21 e-books, got selling its first university qualification via Swinburne University and produces the **Annual 12 Sales Trends Report**.

Architect of the Selling Better Operating System & Philosophy which creates sustainable and successful sales and customer centric teams and cultures. Sue and her team have studied, researched, codified, modelled, promoted and educated more than 30,000 people on a better, ethical, human-centred approach to selling.

- 1997 Winner of the Telstra & Victorian Government Small Business Award
- Inductee in the Business Women's Hall of Fame 2000
- Finalist in 1998 and 2001 Telstra Business Woman of the Year Awards

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Parliamentary jargon explained

- **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 100s of publications. Email mpollins@onesmartplace.com for further information.

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Jeff Haden

The power of kindness



My client acquired a large company, and I went along for his initial meetings with his new employees. In the afternoon, he planned a companywide address. But that morning, we met for several hours with top executives.

(Talk about emotions on full display: ego, anxiety, obsequiousness, defensiveness, fear, excitement... When the new sheriff comes to town, the icy-cool corporate masks quickly come off.)

The meeting ended at noon, and when we walked out 15 minutes later, he noticed a sizable buffet set up on the other side of the atrium. There were plenty of people standing around in white coats and black slacks but no one in line or sitting at tables.

"What's that for?" he asked someone walking past.

"The company arranged a meal for after your meeting," she said. "A local restaurant closed for the day to come here." She paused. "I think the chef and her staff were really excited about it," she said, her voice trailing off at the end.

"Did anyone eat?" he asked.

"Um, I don't think so," she said.

He stood looking a few moments. Even from a distance, it was evident the catering staff was confused and disappointed.

"Come on," he said to me. "We're eating."

And we did.

But he did more than just eat. He spent a few minutes talking to every--member of the staff. They knew who he was, and while some were initially shy, they quickly warmed up.

And why wouldn't they? He complimented the food. He complimented the service. He joked and laughed. When we finished eating, he said, "We can't let great food go to waste!" and borrowed two white coats so we could serve them. Then he made the rounds of the tables and happily leaned into all the selfies.

When we finally left, he waved and smiled.

They smiled bigger.

Sure, it took a lot of his time. Sure, it took him off point and off focus and off schedule.

Sure, they loved him for it.

I already knew the answer, but as we got in the car, I still asked. "I know your schedule," I said. "You couldn't stop to eat. Besides, no one else did, so no one would have noticed."

"I felt bad for them," he said.

"They tried hard to do a good job, and everyone blew them off. How bad would that feel? So, it was the least I could do.

"Maybe my staff thought they were too busy," he continued. "Or maybe they thought they were too important. But maybe they are too self-absorbed to notice they hurt other people's feelings."

He thought for a few seconds. "And maybe they're the wrong people for the job," he said.*

Much of the time, we want famous people to be so humble they don't recognize there's a fuss, a special buzz, that people are excited to see them.

We want them to be oblivious to their fame or importance. (After all, if they're too aware, that means they're too full of themselves.)

But what we should really want is for famous or notable people to recognize that in the eyes of others, they *are* special--and that other people might want something from them, even if that something is the simple recognition that what they do matters.

Because it does.

Picture a CEO walking into a building for an important meeting. Maybe he says hello to the receptionist. (Maybe.) Otherwise, he only has time for the people at his level. It's like no one else exists; they're just unseen cogs in a giant machine.

Unfortunately, at times, we all do the same thing. We talk to the people we're supposed to talk to. We recognize the people we're *supposed* to recognize. We mesh with the cogs in the machine we're *expected* to mesh with, but there are many other important cogs.

So, go out of your way to smile to everyone. Or to nod. Or to introduce yourself.

And when someone does something that helps you, even in the smallest way and even if it's their job, go out of your way to say thanks. Make it your mission to recognize the people behind the tasks: the people that support, that assist, that make everything possible.

Even though most of us aren't famous or notable, by recognizing people--especially those who have been conditioned to not expect to be recognized--we add a little extra meaning and dignity to their lives.

And that's the best reason to go off point, off focus, and off task.

Although, when you think about it, you really aren't taking yourself away from an important task. You're just shifting to an equally important task: showing people they matter--especially to you.

** Six months later, only three of the original 22 remained.*

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About the Author

Jeff Haden learned much of what he knows about business and technology as he worked his way up in the manufacturing industry from forklift driver to manager of a 250-employee book plant.

Everything else he picks up from ghostwriting books for some of the smartest innovators and leaders he knows in business. He has written more than 30 non-fiction books, including four Business and Investing titles that reached #1 on Amazon's bestseller list. Jeff is a contributing editor for inc.com and a LinkedIn Influencer.

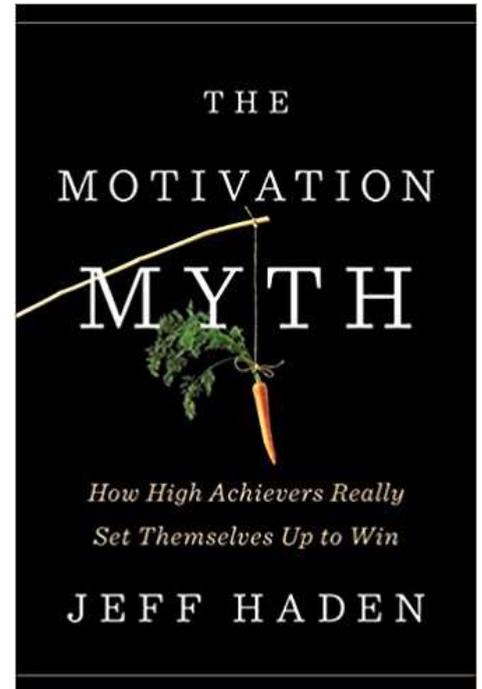
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Marla Tabaka

Here's your guide to a smart annual small business review

Successful entrepreneurs do frequent reviews of their metrics, culture, wins, and shortcomings. This guide will make it easy for you.

Entrepreneurs are more likely to plan the future than evaluate the past. But how can you fix something when you don't know it's broken? How will you celebrate achievements when you don't realize how significant they are to the big picture? If you do not conduct an annual review of your business, it's likely that you'll go year-to-year with the **same troubled systems, processes, and problems**. Even if you had a great year, you want to grow. By establishing what is and is not working for you, you'll create a more powerful plan to support your future growth.

If you have a written plan for your business, use it as a guideline to ascertain your achievements, delivery of goals, and where you missed the mark. Here's a guideline for your business review. Customize it to meet your needs to make planning for the future years a snap.

Set your intentions.

Understand exactly what you want as a result of performing this exercise. A review includes separating yourself from the business to access a bird's-eye view. It's wise to disconnect yourself emotionally by approaching the process with curiosity, **rather than fear and criticism**. Set an intention to celebrate the wins and identify opportunities to pivot where necessary. Go into this process with a **positive mindset** and look forward to your results—because

no matter which way it goes, you're about to make it better.

Make a list of questions.

Being intentional about your process sparks creativity and prevents you and your team from overlooking important pieces of information. Examples include:

- What are my (our) achievements?
- How did they impact our growth?
- What did we learn in the past year and how did it support our growth?
- What were our biggest disappointments?
- Did we implement a strategy to pivot or constructively address the disappointments?
- Did we have unexpected expenditures and how can we plan better for next year?

Schedule proper time for your review.

A proper annual business review is not done in one afternoon. This is a deep dive into your business, values, and goals. Keeping the pace is important, so schedule time slots in each day during one particular week. Your needs may dictate more or less time. Don't short change yourself; everyone from your team to your customers deserve this time and attention.

Identify your metrics.

What do/will you use to measure your company's performance? Certainly, your financial statements. Other metrics may include: email list growth, your website's Google analytics, conversions, **customer retention**, new customer growth, and podcast downloads and new subscribers.

Carefully review your metrics and ascertain what contributed to your growth, as well as best practices for further growth. Are there any other tools and resources you can add to your metrics dashboard?

Recognize and celebrate the good stuff.

I am constantly helping entrepreneurs interpret the significance of their achievements. Many tend to focus on the let downs, which only serves to keep them from success. When you focus on the negative you are subconsciously inviting more of it into your life.

Review all of your achievements and then list the top three. Note any tools and processes you used to achieve them—don't forget pure talent and your magnetic personality.

Review last year's goals and identify future goals.

Identify which goals are worth keeping, which will be eliminated, and how you will redirect your energies to realize your desired outcome. Don't be hasty in eliminating worthwhile goals that did not pan out. Instead, look at other avenues you might take to achieve them. Your new list of goals should include the long term (3, 5, and sometimes 10 years) and short term (immediate through 12 months).

Review company values and culture.

I always remind entrepreneurs that if you don't intentionally build a company culture, it will build itself—and you won't like the results. Even if you're flying solo,

having well-defined values offers you a roadmap to your success. What did you do this past year to cultivate a positive culture? What opportunities were missed? How will you be even more intentional about it in the upcoming year?

Follow up.

Once you've completed your review and planning process, schedule a monthly, or quarterly meeting to perform mini-reviews. This is a living document, fluid like water. Make changes, note your wins, and continue to celebrate them.

This article was originally published on: marlatabaka.com/heres-your-guide-to-a-smart-annual-small-business-review/

About the Author

Marla Tabaka is an internationally known business strategist, national radio show host, and leading Inc. Magazine author. Her integrative approach to coaching combines mindset management and strategic planning, resulting in multi-million dollar businesses for many of her small business clients. Marla has appeared in noteworthy publications such as American Express Open, Fox Business News, TIME Business, The Huffington Post, Entrepreneur.com, Social Media Mags, and The Business Intelligence Report. If you would like to take the next steps toward a healthy life and business, contact Marla for a complimentary consultation.

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Want to reduce nuisance calls to your mobile?

Did you know that it is illegal for organisations to make unsolicited sales and marketing calls to numbers registered with the TPS, unless they have a person's consent to do so? Since 1 June 2016, UK mobile phone users can send a text message to opt out of unsolicited sales and marketing calls. The 'text-to-register' service, launched by the Telephone Preference Service (TPS) and Ofcom, enables mobile phone users to add their number to the UK's official 'do not call' database.

How 'text-to-register' works:

To register, mobile customers simply text 'TPS', followed by their email address to the shortcode 78070. They will receive a text reply from the TPS confirming their number has been successfully added to its database. Registrants should notice a gradual reduction in unsolicited sales and marketing voice calls after a few days, although it can take up to 28 days for the service to become fully effective.

Note: A study commissioned by Ofcom and the Information Commissioner's Office found people registered with the TPS saw a reduction in the monthly volume of live sales or marketing calls received of around a third (31%). Registering with the TPS, however, does not prevent spam text messages.

Other ways to protect against nuisance calls:

As well as registering with the TPS, you can tackle nuisance calls and messages by taking note of the following five tips:

Be careful who you give your contact details to, whether it's online, on the phone, or in person.

1. Look carefully at any marketing 'opt-in' and 'opt-out' boxes. These boxes are often buried in the small print. If you don't pay attention to them, you could find yourself inadvertently agreeing to be contacted by companies you don't recognise.
2. If someone rings and asks for financial information over the phone, such as your account details or PIN number, don't provide it.
3. Talk to your phone provider to see what privacy services are available, and consider a call-blocker - though be aware, you may need to pay for these services.
4. If you receive a nuisance call or message, make a complaint. Complaint information helps regulators take action against companies acting unlawfully. If the call is a live telesales call, an automated marketing message, or a spam text message, complain to the Information Commissioner's Office. You can report spam texts to your mobile network operator by simply forwarding the text to 7726. If you receive a silent or abandoned call, complain to Ofcom.

We hope this information was useful...
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Justin Bariso

Emotionally intelligent advice from an 80-year-old man



From time to time, I come across a list of life lessons "as described by an 80-year-old man." They've been widely shared online, and maybe you've seen them pop up in your social feeds.

As I read them again recently, I couldn't help but notice a common thread--how these principles relate to our ability to process and handle emotions.

Since I'm a fan of guidelines that are practical and easy to remember, I figured I'd share my favourites here--along with a few of my own thoughts.

- 1. Have a firm handshake.**
Because nothing beats a good first impression.
- 2. Look people in the eye.**
Build your self-confidence and build others' confidence in you.
- 3. Sing in the shower.**
Change your mood and inspire positivity.
- 4. Own a great stereo system.**
Because music is one of the biggest influences on our emotions.
5. Keep secrets.
Otherwise, you'll quickly lose others' trust.
- 6. Never give up on anybody.**
Miracles happen every day.

7. Always accept an outstretched hand.

No man is an island.

8. Be brave. Even if you're not, pretend to be.

Because no one can tell the difference.

9. Whistle.

Same reason as No. 3.

10. Avoid sarcastic remarks.

Snark may get you laughs, but it will also lose you friends.

11. Choose your life's mate carefully.

From this one decision will come 90 per cent of all your happiness or misery.

12. Make it a habit to do nice things for people who will never find out.

It's the giving that makes you happy. Not the credit.

13. Lend only those books you never care to see again.

Save yourself the frustration.

14. Never deprive someone of hope.

It might be all that they have.

15. When playing games with children, let them win.

Maybe not always...but enough to help them feel the joy of triumph.

16. Be romantic.

Because love makes the world go 'round.

17. Become the most positive and enthusiastic person you know.

It'll pay rich dividends.

18. Loosen up. Relax.

Except for rare life-and-death matters, nothing is as important as it first seems.

19. Don't allow the phone to interrupt important moments.

It's there for our convenience, not the caller's.

20. Be a good loser.

Or everyone will hate you.

21. Be a good winner.

Or everyone will hate you.

22. Think twice before burdening a friend with a secret.

Especially if you want it to remain a secret.

23. When someone hugs you, let them be the first to let go.

Unless the hug is unwanted.

24. Be humble.

A lot was accomplished before you were born.

25. Keep it simple.

'Nuff said.

26. Beware of the person who has nothing to lose.

And always help if you can.

27. Don't burn bridges.

You'll be surprised how many times you have to cross the same river.

28. Live your life so that your epitaph could read, "No Regrets."

Easier said than done...but try your best.

29. Be bold and courageous.

When you look back on life, you'll regret the things you didn't do more than the ones you did.

30. Never waste an opportunity to tell someone you love them.

Same reason as No. 16.

31. Remember no one makes it alone. Have a grateful heart and be quick to acknowledge those who helped you.

Same reason as No. 7.

32. Take charge of your attitude.

Don't let someone else choose it for you.

33. Visit friends and relatives when they are in hospital, even if you can only stay for a few minutes.

You won't regret it.

34. Begin each day with some of your favourite music.

Same reason as No. 4.

35. Once in a while, take the scenic route.

You'll often find more joy in the journey than the destination.

36. Answer the phone with enthusiasm and energy in your voice.

Same reason as No. 17.

37. Keep a note pad and pencil on your bed-side table.

Because the best ideas can strike at 3 a.m.

38. Show respect for every job, regardless of how trivial.

Because the job does not make the person.

39. Send your loved ones flowers. Think of a reason later.

Same reason as No. 16.

40. Make someone's day by paying the toll for the person in the car behind you.

You'll make your own day, too.

41. Become someone's hero.

Because everybody needs one.

42. Marry only for love.

It's the only way to survive the challenges to come.

43. Count your blessings.

It will make you happier.

44. Compliment the meal when you're a guest in someone's home.

This makes you happier, too.

45. Wave at the children on a school bus.

It will remind you that children are the future. And help them see that you know that, too.

46. Remember that 80 per cent of the success in any job is based on your ability to deal with people.

So, if you haven't learned how, start now.

47. Don't expect life to be fair.

But no matter what, never lose hope

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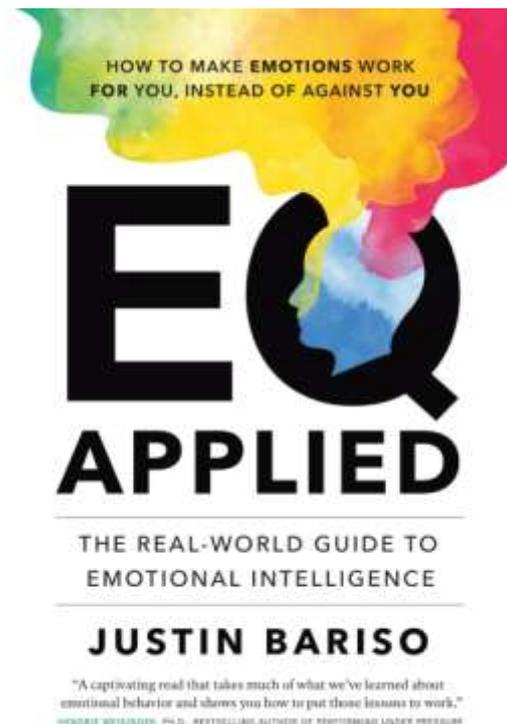
About the Author

Justin Bariso is an author and consultant who helps organizations think differently and communicate with impact. In 2016, LinkedIn named him the "Top Voice" in "Management and Culture." His forthcoming book, *EQ, Applied*, shares fascinating research, modern examples, and personal stories that illustrate how emotional intelligence works in the real world.

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Steve Tobak

Why shame is good for you

Coddling is clearly the worst thing to happen to our culture. It negatively impacts success outcomes in ways that most people are not even aware of.

Coddling represses personal accountability, work ethic and competitive spirit, but its most insidious impact is emotional. By removing the shame of poor performance and bad behaviour, coddling makes us feel good about being bad.

Long-time reader Bill Weinrauch reminds me of a story from a few weeks back. A public school in the UK won't let kids wear pricey coats so their less fortunate classmates won't feel shame.

Here's the thing. Shame can be good. Shame can be a powerful motivator that drives you to better yourself. It certainly played a big role in the way my life turned out.

Growing up I was very much aware that all my friends had it better than me – that their folks had better jobs than mine did. They had nicer clothes, nicer furniture, better food, nicer cars. And most of their moms didn't have to work fulltime like mine did.

I grew up with a huge chip on my shoulder. Whatever happened, I was determined to make a better life for myself than my folks had. That desperate need to always do better, to never be satisfied with my accomplishments, has driven me every day of my life.

Which brings us to fat shaming. Same thing. My folks were overweight. They never ate right or exercised. Just went to work, came home, ate crappy food and plopped down in front of the TV set. That really grossed me out.

Again, I swore that I would never let that happen to me. And I haven't.

Now, don't get me wrong. I was brought up on personal accountability, work ethic and competitive spirit. But shame has been a much bigger motivator. Why? Because shame is an emotion. And emotions are much more powerful motivators than reason.

That's why behavioural change is so hard. It's one thing to logically know you should quit smoking or eating fast food, but mortal fear that those things might kill you is a kick in the rear end that no amount of reason will provide. That's why addicts only change when they've bottomed out. Fear.

One of the metaphors I like to use to demonstrate what's wrong with a nanny society that coddles its people is germs. Germaphobes – those who obsessively sterilize themselves and their environments – never develop immunities. So inevitable exposure carries a higher risk of prolonged illness and secondary infection.

In the Tobak household we have a rule for when food falls on the floor. It's called "the x second rule," where x is inversely proportional to how long it's been since the floor was last cleaned. You know, we rarely get sick. Go figure.

So, the next time you even think about coddling someone – a kid, an employee, a friend – imagine that you're trying to insulate them from germs. The problem is, you can't. Germs will inevitably get through and, without antibodies, they will get much sicker than they would've otherwise. So you're actually making them less healthy.

Coddling has the same effect on life outcomes. By trying to keep people from disappointment and downers, you actually make it harder for them to deal with life's inevitable disappointments and downers. And by removing their shame, you remove

their emotional determination to better themselves.

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About the Author

Steve Tobak has been a trusted advisor to CEOs and business leaders for 25 years, first as a highly-successful senior executive in the technology industry and now as a Silicon Valley based strategy consultant. He is passionate about solving complex problems and achieving enduring success for his clients.

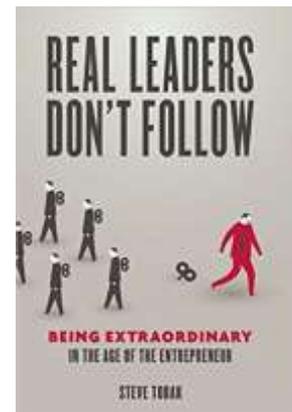
Tobak quickly identifies critical factors holding back business growth and leadership performance. He works with executives and their teams to determine necessary strategic, operational and organizational changes, then develops practical action plans that are uniquely tailored to create sustainable growth.

Engaging with leadership teams across the organization, Tobak brings insight and clarity to bear on their most strategic issues, opportunities and decisions. His methods are flexible and scalable for clients big and small across all geographies and markets. And he has a proven track record of getting it right and delivering results.

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Dr Lynda Shaw

Stress – acknowledge, accept, action

The more people I work with, the more I see folks in denial about the stressful situations they frequently find themselves in. So often, people put blinkers on, put their head down and just keep going. Of course, there is a time and place for doing this, but not as often as people believe.

The challenge is, as human beings we are often in denial about the severity of problems and carry on regardless. We may sit there convincing ourselves that things will blow over, or we don't want to make a fuss, or trying to focus on the things that are going right in the belief that the negative stuff will simply go away.

This can be foolhardy and dangerous for your physical and mental health as well as your career.

Why? Because when we feel stressed, our bodies release the hormone, cortisol. If high levels of circulating cortisol are prolonged, this reduces activity in the frontal cortex of the brain and compromises our attention span, so that we can't concentrate properly; it adversely affects our short-term memory, perhaps meaning that we forget what someone has just told us; and it lowers our inhibitory mechanisms and therefore we are more likely to make rash or bad decisions.

Plus, activity in the hippocampus in the brain is affected so that your declarative memory (factual information and previous experiences) is impaired, which is not helpful in a business situation. If you were looking at someone displaying these characteristics, I

wager you would think they are incompetent or a fool. But what if this is you?

And if this isn't bad enough, prolonged stress halts the production of new brain cells, which negatively affects behaviour and even alters neural plasticity. Even the structure of the brain and connections can be impacted. Of course, one should never underestimate constant or repeated stressors, nagging problems that don't seem to go away, because they can lead on to depression and anxiety disorders.

How do you know when it's time to shake off your ostrich feathers and lift your head out of the sand? When you are being inefficient to the point that people begin to lose respect for you or they stop asking you to do things.

Here are three things that can help:

- **Acknowledge** – please stop pretending that everything is OK. It's not a weakness to acknowledge that there are issues to address. Even if you only acknowledge problems to yourself, it is better than ignoring and allowing things to fester.
- **Acceptance** – accept that the situation is not perfect, this will help you relax. Denial is highly stressful and unnecessary, especially in business situations. Accept there is a problem and you will start to be able to see more clearly.
- **Action** – as cortisol levels recede after following 1. and 2., your frontal lobe activity will increase, and you will put your brain in a better state to come up with answers.

Please don't wait for a time when people think you are less than who you really are. You are not a fool,

otherwise you wouldn't be in the position you hold now. So, don't let stress and those high levels of cortisol secretions impair your effectiveness. Stay in control, use the 3As, stay healthy and enjoy your successes.

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Lynda hosts the Neuroscience Professional Financial Services Club - a must if you want to understand how to communicate better with your clients of all ages.



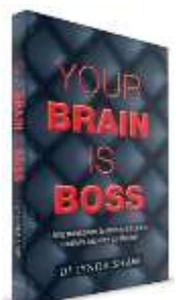
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Dr Lynda Shaw is cognitive neuroscientist and chartered psychologist, a Forbes contributor, an Associate Fellow of the British Psychological Society, a Fellow of the Royal Society of Medicine, a Fellow of the Professional Speakers Association as well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

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Lindsey Agness

What gets in the way of people changing?



In an ideal world behaviour change would happen like this...

*I know exercise is good for me
Therefore, I am going for a run*

Wouldn't it be great if as humans we react positively and change when we learn something that could be good for us.

But, more often we know that we should do something but we choose not to...

*"I know exercise is good for me"
"But I prefer to stay at home and watch a game of thrones"*

I am sure that we would all recognise this example. Even when we understand that something would bring a positive reward we still choose to do something else. For example, in an organisational context a new set of behaviours stuck on the office wall will not in themselves successfully drive change!

Why is this?

I want to talk about an important concept from neuro science which explains why behaviour change is such a challenge for us. Often the heart and mind do not agree! The brain has two independent systems at work. We have the emotional side that is instinctive and feels pain and pleasure and then we have the rational side that is rational and reflective. Using an analogy by Jonathan Haidt in his book the 'Happiness Hypothesis' he uses the metaphor of the elephant. The rider

is our conscious, cognitive, logical mind driven from the head. It knows what makes sense, plans for the FUTURE and uses conscious resources. Perched on the top of the elephant it holds the reins and seems to be the leader. But their control is precarious because the rider is so small compare to the elephant. You will have experienced this if you have ever overeaten, slept in, not done your accounts. The weakness of the elephant is clear it's lazy, skittish and looking for the quick payoff (game of thrones) over the long-term payoff (going for a run). It represents our unconscious, intuitive, emotional brain. It wants to know how things will feel and is driven from the heart and gut. The elephant is interested in what is happening NOW. And responds in an automatic / habitual way.

When change fails normally it is because of the elephant. The rider cannot keep the elephant on the road for long enough to reach the destination. The elephant's hunger for instant gratification is the opposite of the rider's strength.

This is really useful to know when setting goals which require people to change their behaviour!

In neuroscience this is called **temporal discounting** or **current moment bias**.

In order for the reward in the future to be effective, it has to be greater than the reward now – and the further in the future the reward is available, the greater the reward has to be to have the desired effect. I.e.

Given a choice we do not weigh reward in the future as highly as reward now!

As a leader of change, you need to appeal to both the rational and the emotional.

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About the Author

Lindsey is CEO of The Change Corporation, which specialises in culture and behavioural change. She worked as a change management consultant for PwC before setting up her own business. She has used her skills to build capability and capacity for change in large private and public organisations throughout the UK, Europe and the US. Her flexible, collaborative approach delivers proven, measurable results.

Lindsey has a Masters Degree in Policy Studies from Bristol University and is the first woman Master Trainer of NLP in the UK accredited through the American Board of NLP. She is an author of four best-selling books on organisational change management and personal change.

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change
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Kate Nasser

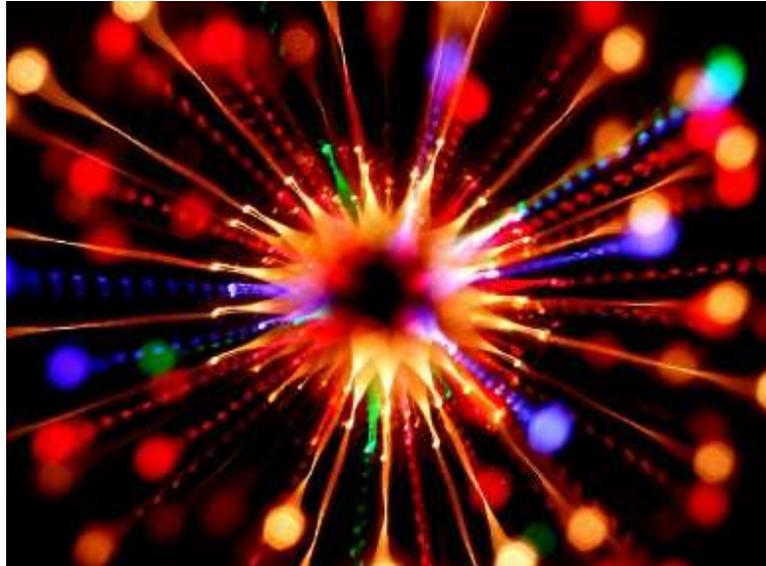
Spontaneous conversations open your future

How have spontaneous conversations helped you in your career or personal life? When you look back on the unplanned interactions you've had, what impact have they had on you? Beyond a healthy caution, embrace unplanned interactions and spontaneous conversations. They can actually open your future in specific ways you cannot foresee right now.

Seven Ways Spontaneous Conversations Open Your Future

Good people skills give you the chance to have conversations — even spontaneous ones — with anyone. Do you welcome those moments or shy away from them? Take it from me, those interactions are very valuable. Beyond a healthy caution, be open to others. They open your future in ways you can't on your own.

1. Seeing old ideas in new ways
2. Learning what you've never known
3. Understanding the value others see in you
4. Developing courage through other's encouragement
5. Seeing new possibilities that you didn't even know about
6. Strengthening your empathy and emotional intelligence
7. Evolving and finding your true purpose in life



Spontaneous Conversations Open Your Future. Image by [LadyDragonFlyCC](#) via Flickr, Creative Commons License.

As you start each new day, think about what you might learn and experience with others. Then embrace what unfolds and the spontaneous conversations that can open your future! Human interaction creates what you cannot create alone.

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About the Author

Kate Nasser, The People Skills Coach™, is founder/president of CAS, Inc. and the author of *Leading Morale*. For 25+ years she has guided leaders and teams to the heights of leadership, teamwork, and service for the best operational results. Kate inspires change and people skills growth that get you where you want to go in your business and career. She is smart, wise, down-to-earth, funny, energizing consultant/trainer. Her consulting and workshops spur improvements in communication, customer service, teamwork, employee engagement, and leading change.

As a keynote speaker, Kate captivates and provokes audiences with energy, humour, caring and realism. As a trainer, Kate is the best at inspiring tangible change in leading morale, teamwork, employee engagement, and customer service. See video footage at katenasser.com

For over 25 years, diverse verticals and industries, large corporations and mid-size enterprises, and governmental agencies have tapped Kate Nasser's expertise in communication and people skills. In all of Kate Nasser's sessions, her critical thinking, high energy, and intelligence, will take your leadership, customer service, and employee engagement to the top. She has a B.S. Mathematics and M.A. Org. Psychology. For more info: KateNasser.com

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Debra Murphy

Inbound marketing plan for small businesses

Inbound marketing is something that most small business owners have heard of but few have implemented. But for those who do take the plunge, many are experiencing a more cost effective and successful form of marketing.

Unlike traditional outbound marketing where you push yourself on potential customers, inbound marketing is better aligned with today's buyers who research solutions before they speak to a brand. Using inbound marketing enables you to build rapport and trust with those who want to purchase your products and services.

What is inbound marketing?

Inbound marketing is a marketing strategy that uses content to attract your ideal prospects to your business. The goal is to pull your prospects to you using online activities such as social media, search engine optimization and content marketing to generate warm leads. These prospects find your brand primarily through search, looking for information they need to solve a problem or fulfill a need. The activities used are focused on expertise, authority and trust.

Why do I care?

Buying decisions, both consumer and business, have evolved where they begin with an online search. When a prospective customer finds your business through inbound marketing, the useful information you provide gives them a different perspective about your company. For most small businesses, inbound marketing is effective because you:

- **Build brand visibility** by developing informational content

that attracts the attention of those looking for the product or service you offer.

- Generate **warm leads** because they find your content when they are most interested.
- Develop and nurture relationships with these prospects through additional quality content and online conversations.
- Build your own, **permission-based email marketing list**.
- Develop an expert reputation in your field, putting you in a position of authority and trust.

For most small businesses, adding inbound marketing activities to your marketing plan is important to acquiring long term, loyal customers.

What are the benefits?

Costs less

Employing inbound marketing enables you to engage in marketing tactics that cost less and are more effective than traditional outbound marketing tactics. According to Hubspot, not only is the cost per lead is 62% lower than leads generated by outbound marketing, **inbound marketing tactics have a higher ROI** than outbound marketing.

Creates brand loyalty

Inbound marketing attracts the right audience to your business like a magnet and connects with them more effectively. Most buyers today research the products and services that they need long before contacting a business. If someone is spending the time reading your blog, downloading your white papers and joining your email list, they are making a commitment to your brand. When you build brand loyalty, these warm prospects are more likely to contact you when they are ready to buy.

Builds trust

When you provide useful information, solve a problem and answer questions with no strings attached, you develop a more personal relationship that helps them decide whether to do business with you or not. When you continually push your sales pitch at people who may or may not be interested, they ignore your business and consider you an annoyance.

Expands your universe

For many small businesses, reaching a broad audience was unattainable due to the cost. Attracting potential customers to your website with quality content can help small businesses reach a broader, more geographically dispersed audience. If your business can service customers nationally or internationally, inbound marketing is a must for your business. Even local businesses benefit from inbound marketing, especially those who provide home improvement and major renovation services.

Now that you understand what inbound marketing is and how it can help your small business, it's time to figure out your inbound marketing strategy and develop your inbound marketing plan.

How to develop your Inbound Marketing Plan

The following framework can be used as the base template for your plan. Remember that your marketing plan should be a living document that gets reviewed every 90 days to be sure it is working and that new market conditions haven't come into play. If you create a plan and never look at it for the entire year, you will waste a lot of time and effort.

Define your marketing goals

Your marketing goals should define what you are trying to accomplish. It is not a vision but measurable outcomes that you want to accomplish over the next 90 days or so.

Measurable outcomes can be number of leads generated, leads converted into customers or revenue. By setting marketing goals, you can then organize your marketing activities around each goal to see if each is contributing to the outcome.

Analyze your web presence

A **web presence analysis** is an exercise that helps you determine how your business is viewed when someone searches for your products and services. In many cases, small businesses don't know what is on the Internet about them or if they can be found at all.

If you haven't searched for your business to see what is there, you could have some negative surprises waiting for you. If you don't know how your business is perceived, it is difficult to determine what marketing strategies you need to help your prospects find you.

Know your target audience:

Never underestimate the importance of defining your ideal target audience. Knowing who you want to work with and understanding the needs of this unique group of people or businesses allows your business to provide tremendous value to those who need it the most.

Intimately understanding your ideal client means you know with certainty what problem they are trying to solve or what need they wish to satisfy.

Being focused on one particular market enables you to make better choices for all of your marketing efforts. This saves you time and money on activities that don't make sense for your business and the clients you serve.

Develop strategies to achieve your goals:

Inbound marketing involves the strategic use of content, social media and search engine optimization. Each of these areas needs a strategy that align with your goals. Each of these activities are critical to the overall success of your marketing efforts.

- Content marketing is the offer you make to those researching a solution.
- Social media is a channel to deliver your content to your audience.
- Well-written optimized content is critical to a successful search engine optimization strategy.

Content marketing:

- What type of content will you create for the **various stages of the buyers journey?**
- Who will develop this content and share it?
- What is your content distribution strategy?

Social media:

- Which social media tools make sense for your business?
- How will you leverage each one to drive inbound leads?
- How will you respond and engage those who share, comment and connect?

Search engine optimization:

- How do people **search for your products and services?**
- What keywords will you use to optimize your content?
- What is your link building strategy?

Lead nurturing:

- How will you build a relationship with each person that signs up for your email list, subscribes to your blog, likes your Facebook page, joins your LinkedIn Group or follows you on Twitter?
- What type of content will you provide at what point in their journey?
- How often will you touch your prospects?

Analyze and measure:

- How will you determine if your efforts are successful?
- What will you measure?
- What are the key metrics you will use to determine success?

There is too much distraction online to try to implement inbound marketing without a plan. Putting structure around your strategy helps you remain focused on the goal.

Don't let this exercise overwhelm you. Go through each area and answer the questions. Be practical with what you can do given your resources.

As a small business, we have only so much time to devote to marketing, so use that time wisely.

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About the Author

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

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

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Eve Ash

7 essential steps to create a thriving, respectful workplace culture

“One bad apple don’t spoil the whole bunch, girl!” is a puzzling aphorism, but perhaps the Osmonds were just being hopeful.

Eighteenth-century inventor Benjamin Franklin saw it the other way — “the rotten apple spoils his companion”. Apples give off ethylene, so as one rots, the others begin to as well, and before you know it, you’ve got a case of bad apples.

What’s true of apples seems to be true for the workplace.

Toxic cultures alive and unwell

It’s alarming to read about Australian organisations with **toxic cultures** and **dysfunctional management teams**. But how does this arise?

It’s worth remembering that frontline sectors such as health, emergency services, police and education are straining under the weight of insufficient resources and never-ending paperwork. Stressful jobs in stretched organisations contribute to pressure-cooker workplace cultures. Before long, they begin cannibalising themselves with chief executives blaming staff and vice versa. It takes well-trained, insightful senior management and a collaborative, supportive team environment to allow any potential for progress.

A shining example from the past

Weary Dunlop was a wartime Australian doctor and army commander who persuaded his fellow officers to give up their money so sick prisoners could be fed and cared for in extreme conditions. The late Hawke

government minister Tom Uren, a fellow prisoner of war on the Burma-Thailand Railway, commented that nearby British prisoners had a fraction of the Australians’ survival rate, because the latter subscribed to a “**spirit of collectivism**”, inspired by Weary’s example.

During his long life, Weary Dunlop was hailed for his leadership and compassion. It’s noteworthy that he made the most of his early training as a surgeon, resolving to emulate his medical mentors who impressed him with their dedication. Surrounded by starvation, misery and death, he restored his men’s physical and emotional morale, comforted the mortally ill and stood up to his captors. Amazingly, he harboured no vindictiveness towards his torturers but worked to promote a spirit of reconciliation after the war ended.

Create a thriving, respectful culture

As Weary Dunlop proved, a thriving culture, irrespective of the stresses it faces, likewise has the opportunity to be ‘a lighthouse of sanity in a universe of madness and suffering’. All workplaces engender greater respect when achieve the following seven essentials.

1. Acknowledge the situation

There are many ways to do this, but if you’re working in a tough job, why gloss over the realities? Weary’s words are worth recalling: “I have a conviction that it’s only when you are put at full stretch that you can realise your full potential.”

Provided no-one is being exploited on this premise, and people’s responsibilities and accountabilities are transparent and equitably shared, a culture evolves that’s unique to the organisation in question. That’s the beginning of a good team ethos.

2. Be mutually supportive

We’re talking not just emotionally but logistically. Weary gave hope to his fellow prisoners in part because of his medical knowledge and capability — which is why I advocate companies and organisations investing in properly training all employees. People feeling equipped to carry out their roles are an essential ingredient in the provision of mutual support.

Emotional support is vital, but insufficient when training and capabilities aren’t meshing. A manager constantly attacking or bullying their staff is recklessly undercutting themselves. Most of us will perform, if thoughtfully-guided and with realistic timelines.

3. Recognise stresses

Today’s workplace is fiercely competitive and tiring, with demanding clients and stakeholders. There is little job security, and many of us don’t make enough to live on and provide for our futures. Knowing this, workplaces can offer mentors, confidential counselling and various wellbeing initiatives (such as flexible hours and schedules) that keep employees healthy and, in a position, to give their sustained and sustainable best.

4. Build morale through meaningful communication

For goodness' sake, don't go on about how 'awesome' someone is, or use performance reviews as your only source of feedback. Most of us know when we're being addressed in a hollow or tick-the-box fashion. High-fiving posts on LinkedIn — while good for individual and company shout outs — will never replace a heartfelt personal message or quiet signalling that someone knows you've been doing it tough. Aim for face-to-face communication as much as possible, or phone people — emails and texts have their place, but the spoken word is powerful, as is the action that accompanies it.

5. Civility is a must

Not just in word, but indeed. We must respect our diverse team members, no matter what experience, nationality or background. Nobody wants a person who writes punctilious emails but has body language that spells aggression to anyone who challenges them. That is not someone open to constructive or collegiate discussion. We don't want team members who interrupt presentations when bored or give the message non-verbally that 'this presentation is a waste of (my) time'. Politeness alone doesn't cut it — civility signifies accepting we encounter a wide variety of people every day and demonstrating a consistent standard of helpfulness, consideration and attentiveness.

6. Treat people as adults

Not everyone appreciates **Larry cards** to motivate staff! While the office is rather like a family, we are not talking the Brady Bunch complete with ever-understanding mother, father and Alice-like figures. The team is on a perpetual learning trajectory. Every day their combined efforts are fashioning something new. Welcoming everyone's input, tuning into the different ways they communicate and providing ample credit where and when it's due, all contribute to enabling respect. An organisation's internal

processes and output needs regular reviewing for consistency and quality, otherwise companies and organisations would have little chance of making it in the marketplace or providing a viable service that others rely on.

7. Know they are interdependent

Employees need leadership, but management relies on staff's coalface knowledge. This produces a delicate but vital balance where trust and respect will only result when each of the stakeholders generates what the other requires. It is, as retired MIT Professor of Organisational Psychology **Edgar Schein** says, the recognition others know things we may need to know in order to get the job done.

Management needs to instil a culture of confidence and cooperation, so employees feel empowered to share information — equally, employees knowing they are respected for what they do will reciprocate in rich measure the respect and trust they are given.

Respect can only be earned — never demanded or commanded. It might take a while, but the above sets respectful foundations for more satisfied people, together heading in the right direction.

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About the Author

Eve Ash, Author, Motivational Psychologist & Film Producer.

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

Eve was a national winner of a Telstra Australian Businesswoman award. Her books Rewrite Your Life! and Rewrite Your Relationships! are published by Penguin Books.

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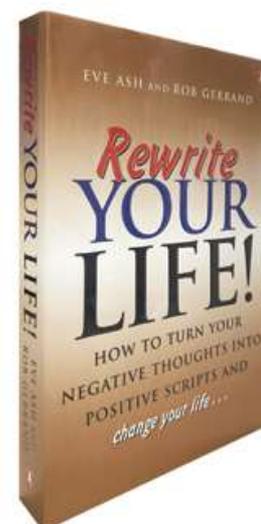
Rewrite Your Life!

How to turn your negative thoughts into positive scripts and change your life.

How many times have you heard someone say "I'm no good at maths" or "I'm a failure" or "I hate public speaking – I can't talk in front of people"?

In Rewrite Your Life, Eve Ash and Rob Gerrand help you understand your negative scripts and explain how you can turn them into scripts for success. You can use this process to prepare for public speaking, tackle exams, improve your health, resolve your relationship issues and cope with the every-day stresses that life brings.

This book is a **must-buy** for anyone who has ever started a sentence with "I can't" or "If only..."



Dan Blacharski

Next-Gen restaurant apps are changing the industry



The restaurant industry is undergoing a major shift which corresponds with the retail industry, which is rapidly moving towards the digital world, online sales and digital apps.

A recent report highlights how the restaurant industry is embracing digitization – and is increasingly dependent on digital and delivery sales. According to a report from **Zacks**, analysts expect 25 percent of all restaurant sales to be generated from digital ordering and delivery over the next four years.

According to the report, the restaurant industry is seeing modest growth in same-store sales, but at the same time, they are experiencing a decrease in in-store traffic. What this means is that consumers are using delivery, takeout, and digital services more, and eating on-premise less.

Digital ordering – whether for delivery or takeout – has become an essential component in restaurant success, and more restaurants are relying on both third-party apps as well as deploying their own. The digital restaurant trend isn't limited to delivery and takeout though, even the in-store dining experience is becoming increasingly digital with fast food destinations like **McDonalds** now offering digital

menu boards, mobile order and pay and self-service ordering kiosks.

The Digital Advantage

As restaurants embrace digitization, self-serve kiosks and mobile apps, they are discovering a big advantage – **customers order more**. Ordering takeout at the counter or over the phone creates a psychological sense of having to make decisions quickly, no matter how patient the employee behind the counter may be, and McDonalds' CEO Steve Easterbrook noted in a recent **article** that people select more when they have more time to order at their convenience and feel less rushed.

Despite some initial resistance and the fear that the kiosks would reduce the number of employees needed at each restaurant, the kiosks have become a hit, and the chain's global comparable **sales rose 4.2 percent** in the third quarter, topping the 3.5 percent gains seen in the entire industry. In the third quarter earnings call, Easterbrook revealed that in addition to the popular ordering kiosks, the restaurant would expand its delivery service. Delivery is now available at 15,000 locations through its partnership with Uber Eats, and thousands more stores will add delivery service.

“people select more when they have more time to order at their convenience and feel less rushed.”

Takeout Orders Get a Digital Boost

Digital delivery apps and self-service ordering kiosks have gone a long way towards increasing restaurant business, encouraging larger orders and improving accuracy, and the latest innovation is taking on takeout orders as well.

While it's easy now to use apps like GrubHub or DoorDash to order delivery from your favorite restaurant, takeout food has lagged behind, with restaurants still relying on inefficient call-in orders. Still, many restaurants have added online ordering, including Pizza Hut and Panera for example, with **Panera** noting that digital orders now make up 26 percent of total sales at company-owned locations.

But making the digital takeout work requires not only good strategy, but good tools. **Starbucks** faced some struggles because they were unable to handle their digital orders, with

problems that included congestion at the handoff, according to reports. The congestion at the Starbucks handoff counter was an unforeseen result of the initial success of the digital ordering. While executives are working on a plan to solve the problem with innovations such as a text-message notification when orders are ready, other start-ups like **Tyme Commerce** are offering elegant solutions to help avoid that congestion.

Tyme Commerce, in addition to offering a consumer digital app with a friendly “concierge” named Emily who knows your preferences, they have addressed the congestion issue head-on with a taketech platform that places a set of insulated cubbies at the restaurant, where orders can be placed when ready. Consumers then use the app to unlock their cubby and retrieve their orders.

The Future of the Restaurant Industry



The restaurant industry is following other industries like retail, and restaurants already have changed significantly as they continue to embrace digital and adapt to the preferences of a millennial audience which uses delivery and takeout more often and is more comfortable with digital technology.

That digital technology is going to continue. A restaurant in Japan has introduced **robot waiters** to deliver food and drinks. More restaurants will embrace digital apps for both delivery and takeout.

The millennial demand for increased convenience will also trigger a rise in the meal kit

business, and the ordering kiosks will likely take on more sophistication.

While some restaurants have experimented with pilot programs using robots, we’re not likely to be served by Rosie the Robot any time soon – but we will see more sophistication, and especially artificial intelligence as seen in Tyme Commerce’s digital concierge, which knows for example, that you don’t like onions on your burger and will remember that preference whenever you make an order.

The restaurant industry will continue to see growth throughout 2019, and that growth will be dependent on the restaurant’s ability to embrace new trends, deploy new technology and adapt to the changing demands of a younger audience.

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