

The Management Reader

# The Management Reader



**Tips and Techniques  
for the  
Creative Manager**

**Fred G. Thompson**

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## INTRODUCTION

I wanted to pass on to others the "wit and wisdom" I was fortunate to acquire during many years as an industrial engineer and futurist in both the private sector and federal government. So In 1997 I began what was known as a "zine" or "e-zine" which is an electronic magazine on the Internet. It ran monthly for 23 issues up to January 2000. Since then it has been discontinued and the contents incorporated in this book.

The zine, entitled "The Biz-WizZine, Wit and Wisdom for Business People" had for content both the author's input and some guest articles, usually illustrated by cartoons from various computer resources.

Many of the issues were inspired by discovering some gems in books or magazines that happenstance provided and that seemed like seminal thinking.

So read and enjoy, and if inspired contact the author at [www.fredgthompson.com](http://www.fredgthompson.com).

Chapter 1

**What's for Dinner?**

I was talking to a lady the other day who talked about her father who was the president of a large business. I asked her what they talked about at the dinner table. Did he bring his business problems (and/or adventures) home with him? Or did he even come home for dinner?

Well, he was a believer in not bringing the office home to the family. What they talked about was really quite innovative, I thought, because it was not trivia. They discussed events as they observed them in the media, and other current issues.

That was quite in contrast with my father when he would come home from a busy day at the office. He was an entrepreneur and a successful one at that. But he brought all his problems to the dinner table. In the middle of his monologue mother would say "Yes, dear. Pass the butter" and not really know what was going on. It had a funny side to it, yet was not really much fun as it happened so often.

So, I got to wondering just what do other business people do? For the new entrepreneur who is desperately trying to keep a business alive, I can understand that he might be totally consumed by the problems of the day.

In the March 2000 issue of "Fast Company"<sup>(1)</sup> is the story of the man who holds a mandatory family meeting every Sunday night at 6:30 p.m. This is the picture of the man-on-the-go who works 24 hours a day and takes cell phones and pagers as his constant companions. He says "This family meeting allows us to come together and update one another about what's on tap for the week ahead." Sounds to me too business-like for a family gathering.

With all this in mind, I sent out a number of letters to Presidents of medium size businesses in Canada to ask

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4. If you are late for dinner do you phone ahead and let the family know?

The sample I selected appear to be very accommodating people. They all said they let the family know if they expected to be late.

5. What would you **prefer** to happen at the evening meal?

I expected that this would bring some interesting responses, and it did. "Perfect now" "A quiet candle light meal with wine and our favourite pasta dish." "Just to be with my wife." "Great conversation and laughter. But often we are all tired."

6. Any other comments?

Again some interesting comments. "A busy husband and father is extremely hard on a young family". "Supper is the major communication time for our family. It's normally a fun time for all!" "Sharing a meal with family, friends, or customers is always a highlight of the day."

There is quite a bit to be learned from the variety of responses to the matter of what goes on at the evening meal. Family seems to mean a lot to these business people. I was not expecting such a heavy response in this direction; It may be that those that did NOT answer were the ones who were too busy with their business affairs to take the time to respond - or to come home every evening for dinner.

### REFERENCE

- 1) See also the May 2000 issue of the magazine "Fast Company" pages 102, 154 and related articles.

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on Jones, or we will be late for the match!" Then Jones comes to the bedroom window and says he will be right down. On the way to the Tennis Club, Jones keeps badgering Brown with driving instructions and cautions, until by the time of the game, Brown is reduced to a nervous wreck.

The reason I liked the book and stories of one-upmanship is the lessons that can be learned so that you can see what game is being played. You can then be better prepared to laugh, respond in kind, or even practice it yourself - God forbid!

No matter how high up in the business ladder you climb, the games like one-upmanship are nearly always being played. So watch out for them. When you know the game, then you know better how to deal with it.

### REFERENCE

- 1) Potter, Stephen "One-Upmanship" Penguin Books, London, Eng., 1951, reprinted to 1978 Potter, Stephen, 1900-1969. "The theory & practice of gamesmanship: or the art of winning games with out actually cheating"

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as we began laughing together it induced more laughing. It was quite amusing, but once you let yourself go it was most relaxing. It was one of those situations when I am wont to say to myself "If mother could see me now!"

These are all lessons in living that business people can find of benefit to "live longer and finish stronger". I found in my files the other day a "Progress Report - (for those with no progress to report)" It is amusing, and might even be helpful in some situations! This is spelled out in Chapter 24.

## REFERENCES

- 1) Teri-E Belf, Director Success Unlimited Network, Annandale, VA. (See also Chapter 18)
- 2) Cousins, Norman "Anatomy of an Illness" W. W. Norton & Company, New York, N.Y. 1979

they can be. When Merck was faced with questions on the quality of one of their products, they quickly withdrew the product from the shelves of the nation. If profit was their main corporate objective such a procedure would not likely been followed as promptly and thoroughly as it was.

In their analysis of the 18 visionary companies they found that they ALL held strong core values, and the comparable 18 companies that they described as non-visionary did not have such a compelling set of corporate values. The book tells many stories to illustrate this.

As the authors say, it is not just Core Values OR profit, it is Core Values AND profit. And they developed a saying to go by: The tyranny of OR and the genius of AND. Worth noting

A second outstanding feature of this book is the identity of BHAGs. What is a BHAG? It is a Big Hairy Audacious Goal! It may seem frivolous to talk in those terms, but it is a very inspiring and stimulating approach to successful company management and success. President Kennedy challenged the country to land a man on the moon within the decade. IBM risked billions on the introduction of a new computer, and succeeded. They bet the company! The goal must of course be consistent with their core values, and be big enough to stimulate the blood and get the commitment of the whole corporate body. Again the examples in the book tell the story well.

Other parts of the book cover the development of a corporate culture. Some companies call their employees "members." Disney calls his employees "cast members" and customers are "guests." The purpose of a corporate culture is to build a team spirit and lift the vision above the ordinary. And it takes more than the annual company picnic or the Christmas turkey.

The researchers of the study found that the visionary companies consistently invested more heavily in research

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full potential." This is helpful whether you are in business or retired or even bedridden. It gives you something to live by when life seems a bit confusing or aimless. It applies at home or at work or in your social life. Teachers live by this guiding principle and so do many business people. Think about your own life ideology or set of basic values; then write them down and let them evolve.

The second useful thought I got out of Built to Last is the statement; the tyranny of OR and the genius of AND. How does that work? When you are faced with a decision between two alternatives and find it difficult to choose one or the other. Why not do A AND B. Do them both! Why not? I have found this approach quite helpful, with satisfying results!

### REFERENCE:

- 1) J.C. Collins, J.I. Porras, "Built to Last", HarperCollins Inc., New York, N.Y. 1994

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room's blackboard. "The goal for next year -- profit \$50,000". They looked at this goal every day; it figured in every decision they made. At the end of the year they made \$55,000. So, then they wrote up on the board: "Goal for next year -\$100,000". And at the end of that year they posted a profit of \$107,000.

Maybe that sounds too simple but that was the way the two of them worked - as a team and with totally positive attitudes, and the conviction that if you fix an image in your mind, and continually refer to it, it will indeed come to pass. Maybe not next week, or even next year, but eventually it will be realized.

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As part of our discussion, I thought it would be a good idea to ask him what his advice would be to others as guidelines for a successful life. In other words what did he call his "success formula". And this is the essence of what he said:

- Keep a positive outlook; if a negative thought enters your mind, don't nourish it, replace it right away with a positive thought.
- Write out what you want to be, or achieve and read it every day. You will realize that thought in a few months. This way you implant the image in your subconscious, and eventually it will come true.
- Appreciate the power of the subconscious. It works when your conscious mind is asleep, or busy. Tell it to do something, and it will surely work for you.

Then I asked Greg what was his favourite book. He responded that the one that helped him most was by U. S. Andersen "Three Magic Words"<sup>(2)</sup>. So I went to the bookstore and found the book, read it, and discovered why Greg loved it. It described the positive attitude and the

Chapter 6

**'Spirituality in Business'**

If you want to enjoy a heady mixture of pleasure and business, go to a well-located conference and take a few extra days to digest the content and to enjoy the location. This is what my wife and I did for a conference in Puerto Vallarta, Mexico on "Spirituality in Business" November 1997. It was a great experience.

We are a couple of consultants in management consulting, training and personal development. We flew out of the snow at our place in the Gatineau Hills, Quebec (near the capital city Ottawa) to the warmth of Puerto Vallarta, Mexico with its luxurious beaches and sunny skies overlooking the Pacific Ocean.

The conference started every morning with yoga or tai-chi, breakfast and then the opening ceremonies. The speakers were a blend of futurists and business leaders who were deeply concerned about the future of the planet and the role of business in it.

Spirituality, it was clearly stated, was not religion, but the infusion of the spirit into the individual and the business enterprise. It was pointed out that the world must change from its rampant consumerism, competition and unrestrained economic growth to one of cooperation, sharing and compassion. It will take a major shift in consciousness to create the changes needed to achieve sustainability of the planet. And this is where the introduction of spirit, team work, and dedication is called for.

We heard about the Minnesota Center for Corporate Responsibility <sup>(1)</sup> and their creation of the "Caux Round Table" which developed and issued a set of "Principles for Business." This sets out the ethics of business reflecting "a

to take an active interest in the ecological problems of the globe, and provide positive leadership in this direction. Whether one calls it spirituality or spirit or ethics, it is clear that the current values and directions of business must change from growth and competition to sustainability and sharing if we are to see a better world ahead. This will take an enormous amount of combined effort and changes in belief systems.

#### REFERENCES

- (1) Minnesota Center for Corporate Responsibility, 1000 LaSalle Ave., MPL#153, Minneapolis, Minnesota, USA 55403-2005. Ask for position paper of the Caux Round Table. Also they have information on their university course on "Spirituality in Business."
- (2) Canfield, Jack; Hansen, Mark Victor; Rogerson, Maida; Rutte, Martin; Clauss, Tim: "Chicken Soup for the Soul - at Work - 101 Stories of Courage, Compassion & Creativity in the Workplace", Health Communications, Inc., Deerfield Beach, Florida, USA, 1996
- (3) "Work and Spirituality - a Comprehensive Directory of Resources to Help Managers Improve Performance by Addressing Workers' Spiritual Concerns", The Spirit of Health! 114 Washington Ave., Point Richmond, CA 94801, (888) 224 7685, [kknow@aol.com](mailto:kknow@aol.com)
- (4) "The GreenMoney Journal" West 608 Glass Ave., Spokane, WA 99205, (509) 328 1741 [www.greenmoney.com](http://www.greenmoney.com)

1. diet
2. exercise and
3. attitude

The most important and difficult to improve is attitude, as it governs the other phases of life. Attention to these will be included in Chapter 17.

To plan for a better future for organizations again there are many routes. One that I favour is the development of scenarios in which alternate futures of the world around us and their organizations are generated.

Among the alternate scenarios that can be developed here are three kinds that can be generated. The three are called the three "P"s:

1. the Possible
2. the Probable
3. the Preferred

For each of these "P"s" several alternate scenarios can be developed.

In the possible scenarios the good and bad must be included, otherwise they become unreal and therefore not useful. Here is where the opportunity exists to include the ridiculous and the outrageous; these must be considered in order to cover the possible views of the future.

In the probable views of the future there are, again several approaches and techniques. What is likely to happen? The Delphi method of looking at the future is a possibility here.

In the Delphi system, questionnaires are sent to a panel of experts asking when certain products or events are most likely to be developed or occur. The results are statistically analyzed and reported as the most likely to happen. Scenarios are then postulated including these values. Direct consulting with experts in the field is also a useful method to anticipate what is likely to take place in a given period in the future. Statistical data from the past

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growth in the same old way is not responsible behaviour in the future. It could be that consolidation and conservation should be future policy. The future policy for the new millennium must be responsibility for the whole, not just maximum profit for the organization and the prizes that it offers.

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Speaking of the future, the following "bon mots" might be appropriate.

I was recently meditating on the meaning of life and came up with these life principles or guide lines for the individual:

"Live so that you leave the world a better place"

"Spread a little joy, and have some fun along the way."

above normal pace. So, to make any significant change, don't just try harder in the same old way, go back to fundamentals. Find a better method.

I was on a consulting job doing job evaluation in a large organization and we were committed to describe and rate 10,000 jobs in one year. A huge challenge. We had quite a team working on it and we were completing about 3 job descriptions per team member per day. Working that way would not reach our target, even close, so I told them the urgency of getting an increase in productivity. They must try harder.

The days went by and the sense of urgency made no difference in output. Then I was talking to my brother Gord who had just come back from a conference in New York on how to get a major increase in output on large projects. He said there are four ways:

1. Inject a massive amount of new money
2. Add a large number of workers to the job
3. Increase the quality risk
4. Make a major change in method

Well, we couldn't ask for more money; we couldn't ask for more people on the job. So, we had only quality and method to work on. We had been writing job descriptions by personal one-on-one interviews.

We decided then to train supervisors in groups to write the job descriptions of the positions under them, and our team member would edit them. This was indeed a major change in method. We held classes to train supervisors and the output increased dramatically. There was a small risk of quality, but we worked to reduce that as much as we could. Productivity went up to about 20 per team member per day, and we reached our target.

Chapter 9

"Oh Those Meetings!"

Do you find meetings BORING? Some are and some are not.

For example my friend had no patience with church meetings and quit going. As he said, they talk and talk and never decide anything. There is a funny side to that - he didn't realize that the real purpose of a church meeting was so people could socialize! And when you look at it that way the meetings can be fun. So then when you decide to go or not to go, you have a new approach and can decide on that basis.

And so it is with business meetings. What are they really for? And what behaviour pattern should you follow to the best advantage?

In staff meetings, they can be fun, vicious, boring, or time wasters according to the nature of the corporate environment. Let's have a look at some of these types of meetings and see what we can learn.

Now when you call a company - or even a person, you most often get a voice-mail message and asked to press one, two or any number up to ten! How annoying. It not only puts you off but permits the freedom of people at the other end to hold a "meeting". Before voice mail, and sometimes now, you got the response that he or she is not available, they are in a meeting. Bah!

One time, as a consultant, I made a proposal to a central agency in the government to make a study of meetings and see what improvements could be made. The proposal was never acknowledged - they were probably in a meeting. But now I can see why they did not want such a study to be made. It would undermine one of the prime

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- not enough preparation has been made; the information base is not adequate for making good decisions
- many participants do not have a sufficient relationship to the topic to provide useful input and thus become not only non-contributors but bored (and are not free to leave)
- the leader sticks to a strict pre-set agenda and has no time for new input or change
- you spend all day in meetings then have to take your briefcase home to get your work done at night
- as the leader, you will get "unwilling compliance". Danger sign!

So in acknowledging all that what can you do about it? Here are some ideas:

- if the situation is really bad, hold a one-day-a-week "no meeting day". Now there's a challenge
- decide to see the funny side and lighten things up (at your own risk). (See Chapter 18)
- as a leader, be sure you get honest feedback from all participants. If you feel that feedback is not helpful, then you might have to say "Thank you, I will take that under advisement" and move on..
- set up a Meeting Evaluation Program.

If you are really concerned about the quality of meetings, you could follow the last suggestion and set up an evaluation program and then make comparisons and consequent improvements. Here is a simple guide for doing that.

Chapter 10

**The Corporate Mystic**

This Chapter is based on a book that I found very inspirational. "The Corporate Mystic"<sup>(1)</sup> by Gay Hendricks and Kate Ludeman. It has some great ideas in it.

Just what are Corporate Mystics? The authors say they are visionaries with their feet on the ground. They demonstrate spirituality in business, not as a religion but as a way of relating to associates, employees, clients and suppliers with integrity.

One unusual thing that I found in the Corporate Mystic was the fact that they practice meditation. You might say, who doesn't? But what do they mean by "meditation"? The meditation they refer to is sometimes just a quiet time to let the pace of business pressures slow down and let creative juices flow. Such moments can be planned as a ritual, say right after getting out of bed in the morning (or before you get out of bed!), or a special time during the day. Or it might be the kind of meditation as taught by the mystics from India. Whatever.

**Characteristics of Corporate Mystics (CMs)**

The authors list 12 characteristics of the successful CM, but I will paraphrase them and shorten the list a bit;

- overall integrity, with the courage to be honest in all dealings and relationships
- respect agreements and commitments, verbal or otherwise
- high self-knowledge and self-esteem
- a caring sense of responsibility, to the business and community
- nondogmatic spirituality (see also Chapter 6)
- openness to change; letting go of being right

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- if you are in doubt about something, ask yourself  
"What do I really, really want?"

### **Balance in the life of the Corporate Mystic**

Like the high wire acrobat, balance is critical to the good life. Can you balance the pressures of business with the needs of the community and the enjoyment of family? Not easy, especially if you are just starting a new enterprise of major significance. (You mean he goes home at five o'clock?) However the authors believe that balance is a skill of the true corporate mystic.

### **What's missing?**

For some funny reason the authors didn't say much about fitness. The key to the energy needed to run a business is a clear head and a fit body (and a good wife!). Fitness is a discipline that busy people find too easy to skip. (See my book "Vibrant Living"<sup>(1)</sup>). Remember, fitness is a mix of diet, exercise and attitude.

There was no mention of profit. I think the authors' survey was mostly of CEOs of established companies that were doing reasonably well. There were no case studies of the frantic executive, who doesn't have time to meditate and contemplate the future.

## **REFERENCE**

1) Hendricks, Gay; Ludeman, Kate "The Corporate Mystic", Bantam Books, New York, 1996

### **Sound the Trumpets**

The first step therefore, in the transformation of the organization is the development of a rallying call, a strong, clear and stimulating vision of the tasks and future of the group. Then it follows that the people charged with the carrying out of the vision must be aligned to that vision. If they are not, then they must be transformed, or replaced. This may seem harsh, but that is the only way to get the energy of the group harnessed to create the desired future.

### **Competition Within**

In many organizations there are a few people whose personal and corporate goals are not in synch. In fact they might well be in direct opposition to those of the group and the leader as a whole. This, strangely enough, is the usual case in management/labour relations. It is unreal that a company can operate reasonably well when the workers as a group are not in agreement with the management of the company! However that may be, it is incumbent upon the leadership of the company to make every effort to attain a workable inter-relationship to attain the goals of the company.

### **Aligning or Harnessing**

I am aware of a case of a company in the high-tech field where one highly competent individual was way out ahead of the company's product development and his talents were not fully utilized or even understood. He was then, not being used directly in the advancement of the company's current established goals. He was in a sense operating outside the team boundaries. What to do in such a case? Let the person go? Not quite. They

Chapter 12

**Ben & Jerry's  
a values-led company**

Ben Cohen and Jerry Greenfield began their friendship back in grade school and have been good friends ever since. When they finished with university (one way or another) they wanted to start a business together. What would they get into? They thought of bagels, pizza, ice cream. Because of the high cost of start up they chose ice cream. They could make it themselves in a 4 1/2 gallon freezer. Where would they set it up? They considered many places but decided on Burlington, Vermont. Here they shopped around and found an abandoned gas station, cleaned it up and set up shop there to make and retail ice cream. That was back in the late 1970's and now they have a plant in nearby Stowe, Vermont doing \$160 million a year with 700 employees and 132 retail shops in United States and Canada.

To what do they owe their success? That is what I wanted to know when I read their recent book "BEN & JERRY'S DOUBLE-DIP - Lead with your values and make money too". Simon & Schuster, New York, 1997.

**Guiding principles**

From the very first Ben and Jerry felt that they should return something to the community which supported them. They agreed that if they survived their first year they would declare a Free Cone day and give away ice cream in celebration. And as their book says they have been doing it ever since. At that time they decided that in operating their business they wanted three things: to have fun, to earn a living and give something back to the community.

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a megapower development in the James Bay area. So they sent seven of their employees up there to look the situation over and come back with their recommendations. The report they filed on return was critical of the power development. Ben and Jerry then put full page ads in the papers to say they did not support the Quebec Hydro power development. This is quite an application of values for a corporation to develop. They went activist and took risks to support their beliefs. This is more than making ice cream. But as Ben and Jerry like to say "The business of America is business" should read "The business of business is America". They are willing to stick their necks out to "walk the talk"

Ben and Jerry also took a stand on the advent of the Gulf War. They sought out companies of like mind and then some nineteen companies signed a full page advertisement in the papers urging President Bush to use the diplomatic approach to resolve the conflict, and not go to war to risk American lives.

### **Values within the company**

Handling people within the company becomes "Values-led Management" and is the most difficult but rewarding part of running a business. B&J believe that employees must believe in the values of the company to become good workers. They must be in alignment with these values and then there is no end to the ways they can contribute. But the company must work to meet the needs of individual employees. At B&Js they set up a "Social Mission" at which they work hard to apply.

### **Social mission**

The social mission at B&Js is "To operate the company in a way that actively recognizes the central role

Chapter 13

**New Ways of Doing Business in  
the New Millennium**

There are two fundamentally different economic concepts in the Information world to which we must pay attention in the new millennium: one is that of Abundance and the other, its opposite, Scarcity.

Let's deal with Abundance first.

**Abundance in the New Economy**

The first law of the new information economy is: **More begets More.**

For example if you own the first and only fax machine, it is of little value. There is no one to communicate with. When there are two then at least you can communicate with one other person. At last it becomes useful and has some real value, albeit relatively small. But if there are a million fax machines, and they are interconnected, then the unit cost of each machine is lower and at the same time the value of each machine becomes very much higher. Thus more begets more.

A second law is **Value rises with increased Connections.**

Here again more begets more, and as the connections in the network increase so does the value to each one connected.

A third law is the **Law of Generosity.**

It pays to give things away, especially if it is information. If you give enough of it away to the right people it becomes the popular standard. Examples; Microsoft; Eudora.

**Economy for the next Millennium.**

**Key Characteristics of the New Economy**

1. Growth proceeds slowly then explodes exponentially. The trick is to find the "Tipping Point" where the slow rate begins to explode - or even just before it begins! Those who benefit will recognize this Tipping Point. This may help those who might think the game is over and give up too soon.

2. The sudden disintegration of a domain is as likely as the sudden rise of new ones. Be prepared to let go at the top. The cycle of "find, nurture and destroy" will move faster than ever in the new millennium.

3. Wasting time and being inefficient may be ways to discovery. Don't spend a lot of energy solving problems; rather seek opportunities

4. Wealth is not gained by perfecting the known, but by imperfectly seizing the unknown.

5. Traditional methods of work will disappear. Information work is not just done at a fixed desk or workplace. It is done in the mind, 24 hours a day. Work that can be measured for productivity is drudge work, and probably should not be done.

6. New forms of retailing are being opened up by computer shopping. Not just ordering off a list in the net; but ordering by selecting with the mouse from the displayed shelves of the virtual shop, clicking on the items desired, expanding on the item for more information if desired, then having the order assembled and delivered to your house. It will be left in a new and larger postbox (say a two foot cube, refrigerated) at your house or condominium.

Well, there is a lot to be thought about in new ways of looking at your business in the new economics of the third millennium.

Chapter 14

**The Executive Coach**

There is a new concept afield in the business world that is increasing in popularity, and that is the and use of the Executive Coach.

**What is an Executive Coach?**

Firstly, the Executive Coach is a person skilled in the wide ranging activities of the business scene. He or she may be a retired executive, or a management consultant or academic with extensive business experience.

**What does a coach do?**

A coach will hold periodic sessions of an hour or so with an executive where the executive will talk over problems and issues with the coach thereby obtaining clarity, inspiration and possibly new directions on the topics discussed.

In many cases the executive finds it lonely at the top. There is no one with whom he or she feels comfortable discussing everything including personal views, corporate problems and business uncertainties and untested ideas. He needs a wise old owl to chat with! A coach must, of course, be trusted and act with utmost confidentiality and discretion. The executive therefore can talk with complete freedom and from that often come up with more confidence and clarity in the resolution of the issues of concern.

We must distinguish the difference between the coach and the consultant.

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to share feelings, ideas and concerns to get the full benefit of the process. The coach can help the coachee establish a balance to the corporate executive who may well feel driven to achievement to the detriment of his health and family life. As the saying goes "All work and no play makes Jack a dull boy." True, but how does one keep ahead of competition and still lead the full life? Try a coach!

Good reference material will come to light in a search on the Internet for "coach."

10's to deliver a Response Rate Predictor of only 4,000.

If you have a Product which is a perfect 10 (demand is there, price is competitive, quality is high), a Message which is an 8 (professionally prepared, but untested) a Prospect list which rates a 10 (an existing customer list, for example). and you've got a tested Medium (a rating of 9), then you can be very confident in the potential success of this promotion. which totals a whopping 7200 Response Rate Predictor.

On the other hand, remember basic multiplication Zero multiplied by any number, no matter how large, always yields zero. SO you can have a perfect Product. and the perfect Message and use the perfect Medium, but if you send your letter to the wrong Prospects (a zero rating), your response rate will be zero.

#### Rating the four Marketing Components

**PRODUCT** You have to do your research. Is the product or service you're offering going to meet an existing need or demand? What percentage of the public needs or demands it? You must know the exact demand or need you are trying to meet.. Can the product be priced profitably and competitively? Does the product offer value? how about quality? Do the best you can to objectively evaluate your product--from the prospect's point of view.

**MESSAGE** - This includes the offer you're making (FREE booklet, bill me, FREE gift with order, etc.), how you say it (the words), and how you present it (design elements). Have you made an enticing offer? Does your headline grab the attention of your hottest prospects? Have you made your promotion look uncluttered, easy to read, professional? Once again, you must put yourself in your prospect's shoes. How will your message be per-

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**1) Mary Sweeny. Marketing Writer & Consultant is host  
of the: *MARKETING SUCCESS SITE!*  
Improve the results of *ALL* your marketing --just by  
visiting <http://www.msweeny.com/> for  
*FREE*. Or phone Mary Sweeny, Marketing Writer  
& Consultant 419.666.7445**

can be quite manipulative if not handled with care. However, goal setting on a corporate basis can be very positive and motivational particularly where the underlying core values of the corporation are not compromised.

#### **MOTIVATION**

Goals can, and should be, motivational. In fact that is the purpose of setting such targets.

In the book "Built to Last" <sup>(1)</sup> the author talks about BHAGs - Big Hairy Audacious Goals! (See Chapter 4) Examples of BHAGs would include such audacious goals as Kennedy's challenge to put a man on the moon within the decade; or the building of the VAX computer as described in the book "The Soul of a New Machine" <sup>(2)</sup>. In such cases the vision and challenge is so big that everybody involved is caught up in the vision and becomes an important part in it.

#### **LEFT BRAIN or RIGHT BRAIN?**

We might classify goals into Left Brain Goals and Right Brain Goals. The Left Brain Goals are the quantitative ones that say we have to get 5% more market share in the next year, or that productivity must increase by a certain percent in a given time period. They are often imposed on people and are fear oriented and threatening.

The Right Brain Goals are the vision based ones that capture the imagination and become the rallying call for the troops. These can be highly motivating depending on the appropriateness of their application and the quality of the leadership provided.

A way of setting vision oriented goals is described in the book "The Corporate Mystic" <sup>(3)</sup> The authors describe goal setting in groups of three people with a facilitator to guide them. Participants are encouraged to picture in their minds how a certain goal would look like when it has been

**REFERENCES:**

- 1) Collins, James C.; Porras, Jerry I. "Built to Last"  
HarperCollins Publishers Inc., New York, 1997
- 2) Kidder, Tracy "The Soul of a New Machine", Little,  
Brown, Boston, 1981
- 3) Hendricks, Gay; Ludeman, Kate "The Corporate  
Mystic", Bantam Books, New York, 1996

right people: one is to empower them, and the other is to train successors to the key positions.

Again, how the executive treats his people is critically important to the culture and effectiveness of the corporation. Just how do the executives of a company view their personnel? As people necessary to the carrying out of the purposes and activities of the organization; or perhaps as a true community? These two views are poles apart. The true community shares information up and down the ladder (if there is one!) and are free to communicate among each other without constraint.

An interesting tool of power is that of "competitive intelligence." This is practised by many organizations and not much is said about it. It means the gathering of information on the competition, yet doing it ethically. It is not spying. It is information gathering in an ethical way. A very useful tool.<sup>(2)</sup>

### Personal Tools of Power

Besides the organizational tools of power there are the equally important ones of personal tools of power.

Here basic intelligence is assumed. However, energy and enthusiasm would rate high on the scale. To have the required energy and supporting enthusiasm requires that the executive be in excellent physical condition. There are three key factors involved in such fitness; 1. Exercise, 2. Diet, 3. Attitude.

**Exercise:** The pace of work discourages regular exercise. But a regular regime of moderate exercise is recommended. Violent exercise may do more harm than good in the "long run". There are many systems of exercise in the ancient cultures, e.g. Tai Chi, Do-In, which might well be investigated. .

**Diet:** Keep away from meat and dairy products if you

**REFERENCES**

- 1) see Chapter 11 on Organization Transformation
- 2) see Chapter 29 on Competitive Intelligence

you work." I designed plurk buttons and passed them out in every organization where I worked.

Live it up!

Years later I managed a training and development department in a prestigious healthcare organization. During one of our Management Development seminars, a surgeon confronted me about my Plurk button. With critical seriousness his words cut into me, "Maybe you can frolic in the Training Department; in Surgery we deal with life and death." My words ricocheted, "I thought healthcare is a matter of life!" He understood and lightened up considerably.<sup>(2)</sup>

### How to get started

Four actual examples offer ways to get started.

#### 1. Plurk at the top

One day my boss (the EVP) commissioned me to attend the next senior management retreat for the purpose of bringing electricity, aliveness and fun. He had just returned from a three day "heady, depressing, and boring retreat." He knew my training department had a lot of fun, and he wanted more fun at the senior management level. I asked what topic I should cover. "It doesn't matter, just make it fun!" he responded. Finally I had a carte blanche opportunity to introduce plurking to senior executives! At the retreat, I invited senior managers to guess (everyone loves guessing games), what they thought the key work values of employees were, and what responses receptionists gave to difficult patients. We play-acted anecdotes of patients coming in for a visit. I encouraged questions instead of the traditional focus on 'the right answers.' High

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"A Master in the art of living draws no distinction between work and play... To herself, she always seems to be doing both". Author Unknown

### Where to begin?

1. Identify qualities that describe you when you have fun
2. Identify qualities that describe you when you are productive  
You might find the lists amazingly similar, e.g., a state of wonder, the attitude of the child-like mind, questioning, creative, alive, curious, focused, intense, clear, open, in the moment, free, committed, involved, inspired, directed, energetic. . . .
3. Ask: When was the last time I had fun at work?
4. How might I create fun in my work environment?
5. Do I allow myself to have fun at work?
6. How can I plurk today?

Now is the time for us to be leading edge mavericks, to teach more than skills and knowledge, to teach a way of life that brings us the plurkplace we want. Call to business! Accept the challenge to truly impact the bottomline. Happy plurking!

*Teri-E Belf*

### REFERENCE

- 1) See Appendix for more information on Teri-E Belf.
- 2) See Belf, Teri-E, "Simply Live It Up-: Brief Solutions", p. 143, Purposeful Press: Bethesda, MD, 1997)

ism that evolves with changes in its environment. Whatever impacts on the organism is recorded and the species adapts to the changing ecology in the interests of its own survival. In a biologic species or in a corporate organization the single individual is not the important thing, it is the *relationships* between individuals that count in its prospering and surviving.

Baskin tells about Federal Express, a company of 100,000 employees who know not only their own jobs but know the purposes and functions of the whole and have access to a wide supply of company and outside information. Information comes in from all directions and employees are empowered to make decisions according to the good of the whole. As a result employees and customers can tell where a package is at any time and provide an ultimate in customer service.

On the other hand General Motors is said to be at war with their union. This then would restrict the full sharing of information, duties and responsibilities. These are the characteristics of a mechanical organization. It would seem then that they succeed in spite of themselves!

IBM can show examples of both types of organization - mechanical and organic. In the first case, they tried at times to dominate the industry, telling customers what they need. But on the introduction of the PC, they did the development away from the bureaucratic centre of the company and introduced many innovations. In their rush for an operating system they adopted the Microsoft DOS instead of, as was usual, developing their own. As a result their system became available to the industry (by accident) and a great number of IBM clones developed. This greatly enlarged the market for computers and encouraged the huge development of compatible software programs. In contrast Apple kept their systems to themselves and this resulted in a limited market for software products and a

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- do not constrain creativity by punishing trial and error and novel experimentation
- see the company as an evolving organism in a changing market ecology
- gather information from all possible sources, particularly employees, customers, suppliers and actors in the system, and adapt the organization to the changing market ecology.

### REFERENCE:

- 1) Baskin, Ken "Corporate DNA - Learning from Life", Butterworth-Heinemann, Boston, 1998

hypnosis?

Now, intuition is the use of these inventories of memory that are not so easily accessible.

#### Using the intuitive resource

I recall how Margaret Thatcher made her decisions, again as described in her book.<sup>(2)</sup> She gathered all the information possible on the problem to be dealt with. She interviewed all the key people that were concerned with the issue, read all she could, then made up her mind and stuck to it. In the process of making the final decision, the availability of intuition is critical to the success of the decision.

How did you study for exams when you were at school? Did you study hard, cram right up to the last minute, staying up late the night before the exam? Or did you stop a day early and take it easy, hoping to recall all you learned the previous term? Those who have studied intuition say you should work hard gathering all the information you can, then sleep on it, let the knowledge incubate, then make the decision, or try the exam. This process can tap the unconscious knowledge and experience that is in the various levels of awareness stored in our minds.

It is said that the ancient Greek Archimedes discovered the laws of buoyancy when relaxing in the bathtub. He uttered the famous exclamation "Eureka! - I have found it!" (I thought he meant the soap.)

I remember how my father made one critical decision in his business. I was working for him and wanted to expand into another product line. This would take a significant amount of capital and incur considerable risk and we were cash poor at the time. At the same time he was considering moving out of our leased premises and buying a building to relocate the business. He listened to my

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how they rate. Consider how successful your judgements have been on people you have recruited or selected for promotion, or to work along with you.

Can you learn to tap into these intuition skills?

Yes, you can.

You might find the book by Laura Day helpful - "Practical Intuition for Success"<sup>(4)</sup>. She gives some practical exercises for training the mind to be more creative and intuitive.

### **Conclusion:**

So here is the technique in a nutshell:

- gather all the information you can - don't count on faith, luck, or guesswork - be thorough; you will know when you have all the input you need.
- sleep on it, or let the information incubate - this lets intuition and the resources of the unconscious levels of the mind go to work
- make sure you are comfortable with whatever clarification occurs, then make the decision, and feel confident about it.

### **REFERENCES:**

1. Cowan, John "Intuition, harnessing the hidden power of the mind", Bedford House Publishing Corporation, Toronto, 1989
2. Thatcher, Margaret - "The Downing Street Years". HarperCollins, New York, 1993
3. Trudeau, Pierre E., "Memoirs", p. 268, McClelland & Stewart Inc., Toronto, 1993
4. Day, Laura "Practical Intuition for Success" HarperCollins, New York. 1997

**The Warrior (Worf, Scotty)**

The Warrior has a driving will, a dedication to a cause and an ability to follow through to the finish. People like Martin Luther King have a clear vision and work hard to realize that vision. They don't give up until the battle is won. They are not aggressive without cause, but when they set their minds to the task, they apply the necessary discipline and energy to realize their goal.

There is often a price that Warriors pay to achieve their dream. Their dedication may demand all their energies to the detriment of a balanced life and to the interests of family and fun. Too much devotion to the task at hand may indeed neglect the care and feeding of their support team and the ultimate achievement of their goal.

**The Analyst (Spock, Data)**

The Analyst is the thinker who is content to gather all the data and sift through all available information until some clarity is seen. The Analyst is the scorekeeper. He, or she, feeds the necessary information to the others of the team that permits successful decisions to be made.

The Analyst may become a nerd, an anti-social being who neglects the social side of life, again to the detriment of the team effort. The Analyst is at the computer poring over data while the others are partying. The Analyst does not guess nor jump to conclusions. As someone has said "God is in the details". Logic and reason are the regular tools.

A good friend of mine, when home computers were just being introduced at the popular level, was the Analyst who bought three to take apart and see how they worked. Now he is retired and happy in a different role, the role of the Relater.

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the polls, but by the data they can obtain and the visions they hold.

Leaders must be able to be free to select their support team. A Leader who is parachuted in to an organization must be free to build a strong and supportive team to carry out the decisions and visions that are clearly defined. At the same time the leader must trust his team and depend upon them to communicate the truth.

### **Balance**

The key to effectiveness, whether in personal or business life, is to keep the balance between the four types of character and retain some of the characteristics of each of the Warrior, the Analyst, the Relater and the Leader. An excess of any one of the four leads to possible trouble in either public or personal life. Keep balance in mind. The workaholic is not a balanced person and comes to the end of the road and asks "Is that all there is?"

We all at times become any one of the four types. When the occasion is presented we are the forceful Leader, then at times the consummate Relater. Depends. However, we are most often like one or other of the four types; although we can usefully develop greater strength in any one of the four that appear to be lacking in our current personality. Take a risk! Venture forth!

### **The Mirror**

So now, take stock, stop and pause a bit and look in the mirror. What do you see? Perhaps someone that is good at some things, but not all. That is OK, but what about checking out where you might excel where you have not before? Remember the Star Trek vision, and the title of the book to which I referred in the beginning of this piece - "boldly live as you've never lived before."

Chapter 22

More on Spirit at Work

When you encounter something once, it does not always make a great impression. But when you meet it again and again, then it says that something is going on. That is how it seems with this subject of spirit at work. It keeps turning up in so many places that it must indicate a trend of some sort and as such deserves our attention.

What is it?

First of all just what is it? What does spirit, or spirituality at work really mean? And how does it apply to business?

If someone is described as "full of spirit", you think of a person with energy and enthusiasm. Also someone who works well with the team. If the term spirituality is used to describe someone, do you think of religion? Not necessarily, and in the context of work, it is definitely not religious. However, spirituality does mean something more than energy and enthusiasm. Let us say it signifies kindness, thoughtfulness and empathy. Well, that's not all bad. But there must be a reason that this is becoming more of a popular interest in the work scene. It might be even be considered a movement.

Why the attention?

Globalization of business with its increased competitiveness and frequent corporate downsizing may be one answer to the attention it is getting. Organizations are looking for ways to improve human relations and reduce absenteeism arising from stress and illness.

that name.

- 7) A beautiful book by Jack Hawley, a management consultant for 30 years, "Reawakening the Spirit in Work"<sup>(2)</sup> says it all. A quote from the Preface sums it up: ".. the deeper I dove into the ocean of questions facing managers nowadays, the more profound the issues were. Ultimately I found myself plunged into the big questions of life: What's it all about? Is what I do in life of any value? How might I live a fuller life both on and off the job? . . . . Among the huge changes zooming at us are some fundamentally new recipes for comprehending the world of management and leadership. It's as if this new management chemistry were coming together on the stove in front of our very noses. Wafting from this concoction are some rather mysterious aromas that arise from stirring in things like spirit, heart, and energy -- ingredients we've not had much experience with before."

So, the evidence is in. There is indeed a movement to support spirit and spirituality at work. Worth checking out.

#### REFERENCES

- 1) Canfield, Hanse, Rogerson, Rutte, Clauss, "Chicken Soup for the Soul at Work" Health Communications Inc., Deerfield Beach, Florida.
- 2) Hawley, Jack "Reawakening the Spirit in Work, the Power of Dharmic Management", Berrett-Koehler Publishers, San Francisco, 1993

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The environment that surrounds you when you try to be creative is critical. It can stimulate you or, on the other hand depress you and numb the creative brain functions.

Some students can't study unless the radio or television is blaring away. Others (like me) can't. So create the environment to suit the needs - quiet, soothing music, or even loud music, as appropriate to your needs. Feel free to leave the office and go into a more suitable environment. You may want to relax, or you might need some action to stimulate the adrenalin. Work it out, but do seek the environment you need. Drudgery does not lead to creativity.

Attending conferences and special gatherings where there are stimulating people is great for the creativity bug. And subscribing to appropriate journals is also good. Here is where serendipity operates. Put yourself in the environment of new ideas and stimulating people and then things happen. And then there is the Internet. What a huge resource!

### **Commitment!!**

Many people produce better when they are committed to a deadline. And they can still be creative. Some authors commit themselves to a certain time of the day to work and go to it. They must be left brain people.

How is your energy level?

This is important in order to be really creative. Keep fit.

### **Putting all this into action**

Now, let's put all this talk about creativity into action. Creativity and innovation take courage to act out and perhaps face ridicule of your friends and associates - or threaten the boss. Take risks! Do something new

Chapter 24

**The Lighter Side**

I uncovered in my files a bit of wisdom which has more truth than poetry in it, retrieved from a professional journal many years ago:

**"A Standard Report for Those with No Progress to Report"**

"During the period which ends \_\_\_\_\_ (fill in appropriate date) considerable progress has been made in the preliminary work directed towards the establishment of the initial activities. (We are getting ready to start, but we haven't done anything yet.) The background information has been surveyed and the functional structure of the component parts of the cognizant organization has been clarified. (We looked at the assignment and decided that George would do it.)

Considerable difficulty has been encountered in the selection of optimal materials and experimental methods, but this problem is being attacked vigorously, and we expect that the development phase will proceed at a satisfactory rate. (George is looking through the handbook.) In order to prevent unnecessary duplication of previous efforts in the same field, it was necessary to establish a survey team which has conducted a rather extensive tour through various facilities in the immediate vicinity of manufacturers. (George and Harry had a nice time in New York.)

The Steering Committee held its regular meeting and considered rather important policy matters pertaining to the overall organizational levels of the line and staff

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Can summon up a word of praise  
And bravely smile amidst disaster  
Who goes to church, and knows the pastor,  
Who chairmans P.T.A. and Chest  
Who, hale and hearty, needs no rest,  
But is, of course, a sportsman too,  
Topnotch with golf club, gun, canoe,  
The true executive, in short,  
Is good at work and good at sport,  
Resourceful, charming, man of talents,  
Possessed of perfect poise and balance,  
His words and deeds and aims all mesh .....  
I'd like to see one in the flesh.

Dr. Richard Armour  
The Management Review

It is a good idea to keep a scrapbook of humorous stories, cartoons and jokes. They will come in handy when you have to give a speech or do a training session. From my file "Just for laughs" comes this one about statistics:

"In earlier times" Stephen Leacock wrote, "they had no statistics so they had to fall back on lies. Hence the huge exaggeration of primitive literature - giants, or miracles, or wonders! They did it all with lies and we do it with statistics, but it is all the same."

There are plenty of resources on the Internet.

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It is one thing to read and appreciate the above five measures of IQ, but quite another to do something about it. What can you do about it? The first thing you, or your organization, can do about it is to measure where your company stands in terms of the above five categories.

Here, according to the authors, are some exercises to raise your company's IQ.

1. Test company intelligence. Gather a cross section of managers and get them to assess each department's performance in the five areas above.
2. Create a sense of urgency. Focus on a recent failure that illustrates the high cost of not being smarter.
3. Tell other success stories. Describe how another company (even a competitor) benefited from increasing its IQ.
4. Don't try to get smart at everything. Start by picking one area in which you can produce major results fast.
5. Do something, even if it is small. Raising the IQ of one unit can set a standard for other units, and generate momentum for the whole organization.
6. Share signs of progress. If a decision gets made with unusual speed, or if critical information becomes accessible to more people than before, tell everyone.

And again, as the authors say, increasing the company IQ can make the company a better place to work.

### REFERENCE

- 1) Mendelson, Haim; Ziegler, Johannes "How to Get Smarter" Fast Company magazine, September 1999, p.298. [www.fastcompany.com](http://www.fastcompany.com)

- 3) The result offers no net improvement. This often happens when no alternative or option is a good one. Change for change's sake brings no benefit.
- 4) Any changes would introduce severe trauma. This is a matter of timing that requires careful observation of business circumstances. This is often a difficult 'read' and can require an in-depth analysis.
- 5) You simply do not know what to do. The trade-off question is "is the pain of what I am doing so severe that any option could not be as painful?" Unless that is the case it would probably be better to do nothing.
- 6) You are trying to teach a lesson. Like small children we often have to learn for ourselves. Sometimes it is better to allow a learner to make a mistake especially if the consequences are not severe.
- 7) The timing is wrong. All businesses evolve and have their critical moments. This is important for management to understand – a good decision at the wrong time equals a bad decision.
- 8) The long-term consequences are more severe than the short-term gains. An example of this might be allowing a skilled employee to fudge on their time card. The short-term gain might be a happier employee but the example set to other employees could set a dangerous precedent.
- 9) When conditions change too rapidly. In this scenario there are two problems:
  - 1) if there is too much change, management may have difficulty in identifying the

Chapter 27

**Planning for Chaos in the New Millennium!**

In their book "The 500 Year Delta"<sup>(1)</sup>, the authors point out that the Western world has gone through major upsetting changes on a cycle of every 500 years, starting with the birth of Christianity, followed by the fall of Rome, then the rise of the Renaissance. They say that the world is now going through one of these 500 year major shifts when the world will never be the same.

The key words that typify the new behaviour patterns in the new millennium are: chaos, speed of change, illogical thinking, sudden appearance of the unexpected.

Never has business seen such rapid rise in new companies, new products, new services. Before the present product or service is outdated the new ones, must be not only on the drawing board but tested and ready to launch. Move fast, because customers' tastes change more rapidly than ever before. And competition pops up when least expected, and for the first time from any part of the globe.<sup>(2)</sup>

In the new environment businesses should prepare scenarios for the worst things that could happen to the industry or the company and then see what should be done to prepare for such events, should they occur - and don't be surprised if they do indeed occur!

Chaos works in strange ways. A system runs along seemingly quite smoothly then suddenly it goes wild. Why? Well, that's the way it is! What sets it off is some relatively slight perturbation, some mild disturbance and then watch out! In your field of business it might be

how quick to reach the customer? How easy to understand and use it? And how does one dispose of it in the interests of convenience and the impact on the environment? Check out every step.

Competition is heightened by the move of business into globalization. But it can work to your own advantage if you can catch the global opportunities. Giant Tiger discount stores benefited by the invasion of Wal-Mart into their territory by buying up the smaller stores that were closed because of Wal-Mart. Then they competed with their new competitor in their own field.

The richest resources of a company are the people in it. The company can benefit by their contribution if, and only if, the company puts communication on a new millennium level.

The old hierarchical structure has got to go and put in its place an open system where there is free flow of information all through the organization. (See Chapter 19 on "Organic or Mechanical Organization"). Expect high turnover. If you hire the best, then they will move on when they have learned all they can from their present job. But they will contribute more than others when they are there. And you will find new capable people to replace them.

Plan to use fully the talents that present employees provide, perhaps beyond their particular job and confining job description. Permit intelligent disobedience. Give up control, encourage chaos. Widen the playing field. There should be one person in your organization that is telling you that what you are doing is wrong! But can you handle it? If you can, then the business can grow, change and be healthy.

There is a new trend emerging and that is the give-away society. People love freebies.. Don't hold secrets close to your chest - give them away! Bill Gates got rich

Chapter 28

**Business as Community**

To understand what is really meant by business as a community, we have to know just what a community is. Some say that community is a group of people in the same neighbourhood. That may be true but that is not the only type of community. Consider a community of doctors in a village or city; or an electronic group of people with common interests that are an interactive network. But I say that even those are not community in a real sense. True community is not only a group of people with common bonds, but it must include sharing information - and indeed feelings.

What about your company? Is it one where the people share information freely? Or is it constrained by having a hierarchy of organization?

Old think includes words like "boss", "subordinate", "blue collar/white collar", New think includes "member", "associate", "belonging" .

There can be communities within communities, as in a large company.

If the CEO of the company exhorts the employees on the need to increase productivity, or conserve materials, or improve the safety record, and promises financial rewards, he/she is talking about "things" not people's real needs.

What are the employees' (or members') real needs? More likely their sense of belonging and being recognized as an important part of the company group of people.

Everybody wants those things indicated by the acronym SORI.

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Consider again what Harley-Davidson did to create community. They created a Harley-Davidson club with events and information of interest to members. They went beyond manufacturing, distribution and advertising. They included their customers as part of their community. Note the Recognition and Inclusion. Moral: go beyond the old think of manufacturing, distribution and sales and reach out to customer and suppliers needs of recognition and inclusion. Lots of room here for innovation and creativity. If you were an automobile company you would look to what services the company could provide to create a sense of community. How to create loyal customers that keep coming back. Perhaps a travel service, or free booking of hotels. Some companies do provide roadside rescue services. That is in the right direction. The creative possibilities are endless, and could be quite exciting and fun to implement.

The big box book stores provide a sense of community by inviting customers to sit down and read their books, even providing coffee and snack facilities. "Make yourself at home!"

Why don't the banks do something like that?

Is all the above just nice talk or does it lead to increased productivity and company effectiveness? The feeling in the best circles is that it does indeed improve company effectiveness. Count on it.

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- business and trade journals and other media
- conferences and trade shows
- direct interviews with selected companies, also suppliers and customers

### **How is CI organized?**

Some companies have formal CI staff units, identified as such. On the other hand many companies conduct CI on an informal basis. A surprising number of large companies have formal units of CI, as reported by SCIP.

### **How is CI used?**

It is used in a number of ways including, e.g.

- to keep up to date on product development, research, marketing methods, trends in the marketplace
- to prepare scenarios of the future
- to look for possible alliances or acquisitions
- to anticipate actions of competitors
- to discover new or potential competitors
- to learn from the successes and failures of others
- to keep up to date on industry regulations and relevant laws
- to find any new business procedures and management systems
- to look for long term changes and trends applicable to the business

### **Does it pay to conduct a CI activity?**

- SCIP report that companies that practice CI have been shown to be ahead in earnings compared to those that don't
- they also report that the chairman of NutraSweet said that CI was worth \$50 million each year to his company.

Chapter 30

**Aphorisms**

Here are some of my favourite sayings, some original and some garnered over the years from various sources.

Awareness plus risk, equals growth  
If you haven't fallen, you haven't tried hard enough (e.g. skiing)  
If you label it, you've got it (e.g. a disease, or illness)  
If you have done it that way for several years, it is probably out of date  
Three steps to health and happiness: diet, exercise and attitude (the most important is attitude)  
Every company should have a maverick that tells them that what they are doing is wrong (if they can handle it!)  
Trying harder doesn't work; change the method  
Don't jump to a conclusion until you are satisfied that you have all the data  
"There's always a better way."  
Distinguish between product and process  
A difference is a difference only if it makes a difference  
Too busy to be efficient  
Form follows function  
Luck happens when preparation meets opportunity  
Stuck? Look for more alternatives  
Organizations are communities, not just a collection of individuals

-----  
Every once in a while, one of these aphorisms will be appropriate to the occasion and help solve the problem, or be good tid-bits for a speech..

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Other books by Fred G. Thompson

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