SALES AND SERVICE

Excellence

THE MAGAZINE OF TEAM LEADERSHIP

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Coaching People

Uncommon Service

Body Language

10 Simple and Powerful Tips

Carol Kinsey Goman
Consultant

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TEAMS/PERFORMANCE

High Performance

Have a disciplined culture.

by Willy Stewart

NO ONE WANTS TO PLAY ON a team or work for an organization that settles for being *average* or *good* in its outcomes. If you are faced with changing such a situation, an encouraging fact is that you can exceed the "good" status simply with the implementation of a few principles, as long as you remember that changes in attitude and approach must come from the top down. Visionary leaders must take charge and receive support from their team members who trust one another, hold each other accountable and are passionate about what they create and achieve in order to craft a high performance company.

To transition into a great, high-performing company you must display effective leadership, a clear, strategic *vision*, supported by teams that are highly disciplined and motivated. You need to take the best asset you have—your own people—and instill within them a *passion for excellence*.

Three Performance Elements

To set a company apart from the average business, specific characteristics must be incorporated into the core of any organization. A great company must have *clear vision*, consist of *high performing teams*, and feature a highly *disciplined culture*. Without each of these elements in place, the only result the leader will produce is average at best.

1. Have clear vision. Many leaders say that they are planning for the future, but they fail to recognize that simply listing goals they hope to achieve over the next few years is a process guaranteed to falter if other critical elements are not in place. Begin by examining your company's mission statement and its effectiveness. If you do not have a mission statement, create one as soon as possible. Whatever the case, it must be compelling and offer a call to action. Employees should understand why the company exists from the mission statement if you are to succeed.

Visionary leaders understand their brand and competitive advantages, and have the ability to convey that vision to employees. The company's culture must be built on a foundation of purpose and values involving social responsibility as well. You must establish and remain committed to your guiding principles of leadership at your organization and how you implement them to fulfill your mission statement. Your *guiding principles* are the framework for decision-making. List these principles on your website to allow the public to review them.

Once all of these elements are in place, plan for the future with specific achievable goals. Set benchmarks for your organization to reach in one year, three years and 10 years, and make sure these are realistic projections. Check that there are solid standards in place at your company down the road—as well as now—that provide a motivational environment that evokes positive emotions and opportunities for personal growth. Otherwise, your goals will fail to come to fruition unless you can keep the right people in place to assist you in reaching them.

2. Establish high-performing teams. Ask yourself: Are members of your organization passionate about their

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day-to-day responsibilities and long-term duties? Do they have clarity in their roles and know what is expected of them at work? If a stranger stopped them on the street and asked them about what they do, and who they work with, could they explain it fully and with enthusiasm?

If not, you can change your answers to *yes* by developing high-performing teams. All members of these teams must agree precisely about their ultimate goals and a great amount of cohesiveness should exist among the members at the outset. Team members should share an understanding of the need to live a balanced life—meaning they evenly distribute a sufficient amount of time between their family and physical, social, emotional and spiritual areas along with work—and realize that they have a stake in the success of the company. As I mentioned at the start, they should be able to debate passionately and hold each other accountable for their job performance, yet trust each other deeply. Discussions among team members ought to occur without rancor during conversation or afterward as they seek to reach a consensus with any issues and problems at hand. Once a consensus is reached, team members should *align* and *commit to the final decision*.

You can then arrive at decisions more quickly. Team members will be energized and accomplish their duties while avoiding tiredness and frustration. The desired effect is *job comfort*, which happens when the natural behavioral tendencies of an individual match the behavioral requirements of the position. Thus, the person has the right amount of assertiveness, sociability, calmness and conformity required by the job. This is a critical component in seeking maximum performance from your employees.

3. Setting a disciplined culture. This means doing what you say you will do. Employees must be able to finish whatever project they start, on time and under budget. Delivering on your brand promise every time sounds simple, but most organizations can't achieve this task. Remember: *your clients' expectation is the lowest threshold of performance*, so your goal should be over-delivering on your promises to them (within financial constraints) and having this become more the norm for your business than the exception.

You establish this internal expectation for excellence by always having effective management tools and systems in place that are an integral part of the process in planning the deliverable to the client. There is a basic pattern to achieving a strong level of discipline for a high performing company that requires four characteristics that you should strive to attain in your company culture.

- *Plan:* Your method of acting and proceeding to achieve something, developed in advance, should have pre-set objectives in place along with measurable goals. Ensure that all T's are crossed and all I's are dotted along the way, and that every step is carried out with the best quality so that your clients receive exactly what they want from you. You should have a *commitment to excellence* among employees in all the actions necessary to deliver on the brand promise. Expectations of your business associates, vendors and suppliers should be similarly high. They should work smart and efficiently, and prove they are trustworthy, loyal and profitable for you to continue to do business with them.
- *Execute:* Your culture of meeting and exceeding goals should be known for delivering to clients and keeping them satisfied through strong relationships and your company's stellar performance. This disciplined company culture will lead to repeat business and excellent references from your clients that will bring your organization even more opportunities.
- *Measure:* It is imperative to understand *the key performance indicators of your organization*. Every activity should be measured against pre-set objectives such as financial budgets, schedule, quality, safety, productivity, sales calls and others specific to your industry.
- *Feedback:* After you execute a project, evaluate your company's performance and final outcome, with the goal of determining client satisfaction. Take time to communicate with your employees the results of surveying the strengths, weaknesses and opportunities presented by the task. After discussing the item, develop an action plan about what needs to be reinforced, changed or improved in future work by your organization.

High performance requires effective leadership with a strategic and clear vision, supported by teams that are highly disciplined and motivated. The organization is built on a foundation of *purpose* and *values*, involving a *culture* that evokes positive emotions.

Creating this culture requires alignment of thought, execution, an unwavering passion for excellence and a commitment to the best asset a company has—its people. Great companies are financially successful and in their choices to do so, they invest in the future to build enduring institutions. People will want to be a part of this culture and will contribute to its continuing success. SSE

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ACTION: Create a high-performance team.

Volume 12 Issue 2

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Body Language

10 simple and powerful tips.

by Carol Kinsey Goman

THE EFFECTIVE USE OF BODY language plays a key role in effective leadership communication. Here are ***10 tips*** I've learned over 20 years of coaching leaders:

1. To boost your confidence, assume a power pose. Simply holding your body in expansive, "high-power" poses (leaning back with hands behind the head and feet up on a desk, or standing with legs and arms stretched wide open) for as little as two minutes stimulates higher levels of testosterone—the hormone linked to power and dominance—and lower levels of cortisol, a stress hormone. Try this when you're feeling tentative but want to appear confident. In addition to causing hormonal shifts in both males and females, these poses lead to increased feelings of power and a higher tolerance for risk. People are more often influenced by how they feel about you than by what you're saying.

2. To increase participation, look like you're listening. If you want people to speak up, don't multi-task while they do. Avoid the temptation to check your text messages, check your watch, or check out how the other participants are reacting. Instead, focus on those who are speaking by turning your head and torso to face them directly and by making eye contact. Leaning forward, nodding and tilting your head are other nonverbal ways to show you're engaged and paying attention. It's important to hear people. It's just as important to make sure they know you are listening.

3. To encourage collaboration, remove barriers. Physical obstructions are detrimental to collaborative efforts. Take away anything that blocks your view or forms a barrier between you and the rest of the team. Even at a coffee break, you may create a barrier by holding your cup and saucer in a way that blocks your body or distances you from others. One leader told me he could evaluate his team's comfort by how high they held their coffee cups. He observed that the more insecure individuals felt, the higher they held their coffee. People with their hands held at waist level were more comfortable than those with hands chest high.

4. To connect instantly with someone, shake hands. Touch is the most primitive and powerful nonverbal cue. Touching someone on the arm, hand, or shoulder for as little as 1/40 of a second creates a human bond. In the workplace, physical touch and warmth are established through the handshaking tradition, and this tactile contact makes a lasting and positive impression. A study on handshakes showed that people are two times more likely to remember you if you shake hands with them. The trade-show researchers also found that people react to those with whom they shake hands by being more open and friendly.

5. To stimulate good feelings, smile. A genuine smile not only stimulates your own sense of well-being, it also tells those around you that you are

approachable, cooperative, and trustworthy. A genuine smile comes on slowly, crinkles the eyes, lights up the face, and fades away slowly. Most importantly, smiling directly influences how other people respond to you. When you smile at someone, they almost always smile in return. And, because facial expressions trigger corresponding feelings, the smile you get back actually changes that person's emotional state in a positive way.

6. To show agreement, mirror expressions and postures. When clients or colleagues unconsciously imitate your body language, it's their way of nonverbally saying that they like or agree with you. When you mirror other people with intent, it can help *build rapport* and nurture feelings of mutuality. Mirroring starts by observing a person's facial and body gestures and then subtly letting your body take on similar expressions and postures. Doing so will make the person feel understood and accepted.

7. To improve your speech, use your hands. Brain imaging has shown that a region called Broca's area, which is important for speech production, is active not only when we're talking, but when we wave our hands. Since gesture is integrally linked to speech, gesturing as we talk can actually power up our thinking. Whenever I encourage executives to incorporate gestures into their deliveries, I find that their verbal content improves. Experiment with this and you'll find that the physical act of gesturing helps you form clearer thoughts and speak in tighter sentences with more declarative language.

8. To learn the truth, watch people's feet. When people try to control their body language, they focus primarily on facial expressions, body postures, and hand/arm gestures. Since the legs and feet are left unrehearsed, they tell the truth. Under stress, people tend to display nervousness and anxiety through increased foot movements. Feet fidget, shuffle, and wind around each other. Feet will stretch and curl to relieve tension, or even kick out in a mini-attempt to run away. We can usually judge a person's real emotional state when we can see the entire body, and we instinctively react to foot gestures.

9. To sound authoritative, keep your voice down. Before a speech or important telephone call, allow your voice to relax into its optimal pitch (a technique I learned from a speech therapist) by keeping your lips together and making the sounds "um hum, um hum, um hum." And if you are a female, watch that your voice doesn't rise at the ends of sentences as if you are asking a question or seeking approval. Instead, when stating your opinion, use the authoritative arc, in which your voice starts on one note, rises in pitch through the sentence and drops back down at the end.

10. To improve your memory, uncross your arms and legs. Body language researchers, Allan and Barbara Pease, report that when a group of volunteers attended a lecture and sat with unfolded arms and legs, they remembered *38 percent more*. To improve your retention, uncross your arms and legs. And if you see your audience exhibiting defensive body language, take a break, or get them to move—and don't try to persuade them until their bodies open up.

Follow the 10 powerful *body language tips* to boost your nonverbal impact. SSE

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ACTION: Practice effective body language.

MANAGEMENT/PLANNING

Winning Game Plan

Put one together where you work.

by Drew Bledsoe

THE AVERAGE CAREER SPAN for NFL players is less than four years, making *retirement* and *career changes* at a young age inevitable, and leading many into the business world. I was lucky enough to beat the odds, lasting 14 years in the league and retiring in 2007 when I was in my mid-30s. At that point, my career on the football field ended, but I had begun a new one as a small business owner after buying a piece of vineyard land several years earlier in hopes of opening a winery.

My wife Maura and I have had a passion for wine for many years, so when planning for "retirement" became a reality in my early-30s, the wine business became a very attractive choice. We knew it would be a long and involved process (actually we barely knew the half of it), but with a lot of effort, patience and time, our dream is coming true, and we are now the proud owners of a Doubleback Winery in my old hometown of Walla Walla, Washington. After seven years of work, our first wine was finally released in January 2010; we are now preparing to release our third vintage.

Starting a new business can be very challenging. I am learning new things almost every day. That is one of the reasons I have teamed up with FedEx to share my small business game plan. Although I still feel like I'm a rookie in business, I find that many principles that I learned on the football field—*planning*, *perseverance* and *leadership*—help me to create a successful business:

- ***Plan.*** Football teams spend months leading up to the season *planning*; they pick players, make coaching changes, and design offenses and defenses. The teams then spend each week during the season preparing for the upcoming game. The same applies to business. You have to *plan for the big picture*, pick a *talented team*, anticipate challenges, and work together to outline the day-to-day steps that will lead to success. The planning process gives you a *frame of reference* for guidance and makes things easier when it's time to adapt.
- ***Persevere.*** The process of taking an idea from concept to reality takes patience and perseverance. It took a full seven years from the time we planted our vineyards until the first bottle of Doubleback wine was produced. In football and in business, your character will be tested along the way as you face setbacks, experience delays, suffer losses and sometimes make bad decisions. Getting knocked down is part of it. If you don't persevere, you'll get tossed by the wayside.
- ***Lead.*** You can be the best quarterback ever to play the game, but *if you don't have some big guys to block and some receivers you trust, you have no chance at winning*. The same holds true in business. Without the right team, even the best idea, product or service in the world can easily fall short.

The *head coach and quarterback* of the Doubleback Winery team is my winemaker Chris Figgins. He knows wine, and I trust him to make the day-to-day decisions required to produce the best wine we can. I also have a great team to handle reporting, budgeting, customer service, and fulfillment. I even consider FedEx part of the team since delivering our wine to the customer safely and on time is a top priority.

As an entrepreneur, your job is to *build the right team* and l*ead that team* effectively by setting a positive tone and knowing *when to get involved* and *when to step out of the way*. If you start with a solid plan, react to challenges in a positive way, maintain a long-term outlook when times are tough and surround yourself with a great team, you have a good chance of *thriving*. SSE

Drew Bledsoe is a former NFL Hall of Fame QB with the New England Patriots and owner of Doubleback Winery. Visit www.doubleback.com.

ACTION: Put together a winning game plan.

SALES/TRENDS

Top Sales Trends

Every person will be involved.

by David Mattson

AS SALES AND MARKETING managers face *increased uncertainty*, the achievement of profit and revenue goals will be key, and critical to this will be the deployment of an effective sales team.

I see an unprecedented upswing in the demand for quality salespeople and a new appreciation for the discipline of sales. *Almost every person and process is now involved in some type of business development activity*. Hence, salespeople need to be fully integrated with the company's value chain.

I see *four major sales trends*:

1. From social media conversions to interactions that actually close sales. In 2011 companies made *big investments* in Web 2.0-based social networking platforms like Twitter, LinkedIn and blogs, and used these applications to generate conversations with their customers. In 2012, businesses will start to demand ROI and look to progress these conversations from interactions to *real sales opportunities that allow them to close valuable deals*. Professional sales skills can help teach managers how to bridge the gap between using social platforms to talk to people, and actually winning business from them.

2. Goodbye sales silos, hello multi-functional sales teams. Traditionally, many sales and business development teams have either been on the road calling on customers, or in sales departments separated from the rest of the company. Today, companies need to integrate the sales function with a company's entire value chain, across different job functions, categories, and in departments that have not conventionally been involved with sales. Through *shared sales goals* and *dual accountability*, every employee will have a *vested interest* in sales performance and a *shared responsibility* for achieving common goals. Keeping customer relationships from the rest of the company is no longer acceptable.

3. Game changers, selling up and out selling. You need to render your competition irrelevant. Ask: "It's a new world, what can we do?" The answer lies in your ability to change your approach and *successfully sell your differentiated offerings*. The *buying process* has changed; so must the selling process. Salespeople have to get out of their comfort zones and learn new ways to succeed.

4. Selling to the top, flatter structures. Resource cuts and limited funds mean that many companies are now operating much flatter structures that enable salespeople to sell to executives. To drive real sales results, businesses must field sales teams that can communicate with those at the top and help fill in some of the gap left by the *reduction of middle managers*. SSE

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ACTION: Involve everyone in business development.

Coaching People

Use this simple five-part approach.

by Robert P. Hewes

YES, PEOPLE ARE YOUR MOST valuable asset, and you know that you should invest in people and help them be more effective. This can be challenging. Daily demands and other *priorities* get in the way. What are *you* actually doing about it? Are *you* growing the capability of your people? Are *you* taking an interest in their development? Are *you* up to speed with the review cycle? Are *you* coaching your people?

If you are a manager, you can grow the capability of your people. Developing people is more important than ever. The ability to change and grow is taking on more and more importance. The pace of change is faster in every industry, and the complexity of work is greater. Organizations are flatter, especially in regards to decision making. Being a manager who not only achieves results but can develop people is more valuable than ever.

Before talking about specific actions you can take, I want you to consider some important differences from straight-up managing.

For a manager, results need to come first. It is your top priority to achieve the results you have for your area. To be a coaching leader, means to focus on the results *and* the development of people. There will be times when the results have to come first. The trick is to not let development fall completely off your agenda.

Another difference is how you approach something that needs to get done. Being a manager often requires you to direct people (*this needs to be done, go get it done*). Developing people requires a different approach. Instead of just focusing on the pure delegation of the job—*go get it done*, you can focus much more on *how* to get something done or what skill the job entails a person can develop. You can engage with your report about different ways to get things done (and this likely could be different from your preferred approach—so be ready for that!).

Finally, an underlying factor of a coaching leader is taking a genuine interest in the other person's development. Here you need to think like a coach. Are you willing to help others achieve new capabilities and reach higher levels of performance? Will you be able to focus on results and development? Be sure to answer yes, before taking this on.

So how to go about it? A must do step is to be fully up to date on your organization's review cycle. You should be doing a stellar job with performance appraisals thinking through the key skills the person needs. A coaching leader focuses equally on the development needs and evaluating performance. Take advantage of this. If it is a daunting process, think about changing your approach to it. Another important piece of background work for a coaching leader is to be up to speed on your organization's competency model if one exists. You should understand it fully and align your efforts to it. There is absolutely no need to reinvent the wheel!

Use This Five-Step Approach

Here is a straight-forward ***five-step approach*** a coaching leader can use and start at almost anytime:

1. Identify goals jointly. With your reviews in hand, start by looking at what your people are doing and how they are going about things. Ask some straightforward questions: How can they improve? What do they need for the next level or the higher end of the current role? Do this jointly with your report. Agree on the goals. This builds commitment and shared understanding. It shouldn't be too hard to settle on a few clear, well described professional development goals.

2. Create a written plan. Have your report create a written plan. Nothing helps focus any development efforts like having a written plan. It gives both of you something to consistently refer to. Describe the goals in enough detail so they uniquely apply to your report. Include specific action steps that the person can accomplish. Without this "tool" you'll most likely end up having just random, unfocused discussions. Work the language of the organization's competencies into the plan. That action helps to create a common language.

3. Implement! So far it is just a plan. The rubber meets the road in the actual growth someone experiences. The key is to help them achieve their plans through the work and assignments. Find opportunities in the work where the goals can be practiced. Once you get good at this, work becomes a target rich environment for virtually any development goal. Use delegation as a development opportunity—when you delegate a piece of work highlight the development goal it relates to. Another key implementation idea is to think "Real Time" development. As work is progressing, spot the development possibilities in it. Take a moment or two to discuss the situation. For example, if you have a direct report that is working on presentation skills, be sure to review and discuss some key presentations with them. Explain how you go about it—what you do to prepare; how you figure out the audience; and how you handle questions.

4. Reinforce. Look for reinforcement opportunities, both positive and constructive. It is important to highlight wins along the way. This should be another *real time* action.

5. Step back and check-in. Have check-in meetings on a regular basis—maybe once per quarter. Make this separate from an *operational* meeting where you go over the needs, issues and decisions of the day. The development meeting is a "step back opportunity" to talk about how someone is progressing.

Though these five parts are easy to understand, the magic and growth happens with the specifics and particulars you do in each phase—the specific goals you identify—the way it gets written up—the clever way you help someone implement a goal. Sometimes it requires creativity, insight or simply stepping back. By working through these steps, you take a focused and forward thinking approach to being a coaching leader who develops people. Being a coaching leader can get your group to higher performance, and you can say "let me tell you a story or two about how we develop our people." SSE

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ACTION: Use this five-step approach to coaching.

SALES/SECRETS

Sales Secrets

Note the three biggest ones.

by Randy Schwantz

WHEN IT COMES TO SALES, the most important *secrets* are those things that experienced, successful people know but won't necessarily say. So let me tell you the ***three biggest open secrets*** of our insurance business.

Secret No. 1: We are all selling the same thing. Many producers waste breath trying to convince prospects that the insurance products they sell are different from those sold by the competition. This is a hard sell, since insurance is a fairly uniform commodity. All of the Big Dogs are offering the same basic thing. This is a powerful *secret* because it undermines the intuitive approach to sales, which is to announce, "Buy mine, because it's the best!" Unfortunately, most producers insist on sticking with this approach. They spend most of their time with prospects pitching their products, services and carriers, as well as their agency. The result: Secret No. 2.

Secret No. 2: We are all saying the same thing. When 10 different producers are selling the same product—and all selling it the same way—you have to wonder how the prospects are able to smile and nod politely as much as they do. Not that they are indifferent. If you can break through the clutter and convince the prospect that you can, in fact, make a difference for him and his company, you'll have an interested audience. Here, once again, producers make a common mistake: They try to break out by focusing on the product. They lay out elaborate explanations about *coinsurance, promulgating the e-mod*, or *updating the unit stat card*.

The strategy seems to be to show the prospect how well you understand the insurance industry and how familiar you are with your own products.

Secret No. 3: The prospect doesn't understand insurance! They know they have to have it, but few prospects, if quizzed on the spot, know what is and is not covered by their policies. The *most important element* in the prospect's decision-making isn't price or promises of future service. It's *trust*. Often, deals come down to "I know this guy, I don't know you. You're both pushing *the same thing*, so I'll stick with who I know."

So how do you break this cycle? Let me make three suggestions.

- ***First, shift your focus from sales presentations to sales interviews.*** Get curious about what's going on inside your prospect's head. Ask yourself: "If I were the buyer, what would be important to me?" "What surprises would I be concerned about?" "What's wasting my time?" Focus on the elements of insurance that the prospect already dislikes: the unpredictability, the seeming lack of control he has over these costs. If you can show him how you can put him in charge, that the way you deliver his services will empower him and put him in control, you will have his attention.
- ***Second, look for ways to establish rapport, to help prospects feel comfortable sharing their goals with you.*** Dig deep. Be curious. Stop assuming you already know what prospects want and why they want it.
- ***Third, when the prospect has clearly identified his goals, find specific ways to use your unique abilities to achieve those goals.*** Take yourself out of the uninteresting, confusing arena of insurance, and put yourself into a conversation the prospect will find much more fascinating—*how he can succeed*. Chances are, this is a conversation he has never had with the incumbent agent.

Understand that the game you're playing isn't about the qualities found in the insurance you sell or the agency you represent—the secret to success is *your unique ability to help clients succeed*! SSE

Randy Schwantz is CEO of the Wedge Group. Email Randy@thewedge.net.

ACTION: Apply these three suggestions.

SALES/OBJECTIONS

Objections

Friends or foes?

by Bryan Flanagan

OBJECTIONS ARE YOUR friends! You should *welcome objections*, as they often indicate the interest level of your prospect. Some sales objections and resistance are *normal* and *desirable*. Why? Because the objections indicate the prospect is evaluating your recommendation and trying to relate it to his situation.

Objections can be your foe if you aren't prepared to mange them. They will be troublesome if you don't have an effective methodology to confront the resistance.

An *objection* is defined as *anything the prospect says or does that interferes with attaining your sales objective*. To turn objections from foe to friend, you must identify the prospect's concerns in a professional manner.

Ponder Seven Points

Consider *seven traits* of objections:

1. Objections can occur anywhere in the sales process. They don't appear just at the closing stages. On my first visit to an account in my new IBM territory, one customer said, "I don't like IBM, and I'm not wild about you." This was after spending *15 seconds* with me!

2. Anticipate objections and be prepared for them. If you sell elephants, you'll encounter *three objections*: Where does he sleep? How much does he eat? Who cleans up after him? Use the *Law of 6* to anticipate objections. You will receive approximately 6 standard objections . . . be prepared for them.

3. Objections are either valid or invalid. Only address valid objections. Answering invalid objections wastes your time and frustrates the prospect.

4. There are two types of valid objections: misunderstandings and disadvantages. In overcoming *misunderstandings*, accept full responsibility for the miscommunication and clarify as quickly as possible. In overcoming *disadvantages*, outweigh the disadvantages by using specific benefits of your products.

5. Prospects will make a new decision only when presented with new information! If you make a return call on a prospect, you should present new information. If not, you'll receive the same response.

6. You must provide evidence in order to overcome objections. Your challenge is to identify the proper evidence to use when overcoming various objections.

7. There are two aspects in successfully dealing with objections: managing and overcoming. You should first manage the objection and then overcome it! You shouldn't try to overcome it until you have managed it!

Embrace objections as an indication that your prospect is interested in you and what you are offering. SSE

Bryan Flanagan is author of So, You're New to Sales *and Sales Ambassador and the Premiere Sales Trainer at Ziglar, Inc. Visit www.ziglar.com.*

ACTION: Learn to overcome objections.

Profitable Growth

Ignite sales and margin growth.

by Sean D. Geehan

ONE OF THE FASTEST-GROWing large companies in the world is Palo Alto-based VMware. VMware's sales have tripled over the last four years from $600M in 2006 to $2B in 2009, and they are expected to surpass sales of $4B by 2011. This may be why they are Wall Street darlings. In addition to delivering high-growth, they are growing profitably and predictably relative to the competition. What can B2B marketers learn from VMware's success?

Point 1: Target and focus on decision makers. VMWare's head of Global Strategic Partners, Scott Musson, believes that starting at the top has been critical to their success in their high-growth space. He explained, "Our competitors (Microsoft) have been around for a long, long time. We don't have the luxury of branding ourselves to the entire planet. Nor do I believe it's even effective. We must maximize every marketing and sales dollar spent. And for VMware, as in other outperforming firms I've been a part of, the investment starts with the decision makers."

First, 75 percent of marketing budgets are targeted at the user/purchasing levels. Only *15 percent* is spent at the influencer level, and sadly, *only 10 percent* is spent at the decision-maker level.

Let's examine this imbalance. The companies who have separated themselves from their benchmark competitors have a marketing budget spread that more closely resembles the following: 35 percent to the users/purchasing, 35 percent to influencers, and 30 percent to the decision makers. This shift is equivalent to approximately three times that of underperforming competitors. So clearly, rebalancing the marketing spend to hit the decision makers is important for success. B2B marketers who know and understand the breakdown of their spending can better allocate their budgets and make a huge difference in a short period of time.

How do you think the sales organization would feel about marketing if the number of qualified leads at the decision maker level tripled? Penetrating the decision maker level also shortens the sales cycle and more often shifts the discussions from cost to value (yielding higher margins).

The objective of rebalancing is not to spend more—it's shifting the marketing budget to places where it will yield greater returns. So, analyze where your marketing budgets are going and *spend strategically*. Taking this view on branding and positioning provides insight to the CFO and provides a common reference point with regard to the financial impact branding and positioning can have. And when the number of customers that account for most of your revenue is small, it's important that you *weight your budgets accordingly.*

The quick litmus test is, *How effectively does marketing target and engage decision makers?* or *How do you personally connect with your top customer's decision makers?* An easy measure is to ask the sales team who they engage with at their top customers. If they don't engage the decision maker, the gun is smoking.

Point 2: Retain and grow your top accounts. Everyone gets excited when a major new customer is secured. There's a celebration, bells are ringing, and lots of recognition and rewards are doled out. This may even merit a personal call or note from the president.

Yet, how much celebration happens when a long-standing customer renews for the sixth straight year? Forget that they haven't bid out the work in three years (*no competition = greater margin*) and they're already in your system (*low cost of support, faster payment = greater cash flow*). What is marketing doing to celebrate and sustain these key wins?

It costs 3 to 5 times more to acquire a new account than it does to retain an existing customer. Getting your current customers buying more of your stuff means it's harder for them to leave you (increased switching cost), and current customers are much less likely to bid out your work (increasing profitability).

In 2009, the IT industry was hit hard by the economic downturn. Indian outsourcer HCL managed a 24 percent growth rate that year. Only one of their competitors grew during the same period (4 percent growth) and the rest of their competition were flat or fell below their previous year's sales. Over 70 percent of HCL's sales growth came from their current customers. The outperformers like HCL, VMware, and Wells Fargo invest more marketing dollars into existing account growth than new customer acquisition. It's estimated that $4B VMware could grow to over $10B in sales just cross and up selling their current customers.

This is where marketing can help sales increase account penetration—aggressive marketing programs targeted at current customers. Too many companies miss this tremendous revenue opportunity. How many times have your customers said, "I wish I had known your company did that . . . I would have purchased from you." ***Marketing can change that.***

By monitoring key metrics, you will increase your chances for success:

- What are your retention rates?
- What is your percentage of penetration by offering? By account?
- What is the ROI of the offerings your customers are buying?
- What is the level of awareness of each of your offerings?
- What is the level of awareness with regard to company acquisitions and/or partnerships?

Once you have this key information, focus on and evaluate the marketing spend to support maintaining your current customers (a marketing priority).

If you combine points 1 (*Target the Decision Maker*) and 2 (*Retain your current customers*), you see that *your big opportunities lie within a few accounts* and that *a few specific people control your fate*. This is true for companies like $3 billion HCL, where 70 percent of their revenue comes from less than 100 customers or $20 billion GE Aviation, where 80 percent of their revenue comes from 50 customers, or a firm under $50 million like Intesource, where 80 percent of revenue comes from only 12 customers.

Start all your marketing plans there. It's where the greatest ROI is made, which will deliver the highest ROI and enhance your credibility with your CFO and CEO and along the way you may become *the sales leader's best friend.* SSE

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ACTION: Achieve profitable growth this year.

Predict Trends

Use these five ways.

by Jean Van Rensselar

A TREND IS THE DISTILLATION of a novelty—a novelty plus time. You can predict a trend by anticipating *what will remain of a novelty in a year*. In short, a novelty is the tidal wave; a trend is what's left on the beach after the tidal wave recedes.

Anyone can recognize a trend once the tidal wave has receded; the trick is to predict *what will be left on the beach while the tidal wave is still on the horizon*. Those who can do this have a big advantage. But being able to do this with accuracy takes practice.

Here are ***five traits of a True Trend*** (examine anything in the *novelty stage* to see what aspects have these traits):

1. It is obviously useful. While novelties have obscure value, trends are straightforward—it's easy to think of ways to take advantage of a trend. An example is hybrid cars. When Audi introduced the first hybrid in 1997, the technology was new, gas prices were low, and the price of the vehicle was high. Owning one didn't make sense for most people. The novelty evolved into a trend (wide acceptance) after consumers became comfortable with the technology, became concerned about gas prices, and the price of the vehicle came down appreciably.

2. It has broad appeal and application. A novelty tends to appeal to a small segment of the population, a trend has broader appeal—this is usually due to cost. A *novelty* has a narrow set of applications, while a *trend* has nearly unlimited applications. In fact, trends develop more applications over time, while novelties have fewer. An example is mobile phone technology. As the price came down and networks expanded, users were able to tap into an army of fellow mobile users. And as the number of mobile users expanded, so did the applications. There is nearly always a direct correlation between the *number of users* and *pace of innovation*.

3. It is sustainable. Many *novelties* could evolve into *trends* except for the fact they can't be profitably mass produced for long. An example is biofuel. Ten years ago, biofuel was supposed to solve the world's energy problems. More fuels and greases were including plant-based components like soybeans. It looked like a long-term trend waiting to happen. But researchers, chemists, and manufacturers discovered that they cannot produce crops necessary to grow (or even sustain) the current biofuel market without seriously cutting into the world's food supply.

4. It meshes with other trends. Says expert trend spotter Lisa Suttora, most major trends are the result of a process she calls *trend blending*. This happens when multiple less significant trends merge to form the next big trend. In other words, the new trend is just a logical progression of events. One example is e- tax filing, made possible by tax software, which was made possible by spreadsheet programs. E-tax filing doesn't replace tax software or spreadsheet programs, but it has achieved widespread acceptance because it meshes well with both. The longer it continues to mesh with emerging trends (paperless documentation, cloud computing, mobile technology), the longer its staying power.

5. It has some history. Like fashion, *most trends are not new*—they've been seen in some form in the past. They seem new only because they never appear in exactly the same form twice. What makes them *new* is the *new environment* (context) and *new applications*.

Look at aspects of a novelty through these five lenses and you'll pull out the trend. *What about the novelty is obviously useful? What has broad appeal and application? What is sustainable? What aligns with current trends? What has appeared in some form before?* SSE

Jean Van Rensselar is owner of Smart PR Communications. Email Jean@SmartPRCommunications.com.

ACTION: Predict the next trend.

Brand Meltdown

Yes, you can recover.

by Karen Post

FORD. BARBIE. EXXON. BP. Martha Stewart. Tylenol. Eliot Spitzer. JetBlue. Michael Vick. Harley-Davidson. Pee-Wee Herman. Each company, personality, or brand had its public profile tank, right at the top of its game, damaged and questionable in the hearts and minds of the market. Yet they rallied in the face of loss *using a series of survival principles* and came back stronger.

It's bad news when your brand undergoes a complete meltdown. It can strike without warning. It can slay your stock and drive away your customers. Today's *competitive and transparent environment* offers many threats, from *customer complaints*, *negative press*, *product recalls*, *natural disasters*, to *financial failures*. A single individual with a strong social media following, or the poor performance of a highly visible employee, can turn the tide. These events can blindside even the strongest of brands.

The good news is there are proven strategies to get your business back up and running after a cataclysm.

What matters is not *what hits your brand upside the head*, but rather *how you get back into the game*. Some brands have faced death, and yet *survived*, even *thrived*, by using some *best practices* and *action plans* for getting a public profile back onto the high road.

After a *total brand meltdown*, employ ***seven secrets of disaster preparedness***:

- ***Take responsibility***—shift the brand tide from *crisis* to *composure*. This involves selecting the right spokesperson, being smart about how you respond to media queries (never say *No comment*).
- ***Never give up.*** After suffering losses, dust yourself off and regroup. There are profiles of companies and brands that bounced back stronger—and why.
- ***Lead strong***—Make sure your captain has leadership traits. There are certain necessary qualities of *people behind turnarounds*.
- ***Stay relevant***—What's the primary audience or customer base? Indentify, prioritize, and craft a *strategic communications* and *relationship-building program* with the core.
- ***Keep improving***—Bounce back *better than before*. Brands must show that they can *do even better*.
- ***Build equity***—In the face of scandal, successful brands create bonds with an increasingly cynical consumer market that will stick by them through good times and bad.
- ***Own your distinction***—What's your compelling differentiator? What are the unique qualities of your brand that will fuel your comeback? Call it your unique attribute, your "Brain Tattoo."

Using one or all of these *trade secrets* will see you through the unexpected! SSE

Karen Post is a branding and marketing authority, speaker (aka The Branding Diva), president of Brand Tattoo Branding, and author of Brand Turnaround *(McGraw-Hill). Blogposts at http://brandingdiva.com.*

ACTION: Recover from a brand meltdown.

Uncommon Service

Partner with your customers.


by Frances Frei and Anne Morriss

PARTNER WITH CUSTOMERS TO MAKE *strategic service choices* instead of trying to be *the best at everything*. You will reduce costs while *dramatically enhancing customer service*. That win-win approach involves looking at your biggest buckets of cost and rethinking those strategically in ways that give your customers something they value. As organizations increasingly ask customers to play a more active role in transactions, saving money shouldn't be the sole guiding force. Companies that design those interactions purely to cut costs don't succeed. *Actively partnering with customers to deliver a better service experience is the path to excellence.*

To achieve service excellence, you may need to make some tradeoffs. *The failure to make necessary tradeoffs is the number one obstacle to excellence in service organizations*. Why? The advantages of making tradeoffs aren't as obvious in service businesses, and there are many heroic people in service organizations who feel compelled to be the best at everything. That's particularly evident in mission-driven and health care organizations, where managers feel a moral obligation to at least try to be the best at everything, even if the result is counterproductive.

For example, one renowned health care organization has embraced the concept of *tradeoffs* with *positive results*. Some time ago, the Mayo Clinic decided to focus on the priority of reducing the time patients wait to be seen. As a result, today you can get a Mayo Clinic diagnosis within 24 hours. For anxious patients who want to know what's wrong with them, that's a huge benefit.

The tradeoff—and again, no one apologizes for this—is that patients can't choose their caregivers. They will get a Mayo Clinic diagnosis, and they will get it quickly, but it may not be a diagnosis from a specific, renowned doctor. The system has been designed to favor speed of diagnosis over choice of physician. You will still get high-quality health care, but within a system designed around the concept that tradeoffs exist. When health care organizations act this way, they begin to *thrive* in unprecedented ways.

Obviously, when your organization is in the business of saving lives, you can't intentionally be *bad* at anything. But you can decide to not perform as well in areas that patients care less about, with the understanding that it will give you the resources to excel in those areas that patients value more highly. Getting organizations to accept that concept presents an emotional stumbling block that often is more difficult to overcome than the challenge of deciding which tradeoffs to make.

One way to overcome that stumbling block is to ***make the advantages of tradeoffs clear***. An example is organizations that use color-coded monthly management reports: *green* for things that are going well, *yellow* for areas that are okay, and *red* for places that are falling behind. The obvious reaction is to say, "Get better at the *reds*." That's fine, unless the presence of the *reds* is what fuels the *greens*. Southwest Airlines would be *red* on food service. But getting better at food service would slow its turnaround time, a big *green* for the airline when it comes to pleasing its customers. So *identify the net positives of tradeoffs* and make them thoughtfully and deliberately, without remorse.

Four Service Truths

We outline four truths for providing uncommon service, including *being decidedly bad in some areas of your service in order to be exceptionally great in the aspects that matter most to your customers or clients*. Companies that excel at service typically do a great job in ***four areas***: 1) *identifying the attributes of service they're competing on*; 2) *determining how to fund excellence in these areas*; 3) *designing management systems that help employees to succeed at their jobs*; and 4) *training their customers*.

- ***You can't be good at everything.*** Deliberately *under-perform* on things your customers value least, so you can *over-deliver* on dimensions they value.
- ***Someone has to pay for it.*** Great service must be funded. Either charge your customers for it, reduce costs while improving the experience, or find a way for customers to do some work for you.
- ***It's not your employees' fault.*** Hiring great service people—or getting current employees to *try harder* —is not the solution. You must design a service model that sets up even *average employees* to routinely deliver excellence.
- ***You must manage your customers.*** Customers are major players in the service experience—they don't just consume or purchase the service; they help create it. And so you need a strategy for managing them, just as you need a strategy for managing your employees. You and your customers must work *together* to deliver great service.

Start by taking a close look at your capabilities, customers' needs, and competitors' performance. You can really start to make a difference in two areas: *service offering*, number one, and *employee management systems*, number two. But these aspects are mutually reinforcing.

A culture exists to influence how people think, so their discretionary behavior will be consistent with the values. *In services, almost all behavior is discretionary*. You have the moving parts of human beings delivering services interacting with human beings as customers. *Culture is the guiding force*; it's the difference between the *positive experience* you have when you interact with someone at Zappos's call center and the *negative one* you have at XYZ call center.

Humans are born with an innate desire to serve. At work, people are motivated at least as much by *behavioral norms*, such as *pride in their work*, as by money. There's a big unrealized opportunity—whether you're looking at managers, teams, or customers—to tap into the human need to be of service.

Eighty percent of jobs in the U.S. and *80 percent* of the GNP are tied to the service industry. And yet, *most of our service interactions are overwhelmingly negative*. Why the disconnect? It's not enough to *demand* service excellence from employees—you need a system for *designing* excellence into the fabric, resulting in every employee—*even average ones*—delivering consistently great service as a matter of routine. SSE

Frances Frei and Anne Morriss are co-authors of Uncommon Service: How to Win by Putting Customers at the Core of Your Business *(Harvard Business Review Press).*

ACTION: Start partnering with your customers.

MANAGEMENT/CASH

Cash Flow Problem?

Don't let it put you out of business.

by Tage Tracy and John A. Tracy

CASH FLOW PROBLEMS TEND TO SNEAK UP on you. If a business is earning a profit, many managers simply assume that cash flow is satisfactory. But even if profit is good, cash flow can be bad.

Use these *10 tips* to manage cash flow:

1. Respect and understand financial statements. About 25 percent of businesses don't even maintain accounting records (or produce financial statements). If you don't prepare, review, and understand your financial statements, why are you in business in the first place? An abundance of invaluable information is available from the statement of cash flows, a commonly *overlooked* and *mismanaged* statement.

2. Plan, do projections, and plan some more. Proper planning is essential to the launch, growth, management, and success of your business as measured by the ability to generate profits and, just as important, to avoid running out of cash. Having access to sound financial plans structured for different operating scenarios is a must.

3. Focus on capital and cash—the lifeblood of your business. Most small businesses fail because they lack adequate cash or capital to survive difficult times, and to *prosper during growth opportunities*. Lost opportunity has its roots in not being prepared to properly capitalize on market opportunities. This great loss is never accounted for!

4. Understand your selling cycle. The length of the selling cycle is often much longer than you project. It spans the time when a product or service is first visualized and developed to supporting customers after the sale and developing additional products or services. If mismanaged, delays in the selling cycle consume much cash.

5. Manage your disbursement cycle. This cycle (managing expenditures and cash payments to vendors, employees, and other creditors) can be leveraged and managed to be a primary source of cash. Invoke the *matching principle*. Match cash *inflows* and *outflows*.

6. Be creative in three areas to generate cash: 1) *turn your assets over more quickly*; 2) *leverage vendors, suppliers, and financing sources*. Leveraging these groups enhances cash flow, since liabilities offer a source of cash; 3) *proactively manage your relationships* with banks, leasing companies, and even the federal government to ensure that cash is made available when needed.

7. Balance the balance sheet. Strike a proper balance between *ensuring that current assets are financed or supported with current liabilities*, and *making sure that long-term assets are financed or supported with long-term sources of capital such as a five-year note payable or equity*. Strive for a financial condition that ensures constant maintenance of adequate levels of *solvency*—the ability to pay all just debts—and *liquidity*—the ability to quickly access cash to support business operations.

8. Understand external capital markets. Think well ahead. It takes a long time to identify external sources of capital and to secure them. So plan well ahead to make sure that you'll have cash available when needed.

9. Protect cash at all times. Cash is highly susceptible to additional risk of loss because it's an extremely liquid and marketable asset.

10. Always think CART (*complete*, *accurate*, *reliable*, and *timely*)***.*** Your financial and accounting information system needs to produce CART financial information, reports, and data for making informed decisions.

When you have the proper systems in place and know what to look for, you can keep cash flowing. SSE

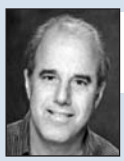
Tage C. Tracy is owner of TMK & Associates and John A. Tracy is professor of accounting, Univ. of Colorado in Boulder and author of Accounting For Dummies®. *Visit www.tracyandtracybooks.com.*

ACTION: Manage your cash better this year.

MANAGAEMENT/BOSSES

Five Bad Bosses

Reflect and resolve to improve.



by Jim & Matt Finkelstein

GOOD BOSSES LISTEN WELL, EMPOWER people, mentor, teach, coach, inspire innovation and creativity, and have fun. Negative bosses are the ones to *look out for*—and also to *work with constructively*. Here are five bad bosses:

1. The Talker—a boss who doesn't give any space for their employees to speak or learn through conversation. This boss is a bigmouth, braggart, gossiper, or lecturer. They talk and talk, never listen. They interrupt others and are self-involved with their thoughts and expressions. Talkers only listen to themselves. Resenting their employees' input, they stifle creativity and productivity while cultivating widespread discontent. Talkers miss out on opportunities for development.

2. The Disenfranchiser—a boss that restrains and suppresses their employees from maximizing their true potential. This boss is *offensively dominating and oppressive*. They restrict and subdue their employees, even taking their employees' inspirations and aspirations, and squashing them. Their employees are stifled, bored, and miserable. Disenfranchisers are bad bosses because they deprive their employees of basic needs and future aspirations, forcing them into a hole of isolation.

3. The Disconnector—a boss that closes off and renounces their employees while destroying their confidence. Disconnectors obstruct communication and reject suggestions. They sit in their office, apart from their team, only coming out to intentionally break up projects and partnerships. They remove essential communication channels and are demeaning toward their employees.

4. The Square Dude (or Dudette)—a boss that is the *behind the times*, *straight-laced*, and *struggles to lead and inspire* and keep up with contemporary culture. They stick to old ways, and even force them on their employees and scoff when they are met with resistance. They're woefully *out of touch* with the times, stagnating in old ways.

5. The Destroyer—a boss that squashes or saps the strength and motivation out of their employees. They not only reject employees' needs and dreams, but utterly crush them. All requests for support and guidance are met with sarcasm and blatant disrespect. Destroyers are wrought with intensely directed malice towards others. These actions can be apparent or hidden, adding to their destruction.

These five bosses are not necessarily to be *feared* nor *despised*—you can learn to work well with *most of them*. SSE

Jim Finkelstein is CEO of FutureSense and author of FUSE *(Green Leaf Book Group) Matt Finkelstein is a part-time consultant at FutureSense. www.futuresense.com.*

ACTION: Beware these five bad bosses.

Boring Meetings

Declare your independence from them.

by Jon Petz

DO YOU WANT TO KNOW the number one cause of inefficiency and lack of productivity? Meetings. Like it or not, if you work for a living your productive work time is sabotaged more completely and thoroughly by meetings than any other single factor.

What should be truly meaningful useful time dedicated to the creation of real tangible value is instead reduced to mind numbing, poorly facilitated, and useless, ineffective meetings robbing you, your workplace and organization of joy, productivity and results.

What can you do about it? It's time for a revolution. From now on, if you hold or attend a meeting, the people there must be told in no uncertain terms that they are fully authorized and empowered to:

Take action NOW. Deliver a life-changing experience instead of merely meeting an expectation. They must fully expect to be the absolute best they can be. They must bring to the table all the passion they have with regard to who they are and what they do.

Is this vision of meetings possible?

Yes. Study the following ideas and recommendations on how to fire up meeting productivity and achieve fireworks in meetings like never before. Here are just a few ideas about how to create more effective meetings and greater office productivity.

1. Stop and think before you send the meeting invite. Reduce the number or even eliminate regular planned meetings. Obtain consensus or results without filling the conference room. Do it. Use alternate ways to achieve your outcome before committing a dozen people to a dreaded hour long conference. A meeting invite shouldn't be your instant response to every challenge or issue.

2. Reduce the number of people. Stop the *Over-Invitation Syndrome*. Are you inviting the whole gang to not hurt feelings or playing to your swelling ego? Stop cannibalizing time. Invite only the key stakeholders. Invited stakeholders can elect to invite others on their team as needed. The ability of a group to make a decision is exponentially decreased as the number of attendees is increased. Invite people based on their value in the meeting.

3. Decline any meeting invite that doesn't have a clear mission and agenda. Every meeting attendee must know why they are going to a meeting: a) what is the mission of this meeting and b) what is the outcome as a result of us spending this time together. If it isn't, then request it. Know the value you are supposed to bring to the meeting. Secondly, if you don't receive an agenda within 48 hours of the meeting, then you have a right to request it, or decline the meeting.

4. Start on time, even if everyone isn't there yet. You want people to show up on time? Begin without them. Warning: You must be on time as well!

5. Never ask or allow "What did I miss?" Do not let stragglers commandeer control of the floor. Do not aggravate, punish and disrespect the other people in your conference. Do not rehash what has already been discussed. Meetings are cornerstones of collaboration, inspiration and results. How you prepare, facilitate and follow up on them *makes all the difference*.

Set New Ground Rules

Start the New Year right by issuing new ***Ground Rules for Meetings*** that contain the following requirements:

- ***Meetings must have a clear focus.*** The first five minutes is dedicated to stating the clear objective and desired outcome of the meeting.
- ***The default meeting length is to be 15 minutes*** (not 30 or 60 minutes). Schedule 15-minute meetings, get in, get to the point, and get out.
- ***Meetings shall not be held to review material.*** Materials shall be reviewed before any meetings are held. If material has not been reviewed, then no meeting shall be held. If the material has not been reviewed at the time the meeting begins, then the meeting shall be cancelled and rescheduled.
- ***Meetings shall be used to resolve, develop and interact creatively/amicably.***
- ***Meeting presenters are not allowed to prepare in front of the audience.*** They must come prepared or not come at all.
- ***There are no meetings on Fridays or Mondays***. Instead use these days to get everything done for next week.
- ***Meetings are now technology-enabled***. Make all of your meetings Wi-FI fully accessible, cell phones out and on (set to vibrate, of course), texting encouraged, agendas, supplemental materials, and visuals provided on the web, exclusively, all resources and iPads (and other netbooks)-friendly, but must be used to serve the purpose of the meeting. In other words, the meeting is about to begin, please make sure your phones are out and on (right next to the meeting facilitators Taser device). No hiding them under the table.

Violators may be shocked immediately for failure to abide by meeting rule requirements, but consider this: Millions of people suffer excruciating and self-imposed reductions in productivity in meetings at the hands of corporate America. Gone are good agendas, participation, focus, and follow-up that are the lifeblood of great meetings. Instead, too many meetings drone on like some sort of soul-crushing, walking-dead zombie robbing workplaces of joy, productivity, and time.

There is good news: meetings can be saved—by you! *Boring Meetings Suck* teaches and empowers people how to take charge of meetings that have become a waste of time and talent. *Boring Meetings Suck* emphasizes that only when attendees learn how to diplomatically speak up and get meetings back on track will everyone benefit.

Learn a few *Suckification Reduction Devices* (SRDs) to make the next meeting you attend more efficient and effective. Learn which meetings can be skipped and how to callout the perpetrators of poor meeting etiquette.

Beyond stopping others' meetings from sucking, make sure your meeting doesn't suck. Learn how to become a better speaker by making eye contact, working the stage, and varying the speed of your speech. And master the elements for planning large meetings or conferences, and for running *get in, get it done*, and *get out* meetings. SSE

Jon Petz is a time management expert, speaker and author of Boring Meetings Suck: Get More Out of Your Meetings, or Get Out of More Meetings. *Visit www.boringmeetingssuck.com or email jon@JonPetz.com.*

ACTION: Be independent from boring meetings.

Hire Winners

Use a system to hire smart.

by John Featherstone

IF YOU HAVE YOU EVER HIRED the wrong person, you know that *hiring the right person the first time can save you tens of thousands of dollars* in time and resources.

Your company will only be as successful as the quality of the people you hire, train, and lead. Identify what you need for success in a position, and learn how to find it in a candidate. Doing the recruiting job properly the first time will save you time, money, energy, and frustration. These days, posting a position results in hundreds of resumes. But with good planning you can minimize the time-consuming details of evaluating a stack of resumes.

Here are ***10 steps*** for paring down resumes for *better results* with *less input*:

1. Before picking up the first resume, decide what skills, experience and education are required for success in the job you are filling. Label these *MUSTS*. Limit these deal-breakers to seven. Then weight each criterion—the things that candidates must have in order to be called for a phone interview. Give serious thought to *special skills the employee will need to solve current problems* and improve performance.

2. Write a descriptive recruitment ad. As you prepare *Job Specs* for the position, include these same *MUSTS* as the principle requirements in any recruitment ad or outreach you use. When writing your ads, ask for a letter stating why the candidate feels he/she is best for the job (and include the compensation history).

3. Evaluate the resumes and cover letters as they arrive. First, has the writer included a *neat* and *well-formulated letter* describing his or her interest in the job and listing those factors that make him/her the best person.

4. Holding a highlighter, scan the resume for the MUSTS—critical factors for qualification. As you identify the candidate's qualifications, use the highlighter to mark qualifying factors.

5. Grade each resume for qualification, and sort them as you go: A = *Fully qualified on paper*; B = *Mostly qualified*; C = *Unqualified*. Most resumes are Cs; some are Bs; and hopefully a few (four to six) are in the A category.

6. Work through the As in detail to reaffirm that each is fully qualified, on paper. Highlighting makes this easier.

7. If you feel strongly that you don't have sufficient candidates, then look closely at your qualifications (*MUSTS*), lighten up on the requirements, and review the Bs again (note that *training may improve qualifications*).

8. Set aside (for saving) any resumes that may be acceptable for future jobs to be filled but that don't meet current requirements. It is nice to have several resumes for future jobs to be filled.

9. Use the qualifications, once finalized, when conducting telephone interviews. Reaffirm these qualifications when speaking with the candidates (they can' t exaggerate easily when *talking directly* to a potential employer).

10. The qualifications then become the basis for the in-depth, face-to-face interview, where you determine how well the candidate meets requirements and fits into the culture. Rate those *musts* in all interviews. Ignore your *gut feelings* until all candidates are interviewed and evaluated against the same criteria. Since people succeed from their strengths, keep your focus there (just be sure there are no major weaknesses). Gather facts directly related to job performance. Don't do all the talking! Let candidates share tangible results that are directly relatable to the position.

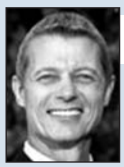
By following this process, you will hire the right person the first time. SSE

John Featherstone is a consultant and author of Start Hiring Winners. *Visit www.starthiringwinners.com.*

ACTION: Take these 10 steps to hire winners.

Selecting People

Play four hiring aces.



by Patrick Valtin

THERE ARE FOUR ACES IN hiring—in picking people who will help you win. These Four Aces are your key *hiring cards*, yet you must know exactly *what you want to measure* (and in which sequence) to avoid a bad experience.

1. Performance mindset. This is your *Ace of Diamonds*. Detecting top players who are high performers is your highest priority. When you evaluate candidates with your *heart*, not *head*, emotions control the process. When looking for the performance mindset, consider: *Does the applicant mention measurable results/achievements? How about references that clearly support achievements? Are practical, results-oriented examples of past performance included? Does the applicant feel at ease with results-oriented questions?*

2. Willingness. This is your *Ace of Hearts*. Many call it *positive attitude*. Some people are naturally willing to work hard, learn more, try new things, be positive when problems arise, accept more responsibility, and exceed expectations. When asked why they fire people, only 9 percent of owners said *inability to do the job*—69 percent cited *attitude-related reasons* such as *absenteeism* and *tardiness, bad attitude* or *work ethic.* To spot top players, look for these detectors: *1) when asked, applicants can provide examples of situations where they demonstrated a positive attitude in order to solve a problem; 2) when challenged during a simulation or role playing, the applicant responds and solves problems; and 3) applicants can show evidence of willingness when they had to solve problems to help a group.*

3. Know-how. This is your *Ace of Clubs*. You want *competent employees* who can master the basic technical skills—so put them to the test. Never trust academic or educational evidence of know-how in the resume. Never rely on an applicant's previous experience to show technical know-how for *your* position. *Test*. In the interview, put the applicant in a *real* (best) or *simulated* (second best) situation and observe actions.

4. Personality. This is your *Ace of Spades*. Measure personality last, and never trust what you see in an interview (the *temporary personality*). If you are influenced by an applicant's *temporary personality*, you will hire the wrong people. Also, detect vital job-related soft skills, since these determine *success on the job*.

To detect job-related personality factors, do four things: 1) List *soft skills vital to the job*; 2) screen for *honesty* and use references and background checks; 3) in the first interview, focus on *the first three Aces*. Ensure that you have simulations or scenarios that challenge them on selection criteria; and 4) confront them with unexpected situations.

Ensure your hiring procedure focuses on *invisible* personality-related skills. Your odds of success lean on your ability to judge *the aces* at your disposal. SSE

Patrick Valtin is a speaker and author of No-Fail Hiring. *Visit www.patrickvaltin.com, www.nofailhiring.com.*

ACTION: Play your four aces when hiring.

Hire Fast, Fire Faster

Keep the right players on your team.

by Nathan Jamail

THERE IS AN OLD BUT TRUE saying, "the best candidate doesn't always get the job." If you have ever made a bad hiring decision, don't worry you are in good company. All leaders and managers select bad hires even if they don't know it. The difference is, really great leaders recognize their mistake and fire faster. All hiring managers are sure to make bad hiring decisions, because they made a decision based on situational questions, content on a resume and mostly by their emotions or more notably referred to as "their gut feeling." Selecting a bad hire is understandable; but accepting it and not doing anything about it will cost an organization greatly.

There are several beliefs and opinions on how to hire the right person or how to better identify the best candidates and they range from interviewing skills, to aptitude tests, as well as situational scenarios. However, at the end of the day nothing can truly ensure success. However, you can do ***three things*** to hire the right people for your team.

1. Interview before you have an opening. Build your bench. Don't wait to hire until you have an opening, rather, you should prepare for an opening. Many bad hiring decisions are made because of the urgent need for a person to fill an open spot, and you don't have the time to properly interview candidates to ensure the best candidate is chosen. Building the bench also enables you to hold their current employees accountable to high achievement. Much like in sports where professional athletes must perform every year to keep their jobs (in some cases everyday), due to draft day coming every year and the fact that there are many players looking to get that job.

In business we should hold ourselves to the same standard. A leader owes it to the *entire* team to always be looking to add higher caliber employees to their teams and employees should expect it. This is not a loyalty issue; loyalty should not be based on tenure, it should be based on contribution. Everybody wants to be a part of a winning team and leaders of great teams recruit to hire better people, not to replace those that left.

- *Action item*: Regardless of your budget restraints, actual open head count or current success; conduct one interview per month for the rest of 2012—*and let your team know you are*.

2. Don't hire a victim. No skill or experience can outweigh the bad effects of a victim. No matter the track record, years of experience or how well the interview went, under no circumstances should a leader who desires to build top teams and hold their people accountable hire a person with "victim disease." A person with "victim disease" believes it is always someone else's fault when they fail or run into obstacles. They often believe they work harder than everybody else and

that their former managers and/or coworkers did things wrong. Keep in mind, this means that most likely their future manager and/or co-worker will do everything wrong as well. This person never takes personal responsibility for failures or when they do, they have an excuse that points to something or someone else. Most importantly, a person with *victim disease* rarely knows they have it.

Leaders need to ask questions during an interview or conversation to find it. There are many such questions out there, but here are a couple of them: "Have you ever been part of a project that failed but it wasn't your fault?" "Tell me about your least favorite and then favorite supervisor." "Why were they your favorite or least favorite?"

There is no one answer that will tell the hiring manager that the applicant is a victim, but the feeling and energy they give while answering the questions usually will tell the interviewer. Side note: a person with "victim disease" gets *passed over* when they don't get a job or promotion they wanted, but a person without victim disease understands that at that time a different person was chosen because the hiring manager felt the other person was a better fit and they are working toward becoming the right fit as well and can tell you what specifically *they* are working on.

- *Action item*: Before interviewing, know the attributes and skills you are looking to hire and *more importantly* what attributes you're looking to avoid.

3. Fire faster: The only thing worse than a bad hire is keeping one. All leaders make bad hiring decisions. The key to not letting it destroy the success in your team is not always in the hiring, but in the firing. This does not mean to throw new hires to the wolves and see if they can survive, rather to give new hires the tools necessary to succeed and hold them accountable to the right attitude and activities. Many companies have probationary periods where the applicant can be terminated without all of the red HR tape. Regardless, if there is a probationary period or not, it is the leader's job to work within the rules and laws to make sure all bad hires don't become long-term bad employees.

What is fast? That is up to the leader and organization to decide, but some would say that 30 days is pretty fast. Once a leader identifies that a new employee is not doing the right activities or does not have the right attitude, they need to address it with the employee immediately. Be sure to ask the employee their perspective and give clear expectations as to what it will take in the near future to remain in the organization. Remember a bad hire does not mean they are bad people, sometimes it just means they are not a right fit for the position or organization. Doing the right thing is rarely easy but always right, for all parties.

- *Action item:* Spend time with new employees and pay attention to their activities, attitude and results and take the necessary action.

Not every hire is the right hire and not every job is the right job, but accepting a bad decision is wrong—for everyone involved. A leader does a disservice to the team, the organization and the *bad hire* by not taking immediate action. SSE

Nathan Jamail, president of the Jamail Development Group and author of The Sales Leaders Playbook, *is a motivational speaker, entrepreneur and coach. Visit www.NathanJamail.com or contact 972-377-0030.*

ACTION: Hire fast and fire faster.

MARKETING/INNOVATION

Small Bets

And super trends.

by Dennis Stearns

WHAT ARE THE MOST SUCcessful private companies doing? We compiled a report, *Small Bets and Super Trends*, to show how top entrepreneurs are finding ways to maintain above-average growth and profitability.

The CEOs cited ***six areas of focus*** that they considered key to their company's success. The first five were the typical answers (maintain good expense controls, keep and train the best people, look for ways to maintain and expand sales to existing customers) but the sixth was something different. Many of the CEOs said they are "***making small bets*** in new areas to find new customers and markets."

Entrepreneurs who have mastered the small bet approach understand intentional congruence. This is the classic business concept that anything you do beyond your "core" business should have a high level of congruence or synergy with what you already do well. This often includes experimenting with new products or services or acquiring small "bolt-on" companies that utilize key strengths of the existing company, benefit from *similar customers* (providing cross-selling opportunities), have a low risk of polluting the core if the "small bet" fails and ideally add areas of strength the core company can use to enhance its existing sales efforts.

Most successful businesses don't invent anything new out of *whole cloth.* They find ways to take existing products or services and make them better or more useful to someone who has the means and interest to buy them. They experiment with small bets, rather than bet the farm on one big idea.

With so much uncertainty, small bets are just right for owners who want growth and want to avoid big failures.

Two Key Small Bet Themes

Here are two key small bet themes:

1. Ideas in your own backyard. It turns out that more than 75 percent of innovative ideas come from *active users*, whose needs precede and often anticipate what the masses will want or need. You probably already know who among your customers, staff or network of advisors and friends are active users. Seek these people out as part of your *small bet development team.*

The mountain bike wasn't invented by a person or a company. In the mid-1970s, avid pro-am bike riders in northern California started modifying their bikes for off-road riding. Bike manufacturers finally took note of the trend in the early 1980s. By 2004, mountain bikes accounted for 65 percent of all bikes sold (a $58 billion industry).

2. Foster a growth mindset. Those favoring a *growth mindset* believe that intelligence and abilities can be grown through effort, and view setbacks as opportunities for re-creation of a new small bet prototype. They have a desire to constantly challenge and stretch themselves and seek activities that expand their abilities. Those with a *fixed mindset* gravitate toward activities that confirm their abilities. *Growth mindsets* ask the question, "Can I learn to do it?" while *fixed mindsets* ask, "Am I going to be good at it right away?"

Fixed mindsets want to appear capable, even if that means not learning. They give up more easily and have greater risk aversion because setbacks threaten their self-image. Newly minted owners who come from industries where perfection is critical often find it difficult to be great innovators.

To nurture the growth mindset, develop an *innovation workshop* and a diversified creative team that can brainstorm ideas that may be used or adapted to your current business plan in the future. Look for opportunities to *be with others with a growth mindset*. SSE

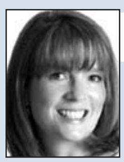
Dennis Stearns is President of Stearns Financial Services Group. Email dstearns@sfsg.net.

ACTION: Make small bets in new markets.

MANAGEMENT/PERFORMERS

Star Performers

Yes, you can create them.



by Shawn Kent Hayashi

ARE YOU INSPIRING? IF NOT now, you can develop from being *motivational* to *inspirational* through conversations.

Every organization has star performers, but few develop them well. I guide managers how to engage in *effective conversations* with employees to leverage their strengths for peak performance.

You can engage employees, develop star performers, and turn every employee into a top achiever by using the right words at the right time. Developing stars requires *creating conversations that engage, motivate, and inspire people* by offering constructive feedback, using meetings to set realistic goals, and leading the right conversations about performance.

I offer a roadmap on how to leverage conversations into game-changing moments for employees. I guide you to master the art of conversations that will advance employees' talents. These conversational strategies include:

- ***Build awareness:*** Do employees know their *strengths* and *blindspots*? Talk about what team members do best and where they need support.
- ***Identify motivators:*** What motivates team members? How should individual motivators be addressed?
- ***Identify what team members do well:*** how they add value to their teams and where their developmental needs are and will likely bubble.
- ***Create development plans:*** Preferred communication styles provide a key to identifying employee's likely developmental needs. Write great development plans that are focused on each of the team members.
- ***Develop new skills:*** *Work on strengths* does not mean *ignore blind spots*. Playing to strengths is smart, but blind spots can cause derailment.
- ***Get back on track:*** Learn how to get people *unstuck* and *back on track.*
- ***Hold accountability conversations:*** Build caring relationships that explore what matters to people as it relates to *creating a meaningful future*, and have ongoing check-ins—this is *the spirit of accountability conversations*.
- ***Performance reviews:*** Create conversations about how performance is going, with *monthly summaries* to keep the employee inspired and focused.
- ***Recognition:*** Point out what people are doing well and celebrate successes and steps in the right direction; this will create a positive emotional wake and inspire people in new ways.
- ***Succession planning:*** Who are the future leaders, and *are they being developed now* to be ready for new roles?

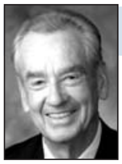
To develop team members, engage in *on-going proactive conversations*. SSE

Shawn Kent Hayashi is founder of The Professional Development Group, coach, and author of Conversations for Creating Star Performers *(McGraw Hill). Visit www.theprofessionaldevelopementgroup.com.*

ACTION: Develop more star performers.

Optimistic Attitude

Look for this in people you hire.



by Zig Ziglar

IF YOU ASK ANY COACH WHAT they look for in an athlete, he or she will go down the list which will include talent, physical strength, skill, and *the right mental attitude.* Then they will proceed to elaborate on the last one, because the right mental attitude involves a number of things. At the top of that list is the willingness to be coached.

The young athlete who aspires to greatness, generally speaking, learns a number of things from several different coaches. The first one taught him the fundamentals; the second one instilled discipline in him and taught him more of the techniques which must be mastered to excel. Finally, the coach who had the rare ability to spot the athlete's unique talent and then maximize that talent by teaching proper techniques.

The one thing coaches cannot tolerate—and the good ones don't—is the individual who grows arrogant because he excelled at a lower level and believes he has nothing else to learn. The good coaches recognize that some things cannot be coached. However, the coach clearly understands that regardless of the extent of the talent, it can be more completely utilized if the proper coaching technique is properly applied.

That coaching technique will include teaching the athletes to become team players by fitting their individual talents into the team. That's significant, because there is a dramatic difference in an all-star team and a team of all-stars. The coach's job is to take the stars and make them a team.

The athlete who won't be coached simply never moves up to that last level, which is necessary for maximum personal performance and a must if the athlete is going to be a major contributor to the success of the team.

The blending of this individual talent into the "team" applies in a family, business, orchestra, stage production, or any other organization of more than two people.

Critics Are Everywhere

There's an old saying—and I believe it's true—"Nobody has ever erected a statue to a critic."

Davy Crockett had a simple motto which said, "Make sure you're right—then go ahead." The reality is, all of us have faced our own moments (sometimes much longer than that) of criticism. No matter what your career or occupation, the more successful you become, the more criticism you are likely to receive. Some of that criticism is based on jealousy; some will come from those who don't understand your objectives, and some from those who make a habit of finding fault like there was a reward for it. Actually, only those who don't attempt anything will remain above criticism.

Frederick the Great said, "I go through my appointed daily rounds, and I care not for the curs who bark at me along the road." Being criticized is not a problem if you develop a positive way to deal with it.

Winston Churchill framed on the wall of his office the following words of Abe Lincoln: "I do the very best I can; I mean to keep going. If the end brings me out all right, then what is said against me won't matter. If I'm wrong, ten angels swearing I was right won't make a difference."

That was good strategy and good advice for Churchill to follow because he received much criticism in his lifetime. Abe Lincoln was roundly criticized in his day, just as many of our public figures are today. It takes a person of great courage to forge ahead and do what he honestly believes to be right when critics are howling against him. The person with conviction, the one as Davy Crockett said "who knows he's right," will simply go ahead.

I encourage you to follow that advice. Go ahead with the projects you believe in—if they are morally and ethically sound and you believe in them enough to pursue them all with great faith and determination.

Honest Optimism

I love this acronym for ***hope***: ***H****onest* ***O****ptimism* based on ***P****ersonal* ***E****ndeavors.* This simply says that yes, there is something we can do to have hope.

Is hope really all that important? Martin Luther said that *everything* that is done in the world is done by hope. John Lubbock said that hope should be classed as virtue, along with faith and character. Alexander said that hope is the true inheritance of all that resolve upon great enterprises.

We could also think of it in this light: ***A person without hope will take no action.*** The student who has no hope of passing will not study; the salesperson with no hope of making the sale won't make the call. Hope is the starting point for accomplishment.

We All Want Eight Things

Over the years, with the help of hundreds of audiences and thousands of people all over the world, I have come to the conclusion that there are eight things that all of us want, regardless of our age, education, ethnic background or gender. Everybody wants to be happy, healthy, at least reasonably prosperous, secure, to have friends, peace of mind, good family relationships and hope. Actually, it all starts with hope.

Carefully examine these eight things and ask yourself the questions: Can I honestly expect to be happy if I have no hope? What impact would it have on my health if I were without hope? How prosperous could I become if I had no hope that I could become prosperous? How secure would I be in my personal, family and career if I had no hope? What kind of person would I be and, consequently, how many friends would I be able to attract if I were living without hope?

Can you imagine peace of mind without hope? What do you think your relationship with your family would be if you were a person without hope?

The best way to have hope is to give hope. The more you give, the more you'll have. Give it to those you encounter and ***I'll See You at the Top!*** SSE

Zig Ziglar is known as America's motivator. He is the author of 29 books and numerous audio and video recordings. Visit www.ziglar.com.

ACTION: Look for and hire people with optimism.

MARKETING/COMPETITION

Beat Competition

Start leading unconventionally.

by Eric J. Romero

LEADERS INSPIRE PEOPLE TO do amazing things that they would not do on their own. With leadership, vision and competitive advantage become reality. The more change an organization is facing, the greater the need for leaders. The more *flexible* a firm must be to survive, the greater the need for leaders.

Unconventional leaders lead their companies to repeatedly create things that people love, but no one expected. They are fanatical about the *products* and *services* they provide rather than *profit*, yet they tend to lead the most profitable firms. They create organizations built on *innovation*, *flexibility*, and *risk-taking* which redefine their industries and often the way people live.

Steve Jobs and ***Mark Zuckerberg*** are examples of unconventional leaders. They do not look like typical business leaders, and their leadership style is anything but conventional. They both dropped out of college (*people with the most education and experience are often the most conventional thinkers)* and have no formal management training. Their unconventional styles have led to the creation of unconventional firms.

Unconventional leaders are unconventional thinkers. Their ideas are an amalgamation of ideas from a range of areas. They often use bits and pieces of simple concepts in unique combinations to create new solutions to problems. Their unique thinking is often reflected in their eclectic mix of interests and people with whom they relate.

Here is a comparison of conventional and unconventional thinkers.

- ***Conventional thinkers:*** Like safety, avoid risk; say things like, *this is just the way we do things* and *everyone does it this way*. They accept things as they are; avoid expressing their ideas unless agreement is likely; follow trends (safety in numbers); continue doing things the same way; seek agreement and consistency; have a negative perception of differences; don't question why things are the way they are; do not think of a better way; value *established knowledge*.
- ***Unconventional thinkers:*** Seek improvements, even perfection; think and act *differently*; re-evaluate *everything*, including their beliefs and assumptions, and change them if necessary; integrate disparate ideas and knowledge into new ideas and solutions; are not restricted by other people, do not care what they think or do; like change, see it as an opportunity for improvement; try new things and learn from them; believe that *constructive conflict is good* (leads to more ideas); openly express what is on their mind; and value thinking and new knowledge.

Although it's not an easy change, *conventional thinkers can become more unconventional in their thinking*.

Here are some ideas that you can use:

- Force yourself to try new things: music, food, activities, travel.
- Question everything you do and believe, stop doing things to fit in.
- Get used to people *not agreeing with you*. Always tell people what you think.
- Debate with *people who disagree with you* to understand their point of view.
- Talk to people who are totally different from you and learn from them.
- Try new ideas even if you are not 100 percent sure they will work.
- When new ideas don't work out, view this as part of the learning, the *cost of creativity*, not as a *failure* or *mistake.*
- Use humor to make fun of yourself when things don't work out.

Becoming an unconventional leader helps you create *competitive advantage* based on *innovation, flexibility,* and *risk-taking*. If you can think outside the box, you can compete outside the box. SSE

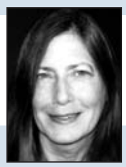
Eric J. Romero, Ph.D., is a speaker, consultant, and coach. He helps managers become unconventional leaders. Visit www.CompeteOutsideTheBox.com.

ACTION: Start leading unconventionally.

MARKETING/LOCAL

Local Marketing

It's now more than ever.



by John A. Quelch and Katherine Jocz

IN A SENSE, ALL BUSINESS IS local. *Google* is a household word worldwide and offers a search interface in languages, but *Yandex* in Russia and *Baidu* in China are the local market share leaders.

That means you must be *local* as well as *global* to succeed and use the concept of *place* strategically. *Place* determines how consumers interact with a product or brand. From the arrangement of breakfast cereals on market shelves to the ease of navigation and checkout in a digital store, *place powerfully and routinely influences our choice of brands* —or whether to buy at all.

For two decades, national brands have adapted their products and marketing programs to the preferences of different market segments.

- ***One reason*** is that as mass markets become saturated and competition intensifies, differentiating or customizing one or more elements of the marketing program is a path toward higher prices and higher profits. When preferences cluster into discrete geographical areas, local marketing is a convenient form of market segmentation. Plus, local advertising media is more cost efficient.
- ***A second factor*** favoring localized marketing by national brands is the growing power of retailers and distributors and their ability to demand *differentiated programs customized to local markets*.
- ***A third force*** abetting localization is the advent of store scanner data, which gives marketers more precise feedback on how well products and marketing programs fare in different geographies.

Localized marketing can be dictated by a variety of distinctive local conditions that make a one-size-fits-all strategy inappropriate. These might be inescapable physical conditions, or the conditions could be ingrained or acquired preferences. Or the conditions might be cultural or competitive.

For many marketers, there's no turning away from localization. For some retailers, localization is a healthy retreat from a tilt too far toward standardization and centralization. ***But localization must be planned carefully.*** Program costs and administrative complexity increase with localized marketing. Some companies overdo localization, and excessive local marketing may dilute the brand franchise if your brand positioning and messages are inconsistent. If the field salespeople who execute local marketing are compensated on short- term sales, they may cut deals that undermine long-term growth and profitability. And, having many different products and programs for many local markets requires greater management time and effort, and may direct resources away from real innovation.

Local marketing and global marketing must coexist. SSE

John A. Quelch and Katherine E. Jocz are co-authors with of All Business is Local *(Portfolio Penguin).*

ACTION: Mix local and global marketing.

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