

BOOK SUMMARY: RESOURCES

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Smarter Faster Better: The Secrets of Being Productive in Life and Business

Nearly all of us have wondered what makes success tick, and if it is really possible to shape and see success in our minds before it happens. From New York Times bestseller and author of 'The Power of Habit' Charles Duhigg comes a book that attempts to guide you in the right direction.

'Smarter Faster Better: The Secrets of Being Productive in Life and Business' is a fascinating book that explores the science of productivity, and why managing how you think is more important than what you think.

The research that went into the book is both academic and experience based. From studies in neuroscience, psychology, and behavioural economics to the decisions made by a diverse well of individuals ranging from FBI agents, Broadway songwriters to traditional CEOs, Duhigg outlines what it takes to be more successful and happier.

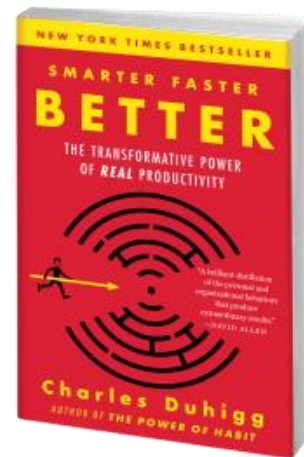
At the heart of it all is the ability to disregard the excess and focus on the important things. Or to sort out the wheat from the chaff. One of the conclusions drawn by the book is that people who rise above others and find success mentally picture the world and their place in it more vividly and exactly than others.

Some of the key concepts in productivity like motivation and goal setting to focus and decision making are used as springboards in the book to showcase success stories from the real world.

How Barack Obama's choice of only grey or blue suits helped him in effective decision making. Or the world view of a PhD dropout who became one of the most successful players in the world. And how a sudden last minute sudden change of direction by the makers of the film 'Frozen' made it into one of the highest growing films of all time.

And the book asks, what do these people have in common?

1. They create pictures in their minds of what they expect to see
2. They tell themselves stories about what's going on as it occurs



3. They narrate their own experiences within their heads
4. They are more likely to answer questions with anecdotes rather than simple responses
5. They say when they daydream, they're often imagining future conversations
6. They visualize their days with more specificity than the rest of us do.

SOME QUOTES FROM THE BOOK

Productivity put simply, is the name we give our attempts to figure out the best uses of our energy, intellect, and time as we try to seize the most meaningful rewards with the least wasted effort.

- Motivation is more like a skill, akin to reading or writing that can be learned and honed.
- When people believe they are in control, they tend to work harder and push themselves more. Once people know how to make self-directed choices into a habit, motivation becomes more automatic.
- To teach ourselves to self-motivate more easily, we need to learn to see our choices not just as expressions of control but also as affirmations of our values and goals.
- Self-motivation flourishes when we realize that replying to an email or helping a coworker, on its own, might be relatively unimportant. But it is part of a bigger project that we believe in, that we want to achieve, that we have chosen to do.

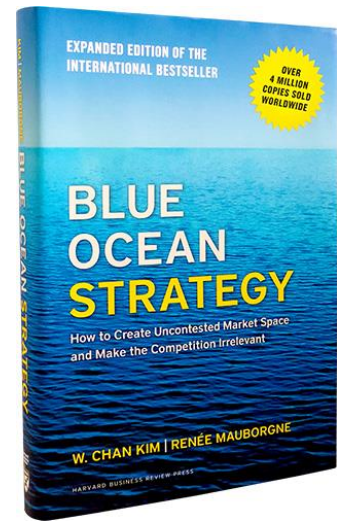
- If you want to make yourself more sensitive to the small details in your work, cultivate a habit of imagining, as specifically as possible, what you expect to see and do when you get to your desk. Then you'll be prone to notice the tiny ways in which real life deviates from the narrative inside your head."
 - Numerous academic studies have examined the impact of stretch goals, and have consistently found that forcing people to commit to ambitious, seemingly out-of-reach objectives can spark outsized jumps in innovation and productivity.
 - Stretch goals can spark remarkable innovations, but only when people have a system for breaking them into concrete plans.
 - Many of our most important decisions are, in fact, attempts to forecast the future.
 - Good decision making is contingent on a basic ability to envision what happens next.
 - Making good choices relies on forecasting the future. Accurate forecasting requires exposing ourselves to as many successes and disappointments as possible.
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Blue Ocean Strategy

How to create uncontested market space and make the competition irrelevant

The dust jacket says over 3.5 million copies of the book have been sold. That alone makes this a bestseller in anyone's book. The concept is an intriguing one and is outlined by looking at the experience of companies in areas as diverse as watches, wine, cement, computers, automobiles, textiles, coffee makers, airlines, retailers, and even the circus.

In Blue Ocean Strategy, W. Chan Kim and Renée Mauborgne argue that tomorrow's leading companies will succeed not by battling competitors, but by creating "blue oceans" of uncontested market space ripe for growth as opposed to competing in red oceans, where the old strategy is increasingly unlikely to create profitable growth in the future.



The fundamental defining process, which is based on a study of 150 strategic moves spanning more than a hundred years and thirty industries, in this new sea of success is "value innovation". Being the cornerstone of a blue ocean strategy, "value innovation", the authors say, is the alignment of innovation with utility, price and cost positions.

Putting aside the old approach of competing in existing market spaces for scraps of profit, the theory creates an uncontested market space and makes competition irrelevant. The market that does not yet exist. This market is untainted by competition. In blue oceans the demand is created so there is no need to fight over space. There is opportunity for growth that is both profitable and rapid.

In blue oceans, competition is irrelevant because the rules of the game are waiting to be set. Such strategic moves, or "value innovation", create powerful leaps in value for both the firm and its buyers, rendering rivals obsolete and unleashing new demand.

SOME QUOTES FROM THE BOOK

KEY INSIGHTS

1. Don't try to outperform competitors.
2. Create a new market space to make competitors irrelevant.
3. Value innovation is the key to creating a blue ocean strategy.
4. Value innovation simultaneously pursues low cost, and differentiation.

PRACTICAL APPLICATION

Ask yourself these questions to develop a blue ocean strategy:

1. What factors of your industry are taken for granted, and can be eliminated?
2. Which factors of your industry can be reduced below industry standards?
3. Which factors should be raised above industry standards?
4. What new factors that have never been offered can be created?

QUOTES

The only way to beat the competition is to stop trying to beat the competition.

To focus on the red ocean is therefore to accept the key constraining factors of war—limited terrain and the need to beat an enemy to succeed—and to deny the distinctive strength of the business world: the capacity to create new market space that is uncontested.

To fundamentally shift the strategy canvas of an industry, you must begin by reorienting your strategic focus from competitors to alternatives, and from customers to noncustomers of the industry.

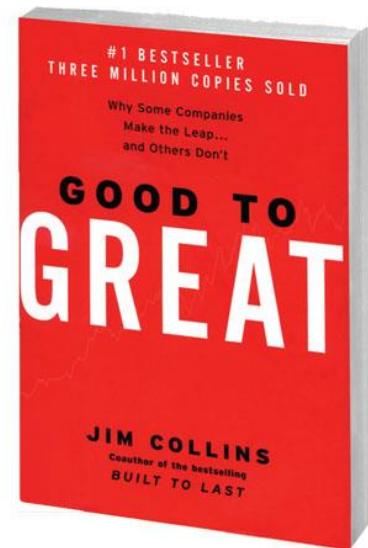
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Good to Great

In this book the author, Jim Collins outlines a model for turning a good, average or even mediocre company into a great one. The book includes a useful model which brings all the theory together in a meaningful and memorable way. By bringing together disciplined people, using disciplined thought and disciplined action, companies can build up and breakthrough the barriers that hold them back from greatness. Kimberly-Clark, Nucor, Abbott, Gillet, Walgreen's and Wells Fargo are some of the "good-to-great" companies that Collins and his researchers studied to determine the key factors behind their jump to exceptional sustained success — defined by Collins as 15 years of cumulative stock returns at least three times the market average.

The companies that made the list might surprise you as much as those left off (the likes of Intel, GE and Coca Cola are nowhere to be found).

The real surprise of Good to Great isn't so much what good companies do to propel themselves to greatness — it's why more companies haven't done the same things more often. The following are the key factors to takeaway from the book:



Disciplined people: Level 5 Leadership

You might assume that the leaders behind these companies are high-profile, well known individuals. However, the study found the good to great leaders shared a common set of characteristics: They set up successors for success, they are extremely modest and have unwavering resolve. Ultimately, they cared and focused a lot more on their companies, than their own personal profile or success.

Level 5 leader—an individual who blends extreme personal humility with intense professional will. These leaders are ambitious about the company, not themselves. It is very important to grasp that Level 5 leadership is not just about humility and modesty. It is equally about ferocious resolve, an almost stoic determination to do whatever needs to be done to make the company great.

Level 5 leaders look out the window to apportion credit to factors outside themselves when things go well (and if they cannot find a specific person or event to give credit to, they credit good luck). At the same time, they look in the mirror to apportion responsibility, never blaming bad luck when things go poorly.

First Who, Then What

Instead of starting by defining your vision and then driving your team of people towards it, the good to great companies focused on getting the right people on the bus first, before even considering when to drive it.

It's easier to motivate the right people and they require less management. If you focus on the who first, it's easier to change direction later because these people are on the bus because of who else is on the bus. If you focus on the what, then people focus on the direction the bus is going and it becomes harder to change direction later.

Hire based on character rather than skills or educations. Not that these things aren't important, but it becomes harder to teach if the character won't support it. Put your best people on your biggest opportunities, not your biggest problems. (Corollary: If you sell off your problems, don't sell off your best people.). Good-to-great management teams consist of people who debate vigorously in search of the best answers, yet who unify behind decisions, regardless of parochial interests.

Disciplined Thought

When the brutal facts of a situation are accepted, the solutions often become obvious. By being honest about tough situations and coming to terms with the reality of a situation, the most obvious and logical solution will often present itself. When the brutal facts of a situation are accepted, the solutions often become obvious.

There's a difference between having your say, and being heard: Lead with questions, not answers. Engage in dialogue and debate. Not coercion. Conduct autopsies without blame. Build 'red flag' mechanisms.

If you have the right people on the bus, they are already motivated. In order to avoid demotivating them, you can't give people false hope. Confront fact. On the one hand, they stoically accepted the brutal facts of reality. On the other hand, they maintained an unwavering faith in the endgame, and a commitment to prevail as a great company despite the brutal facts. We came to call this duality the Stockdale Paradox.

The Hedgehog Paradox

The hedgehog concept is a model for defining your company's strategy in the simplest of terms. The essential strategic difference between the good-to-great and comparison companies lay in two fundamental distinctions. First, the good-to-great companies founded their strategies on deep understanding along three key dimensions—what we came to call the three circles. Second, the good-to-great companies translated that understanding into a simple, crystalline concept that guided all their efforts—hence the term Hedgehog Concept. Says Walgreens, "What's the simple concept? Simply this: Be the best, most convenient drugstores, with high profit per customer visit. That's it. That's the breakthrough strategy that Walgreens used to beat Intel, GE, Coca-Cola, and Merck."

It's not just about building on strength and competence, but about understanding what potential your organisation truly has to be the very best at and sticking to it. A hedgehog Concept is not a goal to be the best, a strategy to be the best, an intention to be the best, a plan to be the best. It is an understanding of what you can be the best at. The distinction is absolutely crucial.

Celebrity executives almost never lead good companies to greatness. Good-to-great leaders embody a paradoxical mix of personal humility and professional will.

You can't achieve great things without great people. Many companies create strategy, then try to rally people around it; good-to-great companies start with great people and build great results from their efforts.

Simplicity rules. To go from good to great requires leaders to know what their organizations are passionate about, what drives their economic engine, and at what they can (and cannot) be the best in the world.

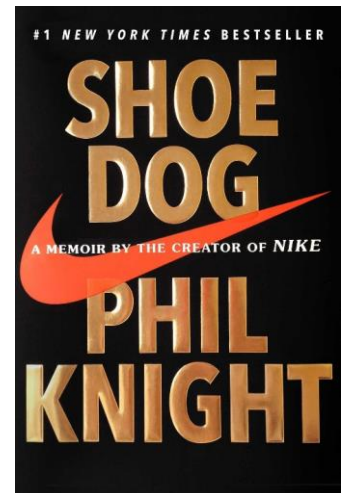
Enterprise-wide discipline is essential. When you combine a culture of discipline with an ethic of entrepreneurship, you are more likely to achieve great results.

Technology is an accelerator. Good-to-great companies do not jump on technological bandwagons or chase after fads. They determine what technology makes the most sense for them, then pioneer its application.

SHOE DOG : A Memoir by the Creator of Nike

In this candid and riveting memoir, for the first time ever, Nike founder and board chairman Phil Knight shares the inside story of the company's early days as an intrepid start-up and its evolution into one of the world's most iconic, game-changing, and profitable brands. Young, searching, fresh out of business school, Phil Knight borrowed fifty dollars from his father and launched a company with one simple mission: import high-quality, low-cost running shoes from Japan. Selling the shoes from the trunk of his Plymouth Valiant, Knight grossed eight thousand dollars that first year, 1963. Today, Nike's annual sales top USD 30 billion. In this age of start-ups, Knight's Nike is the gold standard, and its swoosh is more than a logo. A symbol of grace and greatness, it's one of the few icons instantly recognised in every corner of the world.

But Knight, the man behind the swoosh, has always been a mystery. Now, in a memoir that's surprising, humble, unfiltered, funny, and beautifully crafted, he tells his story at last. It all begins with a classic crossroads moment. Twenty-four years old, backpacking through Asia and Europe and Africa, wrestling with life's Great Questions, Knight decides the unconventional path is the only one for him. Rather than work for a big corporation, he will create something all his own, something new, dynamic, different. Knight details the many terrifying risks he encountered along the way, the crushing setbacks, the ruthless competitors, the countless doubters and haters and hostile bankers—as well as his many thrilling triumphs and narrow escapes. Above all, he recalls the foundational relationships that formed the heart and soul of Nike, with his former track coach, the irascible and charismatic Bill Bowerman, and with his first employees, a ragtag group of misfits and savants who quickly became a band of swoosh-crazed brothers.



Seek a Calling

"Seek a calling. Even if you don't know what that means, seek it. If you're following your calling, the fatigue will be easier to bear, the disappointments will be few, the highs will be like nothing you've ever felt."

Throughout Shoe Dog, Phil Knight talks about what Nike really is. It's a way of life. It stands for more than just shoes and apparel. It's competing, it's striving to achieve, it's victory. This idea of seeking a calling was what pushed Phil and his team to challenge, to persevere and not give up. It was always about striving to be better, to compete harder against the competition and to do what others said they couldn't.

Practice, Prepare and Execute

"So Hayes and I spent days role-playing, polishing our arguments and counterarguments, anticipating what objections Strasser might raise." Throughout the first years of Nike, so much of their success was attributed to Phil and his core team just "figuring it out". From financing loans, the logistics of shipping shoes, manufacturing shoes, doing business internationally, navigating politics, etc. It was pretty insane. Though most of these early Nike employees were extremely smart, they didn't really have the background required for the job at the time. Throughout the book, there is something that keeps coming up over and over again. It is how much these guys, practiced, prepared, role played, read, and networked with other professionals to prepare themselves to handle these tough situations and get the results that they were after. They acquired those skills and capabilities and figured it out along the way. It just goes to show how important practice and preparation are for all those who are successful, and Phil Knight and his team are no different!

Surround Yourself with the Right People

"Around the close of 1972 each man handed his house keys to the other, and now in early 1973 they switched places. Talk about team players."

Nike grew its employee count early on because of Phil Knight's network. It was a common for him to hire former track athletes (like him), Oregon Alumnus (like him), friends of friends, family of friends, etc. This caused Nike to really be this big family that was so closely interconnected.

Each of them were team players, trusting, stubborn, autonomous, and go-getters. Not only was Phil able to recruit this special mix of people into his young company, he built a culture that enabled them to grow, learn and find success in whatever way that worked for them. Phil Knight and Nike would not have gotten past those first couple of years without his great team. Which goes back to the lesson of how important it is to find and work with people that you like and that bring out the best in you.

It's hard to imagine the world without Nike today. It's had such an impact on fashion, athletics and our culture as a whole. You see the "swoosh" everywhere! This memoir by Phil Knight is an incredible look into the company's history and gives us a pretty clear picture of how such a ginormous company started from such humble beginnings with a simple, "crazy" vision.

What Phil Knight ultimately achieved was something that was more than a company. It is a way of life. Nike stands for more than just its shoes and apparel. Its slogan, "Just Do It" is a mindset, a mantra and a way of life for some people.

Matchmakers : The New Economics of Multisided Platforms

Sharing isn't new. Giving someone a ride, having a guest in your spare room, running errands for someone, helping to sell old stuff-- these are not revolutionary concepts. What is new, in the "sharing economy," is that you are not helping a friend for free. Rather you are providing these services to a stranger for money. In this book, David Evans and Richard Schmalensee, two economists and experts on the sharing economy, explain the transition to what they describe as "crowd-based capitalism", a new way of organising economic activity that may supplant the traditional corporate-centred model.

Leveraged by modern technologies like high bandwidth data transfer, smart phones, online payment systems, data cloud, a lot of new companies have managed to crack the code of disruptive business and scaled up very fast. The book looks at "multi-sided platforms" or platforms that generate all or most of their income by providing a value-added service to two or more groups of customers.

Examples of multi-sided platforms abound including Facebook, Uber, Airbnb, Alibaba, Google Play Store, YouTube, Amazon, PayPal. It is a two-sided instead of one-sided interaction. Here in Nepal also, we have disruptors like Hamrobazaar, Sastodeal, Foodmandu, eSewa to name a few. It is a two-sided instead of a one-sided interaction.

Matchmakers is quick to point out that these businesses don't follow the expected traditional business model. Unlike traditional businesses, multi-sided platforms often charge little or nothing to one group of customers on a permanent rather than temporary basis. Multi-sided platforms also depend heavily on leveraging networks to achieve a critical mass of two groups of customers (often advertisers on one side and consumers on the other). In most cases, users aren't charged a dime to access a lot of services, yet these users provide income through advertising or transactions. For example, a money-sending platform would charge more for sending money to a person who was not signed up than to a person who was signed up.

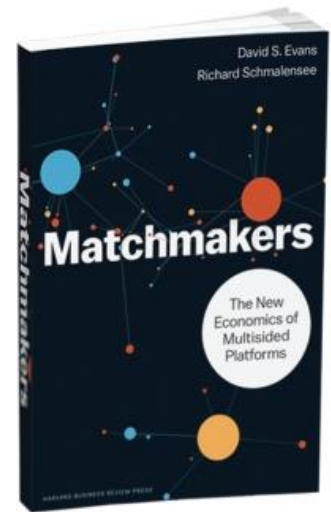
Whether you're an entrepreneur, an investor, a consumer, or an executive, your future will involve more and more multisided platforms, and "Matchmakers"--rich with stories from platform winners and losers—will help one to navigate this appealing but confusing world.

SOME QUOTES FROM THE BOOK

Multisided platforms must attract two or more types of customers by enabling them to interact on favourable terms. They may be physical or virtual in nature.

With multisided platform businesses, there must be a sufficient number of participants on both sides that would benefit from getting together. To secure critical mass, companies may use a zigzag strategy, a twostep strategy, a commitment strategy, or a combination of these.

Six technologies have helped drive innovation at matchmaking companies: more powerful chips, the Internet, the World Wide Web, broadband communications, programming languages and operating systems, and the Cloud.



Business opportunities typically arise for multisided platforms when various types of friction or transaction cost prevent market participants from interacting easily and directly.

The right pricing structure is critical for launching a multisided platform and ensuring it is profitable.

The new economics of multisided platforms demonstrate that certain guidelines almost always apply, such as making markets thick, remembering that small can be beautiful, facilitating searching and matching, and balancing externalities.

While turbocharged matchmakers will transform industries, the transformation will happen slowly over the course of many years, with some bursts of rapid change along the way.



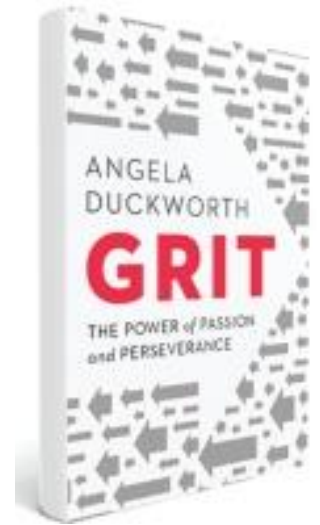
Grit: The Power of Passion and Perseverance

In this instant New York Times bestseller, pioneering psychologist Angela Duckworth shows anyone striving to succeed—be it parents, students, educators, athletes, or business people—that the secret to outstanding achievement is not talent but a special blend of passion and perseverance she calls “grit.”

Drawing on her own powerful story as the daughter of a scientist who frequently noted her lack of “genius,” Duckworth, now a celebrated researcher and professor, describes her early eye-opening stints in teaching, business consulting, and neuroscience, which led to the hypothesis that what really drives success is not “genius” but a unique combination of passion and long-term perseverance.

Passion means having enduring interest in the job you are doing. Perseverance means being persistent and never giving up. In the book, Duckworth shows how grit is important in understanding the psychology of achievement.

The book also discusses how talent gets overemphasised, whereas grit gets underemphasised. When we place more emphasis on talent, we ignore everything else, including effort. In a natural vs. striver situation, we are most likely to favour the naturally gifted person, thus leading to the naturalness bias. Duckworth argues that effort counts twice. A talent with no effort is just unmet potential. She shows that how with the addition of effort, talent becomes skill, and skill when put to a productive use becomes achievement.



Growing Grit from the Inside Out

In order to help people, cultivate a sense of passion and perseverance, the author introduces four psychological assets commonly found in the grittiest people: interest, practice, purpose, and hope. Interest and purpose are two sources of passion. Practice and hope help develop perseverance which nurtures the “never give up” attitude.

Interest: First one must have some interest in something, and that interest serves as the seed which over time, with practice and commitment, can grow into passion. Duckworth says, “Passion for your work is a little bit of discovery, followed by a lot of development, and then a lifetime of deepening.”

Practice: She emphasises not just quantity of time on task, but quality of time on task, and the importance of deliberate practice – reaching towards “stretch goals.” She makes the point that deliberate practice takes effort and is often uncomfortable – sometimes supremely effortful. She says that most “experts” can only handle 1 hour of deliberate practice before needing a break. She advocates studying the science of practice and offers suggestions.

A fascinating part of this chapter is where she contrasts deliberate practice, which she identifies with grit, with flow. Deliberate practice is carefully planned, and flow is spontaneous. Because deliberate practice requires working where challenges exceed skill, and flow is more commonly experienced when challenge and skill are in balance.

Purpose: After people find something they love to do and enjoy practicing it in order to develop their skill, most find that to stay motivated over time, they need a greater good that pursuing that interest serves. Most

start out with a self-centred purpose (this feels good and is fun) to another-centred purpose (this activity can serve a greater good.) Purpose required a second revelation: 'I personally can make a difference.'

Hope: She identifies two kinds of hope: 1. Hope without responsibility – a yearning for a sunnier tomorrow – where the onus is on God or the Universe to make things better. 2. Hope with responsibility – grit depends on the expectation/belief that our own efforts can improve our future. The Hope that gritty people have has nothing to do with luck and everything to do with getting up again.

She talks about suffering where we have no sense of control, which can lead to learned helplessness, and contrasts that with learned optimism. She gives examples of people who are taught a fixed, pessimistic, fatalistic view of life, versus those who are taught that they can overcome adversity with their own efforts. Her “paragons of grit” explain events and setbacks optimistically. Quite a bit of this chapter is about Carol Dweck and Growth Mindset and how attribution of success to effort rather than fate or talent are key qualities of grit.

SOME QUOTES FROM THE BOOK

I grew less and less convinced that talent was destiny and more and more intrigued by the returns generated by effort.

There is a gap between potential and its actualization.

Most of us become more conscientious, confident, caring, and calm with life experience.

To do anything well, you have to overextend yourself. Necessity is the mother of adaptation.

Interests are not discovered through introspection. Instead, interests are triggered by interaction with the outside world. And it thrive when there is a crew of encouraging supporters, including parents, teachers, coaches and peers.

For the beginner, novelty is anything that hasn't been encountered before. For the expert, novelty is nuance.

Deliberate practice is behavior, and flow is an experience and it is for preparation, and flow is for performance. Hence, gritty people do more deliberate practice and experience more flow.

There was a small but growing body of scientific evidence that happiness wasn't just the consequence of performing well at work, it might also be an important cause.

Following through on hard things teaches a young person powerful, transferable lessons.

Without directly experiencing the connection between effort and reward,

animals, whether they're rats or people, default to laziness.

To be gritty is to invest, day after week after year, in challenging practice. To be gritty is to fall down seven times, and rise eight.

Enthusiasm is common. Endurance is rare. Rather than letting your interest be an intense burst of firecrackers, let it be

a compass instead, guiding you on a long winding route to your ultimate goal.

To Sell is Human : The Surprising Truth About Moving Others

It's something that courses through our veins. We do it for a purpose; we do it involuntarily. Every day each of us sells all kinds of stuff (thoughts, things, ideas) to others. Daniel Pink explains how in *To Sell is Human*. A behavioural expert with a background in politics and economics, Daniel H. Pink was a chief speech writer for then Vice President Al Gore. The book holds a list of accolades being a number one New York Times, Wall Street Journal and Washington Post business best-seller.

We're all in sales now. Sales has changed in the past 10 years: older door-to-door sales companies have gone out of business, and their practices seem outdated in a world where we can buy and research any product online. But still, 1 in 9 workers are in sales, and the rest of us are also selling – not just objects, but ideas and techniques. We are persuading, negotiating, and pitching, like lawyers selling juries on their verdict or public figures selling their personal brand on Twitter. In fact, a study Pink commissioned showed that people spend 40 percent of their work time selling something. Pink writes, "To the smart set, sales is an endeavor that requires little intellectual throw weight – a task for slick glad-handers who skate through life on a shoeshine and a smile" – and deception, of course. But deception was only possible because buyers lacked information or expertise. Now, since buyers have reviews, ratings, and comparison shopping at their fingertips, sellers have more incentives to be fair and honest. It's "seller beware."

In the new world of sales, being able to ask the right questions is more valuable than producing the right answers. Here are six traits of successful sellers from the book:

ATTUNEMENT: The first trait of successful sellers is understanding the perspective of the buyer, and studies have shown us how to do this: assume that the buyer is the one with the power; focus on understanding the buyer's thoughts rather than their feelings; and mimic the buyer's gestures.

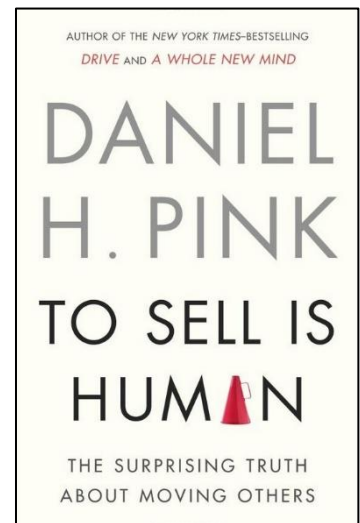
BUOYANCY: The second trait of successful sellers is "buoyancy," the combination of "a gritty spirit and a sunny outlook."

CLARITY: The third trait of successful sellers is the ability to clarify what you're offering, and why the buyer doesn't want to buy.

PITCH: The six new ways to pitch are, the one-word pitch, the question pitch, the rhyming pitch, the 140-character Twitter pitch, the subject line pitch (which promises useful content or elicits curiosity), or the Pixar pitch (a six-sentence narrative structure supposedly used in all Pixar movies).

IMPROVISE: If none of the above works, practice improvisation techniques.

SERVICE: Finally, the best sellers adopt an attitude of service. They believe in the value of the product and how it will impact the life of the buyer.



SOME QUOTES FROM THE BOOK

We're persuading, convincing, and influencing others to give up something they've got in exchange for what we've got.

Honesty, fairness, and transparency are often the only viable path.

What matters more today is problem finding.

One of the most effective ways of moving others is to uncover challenges they may not know they have. Make it personal and make it purposeful.

Non-sales selling is selling that doesn't involve anyone making a purchase (and we're all doing it, all the time).

To sell well is to convince someone else to part with resources—not to deprive that person, but to leave him better off in the end.

When buyers can know more than sellers, sellers are no longer protectors and purveyors of information. They're the curators and clarifiers of it—helping to make sense of the blizzard of facts, data, and options.

Attunement, buoyancy, and clarity: These three qualities, which emerge from a rich trove of social science research, are the new requirements for effectively moving people on the remade landscape of the twenty-first century.

Attunement is the ability to bring one's actions and outlook into harmony with other people and with the context you're in.

The ability to move people now depends on power's inverse: understanding another person's perspective, getting inside his head, and seeing the world through his eyes.

Start your encounters with the assumption that you're in a position of lower power. That will help you see the other side's perspective more accurately, which, in turn, will help you move them.

Synching our mannerisms and vocal patterns to someone else so that we both understand and can be understood is fundamental

to attunement.

Top performers are less gregarious than below-average ones and that the most sociable salespeople are often the poorest performers of all.

Extraverts, in other words, often stumble over themselves. They can talk too much and listen too little, which dulls their understanding of others' perspectives.

Selling of any sort—whether traditional sales or non-sales selling—requires a delicate balance of inspecting and responding. Ambiverts can find that balance.

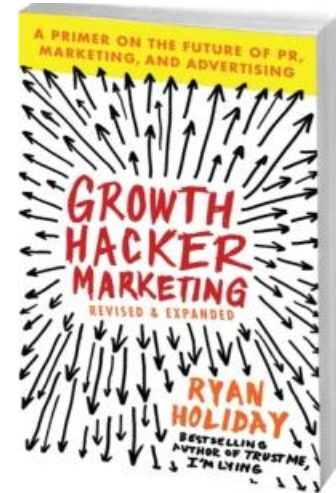
The salespeople with an optimistic explanatory style—who saw rejections as temporary rather than permanent, specific rather than universal, and external rather than personal—sold more insurance and survived in their jobs much longer.

People derive much greater satisfaction from purchasing experiences than they do from purchasing goods.

Growth Hacker Marketing : A Primer on the Future of PR, Marketing and Advertising

It's a case of mistaken identity. You may think you are a marketer, but actually you're now a 'growth hacker'. At least that's the case if you want to keep your job.

That marketers – whether in innovation or communication – have become or need to become 'growth hackers' is the central thesis of the growth hacker formerly known as Director of Marketing at American Apparel, Ryan Holiday in *Growth Hacker Marketing – A Primer on the Future of PR, Marketing and Advertising*.



The book focuses on how marketing is evolving, with real strategies and tactics. In the book, Holiday explains why traditional marketing efforts aren't the most effective, and shows what we can do about it.

According to Holiday, the Growth Hacker Formula consists of:

- Achieving product-market fit... because it all starts with selling something people really want;
- Finding a growth hack to go viral cost-effectively; and
- Closing the loop with high retention – turning one-time transactions into sticky or repeat customers.

What is a Growth Hacker?

So what is a 'growth hacker'? A growth hacker is a results-focused marketer with an obsessive fixation for growth. More concerned with achieving their growth objective than following prescribed processes, growth hackers 'hack' (experiment, adapt, modify) products and campaigns in pursuit of growth. And like hackers, they learn by testing- a hack is only a good hack when it works – in the real world. Popular with online consumer brands (Uber, Amazon, Dropbox, Evernote, Instagram), Holiday argues that 'growth hacking' is set to become the central concern for all marketers.

Growth Hacking argues that only with a hacker-style test-and-learn approach to delivering growth can marketing reclaim its sanity, utility and purpose. For too long, we've been buried under a mountain of brand claptrap – brand fit, brand awareness, brand recall, brand lift... Marketers need to speak the language of business, not brands. We need to forget 'vanity metrics', set growth as our true north and use the power of proof as our guiding light.

How to Become a Growth Hacker

So how do marketers upgrade themselves to 'growth hackers'? Simple, says Holiday.

1. Get your PMF Right. The Product-Market-Fit is where growth hacking begins. This means shaping your product so it fits with market needs, and the only way to do that is to test what works. But to get to something that's likely to work, don't start with the product, start by writing the Press Release. This

ensures you have a market focus, rather than a company or product focus. Then write the FAQ. Then build a prototype to test, test, optimise and test again. For example AirBnB went through many rounds of hack-and-test iterations before it hit on a winning solution (people wanted just the bed, not the breakfast).

2. Find your Growth Hack. Growth hacking uses a test-and-learn approach to identify a product that is worth marketing. But once you find a product with a good PMF, you need to market it. And to do this, you use the same test-and-learn approach – prototype and pilot your marketing, then do more of what works and less of what doesn't. For example, Uber found that what worked was to offer free car rides at conferences, free deliveries (e.g. BBQs), and free ride gift cards. So rather than expensive ad campaigns, Uber has grown by creatively 'hacking' the idea of sampling.

 3. Go Viral. It's every marketer's dream, but there is a simple science to viral products. Happy customers talking. If you want your product to go viral (rather than your marketing or ad agency), then deliver expectation-beating experiences to drive word of mouth. But growth hackers can hack this natural process, and accelerate it. Seed your product with influencers, make it visible (every Apple Mac is shipped with Apple stickers), and offer a referral programme. For example, when Dropbox introduced its customer-get-customer referral programme signups jumped by 60 percent.

 4. Retain and Optimise. Growth hacking is not a one-shot effort. In order to grow a brand, you not only need new customers, you need customers who keep coming back for more – and bringing their friends. So from a growth-hacker perspective, customer retention can be your best customer acquisition strategy. This is why a five percent increase in retention can typically deliver a 30 percent growth in profitability (Bain). This is why high-growth brands such as Uber focus on constant innovation that optimises the experience for customers and ROI for the company.
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Give and Take : A Revolutionary Approach to Success

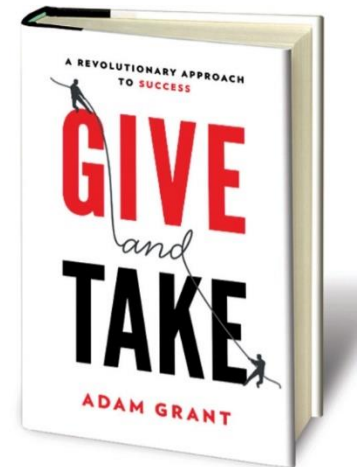
Pay it forward—the idea to give and create value before you expect to be compensated for your work—is a central premise of modern marketing. A parallel old school classic success principle is to do more than you're paid for—in the vocabulary of commerce, to give more than you get—and in time you'll be paid for more than you do. Another human relation 101 idea is to invest in the trust bank: Do good now, continue to do good over time, and eventually your virtue will be rewarded.

Samuel Johnson proclaimed, “The true measure of a man is how he treats someone who can do him absolutely no good.” Adam Grant’s Give and Take may be considered an exposition, amplification, and interpretation of Dr. Johnson’s wisdom.

Grant has earned his Bachelors from Harvard University and received his Masters and Ph.D. from the University of Michigan. He was recognised as the top-rated teacher at Wharton School of Business for five years in a row. He was also named among the world’s 25 most influential management thinkers, the top 40 business professors under 40, the 100 most creative people in business, Malcolm Gladwell’s favorite thinkers and HR’s most influential international thinkers.

For generations, we have focused on the individual drivers of success: passion, hard work, talent, and luck. But today, success is increasingly dependent on how we interact with others. It turns out that at work, most people operate as either takers, matchers, or givers. Whereas takers strive to get as much as possible from others and matchers aim to trade evenly, givers are the rare breed of people who contribute to others without expecting anything in return.

Grant proved that not only is taking bad for groups and society, but a worker with a taker mentality is also bad for any company’s growth. Leaders who are takers lead their teams to the ground in most cases, and normally end up shooting themselves in the foot in the long term. Regardless of what your ideas are about who is more successful (givers or takers or matchers), this book will help renew your confidence in effective leadership, its potential, and the future we are capable of creating.



SOME QUOTES FROM THE BOOK

The principle of reciprocity isn’t governed by self-interest.

Adam Grant’s research revealed that in all professional environments there are people that act as either takers, givers or matchers. These interchangeable styles have a direct impact on why and how they succeed or fail. The book shows that takers are only interested in self-advancement, always assessing what others can offer them.

Takers have a unique profile and are easy to spot.

You can spot a taker from some distinctive features. They like to receive more than they give and abide by the “dog eat dog world” policy. They are altruistic in nature and like to self-promote their few good deeds so they can get recognition.

The best leaders are givers.

The most effective leaders prefer to give rather than take. Givers focus on what others need from them and endeavour to be generous with their time, knowledge, energy, skills, ideas and interactions with others. The least self-centred, boastful, and egotistical American president ever was Abraham Lincoln. He was a giver.

Team work without a giving mentality will fall short.

Grant noted that givers do poorly in medical school when every task was an individual activity. They normally soar in the second year when they become part of teams and began dealing with hospitals, nurses, and patients. A strong team with more givers will have access to a free flow of information, knowledge, expertise and connection.

There's a thin line between a giver and a doormat.

Givers are always at the top of every success ladder and there are also some givers at the bottom. Those givers at the bottom did not know where to draw a line. To avoid being a doormat leader, Grant explained the necessity for givers to create boundaries around their giving to prevent burn-out.

SWITCH : How to change things when change is hard

For any change to happen, someone has to decide something and start acting differently. It can be you, your team or even your family.

But if people don't start behaving in a different way, there is no change. And if you want to change people's behaviour, you have got to influence their heart, mind and situational environment.

Many times, we try to change people by educating them. That's far from enough.

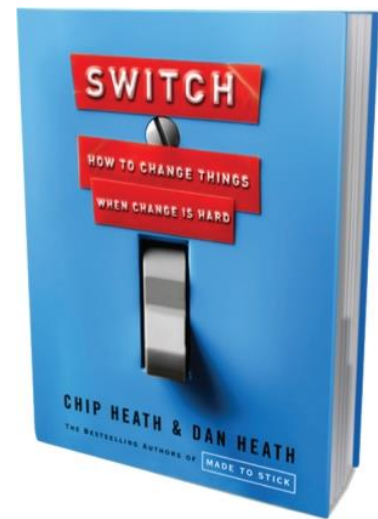
Only knowledge never solves problems, because knowledge rarely changes behaviour. That's why we have depressed shrinks, obese doctors and divorced marriage counselors.

Besides knowledge, we often thrust change into the arms of self-control. But self-control can be easily exhausted. That's one of reasons why change is hard.

So, what's the formula for successfully implementing change?

Well, SWITCH: How to change things when change is hard by Chip and Dan Heath says to change your own behaviour or the behaviour of anybody else, you need to do three things – you've got to direct the Rider (reach the rational part), motivate the Elephant (reach the emotional part), and shape the Path (clear the way).

If you manage to do all three at once, big changes can happen even if you don't have a lot of power and resources. Switch is arranged in three parts: Direct the Rider, Motivate the Elephant and Shape the Path.



SOME QUOTES FROM THE BOOK

10 Things Managers Need to Know from Switch

Our emotions can overwhelm our rational thought. While relying solely on rational behavior we can over analyse and over think things.”

There are better ways to make a change than probably what most think. Most likely they are plain and simple but you have to set forth a goal to achieve this change. One can't say, “Hey I want to lose weight soon” and just automatically it starts to happen. No! One must set realistic goals.

What looks like a people problem is often a situation problem. The book considers change at every level- individual, organisational, and societal. All change efforts usually have something in common: “For anything to change, someone has to start acting differently.”

What looks like laziness is often exhaustion. The elephant and rider are usually on two different pages and trying to persuade the elephant can often exhaust your mind. For example, when you try so hard to stay away from fattening foods because you are on a diet, your mind will get exhausted and won't want to fight the temptation any longer forcing you to finally give in. The elephant will usually win over the rider.

The Rider part of our minds has many strengths. The rider is a thinker and a planner and can plot a course for a better future. But as we've seen, the rider has a terrible weakness- the tendency to spin his wheels. The rider loves to contemplate and analyse, and, making matters worse, his analysis is almost always directed at problems rather than at bright spots.

We are all human but sometimes we tend to make the default plan the plan. This is because that was the first plan given to us and when looking at the facts we look at the negative side, which then leads us to our first decision, which may not always be the best.

Make sure your goals are reachable and specific. If not then you may tend to go in circles when trying to achieve your goal. Small steps are the best way to achieve any big time change in your life. Too big of a step can end up being too overwhelming and cause you to give up more easily.

In highly successful change efforts, people find ways to help others see the problems or solutions in ways that influence emotions, not just thought. In other words, when change works, it's because leaders are speaking to the elephant as well as to the rider. Change only works if the elephant and rider are working together.

The gates of large goals are lined with small accomplishments. Remember to compliment yourself when completing little steps towards your goal, it will help motivate you.

Any new quest, even one that is ultimately successful, is going to involve failure. The Elephant really, really hates to fail. So how is it that you keep the Elephant motivated to not give up? The answer may sound strange: You need to create the expectation of failure- not the failure of the mission itself, but failure en route.

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The One Thing : The Surprisingly Simple Truth Behind Extraordinary Results

In this book, Gary Keller has identified that behind every successful person is their ONE Thing. No matter how success is measured, personal or professional, only the ability to dismiss distractions and concentrate on your ONE Thing stands between you and your goals. The ONE Thing is about getting extraordinary results in every situation.

The One Thing: The Surprisingly Simple Truth behind Extraordinary Results is a book on productivity and personal effectiveness. It's about going small, and becoming laser-focused on what truly matters.



Success Leaves Clues

The One Thing applies to success in all aspects of business and life:

- One Product/ Service: Companies that are extraordinarily successful always have one signature product or service e.g. KFC's secret chicken recipe, Google's search.
- One Person: No one is self-made. Every successful person (e.g. Walt Disney, Albert Einstein, Oprah Winfrey) has that one person who made all the difference, be it guiding him/her in the right direction or lending a helping hand at a pivotal point.
- One Passion/ Skill: Extraordinarily successful people have one intense passion or ability that stands out, defines and drives them.

Banishing the Six Lies of Success

According to Keller, there are six lies of success that need to be banished before we can embrace success. Here's a quick overview:

- 20:80 Rule: The Myth: Everything Matters Equally. The Truth: 20% of your efforts generate 80% of your results (Pareto Principle). So What: Find and focus on your ONE Thing.
- Single-Tasking: The Myth: Multitasking gets more done. The Truth: Multitasking leads to more mistakes, poorer choices, and greater stress. So What: Give our most important work our undivided attention.
- Habits: The Myth: We must live a Disciplined Life. The Truth: We just need to form the right habits. So What: Don't be a disciplined person. Be a person of powerful habits.
- Willpower: The Myth: It's summoned when needed. The Truth: It gets depleted with use. So What: Use your willpower wisely. Deepen your understanding of these concepts with this easy-to-read book.
- Balanced Life: The Myth: We should live a Balanced Life. The Truth: A balanced life equals compromise on all fronts. So What: Apply counterbalance.
- Think Big: The Myth: Big is bad (i.e. complex, difficult). The Truth: Big thinking drives big action and results. So What: Push your limits.

The Focusing Question

The quality of our questions determines the quality of the answers. By asking the Focusing Question, you drive yourself to make the best possible decisions. You'll need to ask this question over and over again– it will lead to your first domino, then the next, and the next.

Keller explains how to apply this question in all areas of your life, including:

- How to define The Big Picture (your purpose and “big why”) and The Small Focus (or your immediate next step)
- How to create the greatest impact in all important areas of your life (including relationships, health, career, finances etc.)
- How to use it to find great answers.

Achieving Extraordinary Results

Live with Purpose, to get Extraordinary Results

Productivity and profits in business are driven by two areas:

- Your Big ONE Thing = your purpose
- Your Small ONE Thing = your priority (that you take action on)

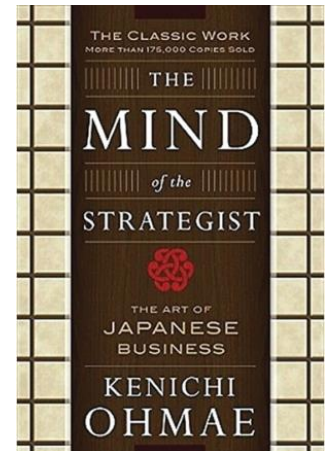
Live for Productivity

With your goals aligned, you are now ready to take concrete action. The book zooms in on three key areas (with practical, detailed, effective steps that you can take right away) to improve your personal productivity.

- Use Time Blocking, to ensure what has to get done actually gets done.
 - Make the three Key Commitments: Mastery, Productivity, Accountability, which are essential to your success.
 - Manage the four Thieves of Productivity: Inability to Say “No”, Fear of Chaos, Poor Health Habits and Environment Doesn’t Support Your Goals, so they can’t hijack your results.
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The Mind of the Strategist : The Art of Japanese Business

Described as "Mr. Strategy" worldwide, Dr Kenichi Ohmae is regularly sought out as a public speaker and management consultant. Ohmae, according to the Financial Times of London, is "Japan's only management guru." As an author he has published over 100 books, many of which are devoted to business and socio-political analyses. Kenichi Ohmae -voted by The Economist as "one of the world's top five management gurus"- changed the landscape of management strategy in his book, 'The Mind of the Strategist'.



Ohmae points out that unlike large US corporations, Japanese businesses tend not to have large strategic planning staff. Instead they often have a single, naturally talented strategist with "an idiosyncratic mode of thinking in which company, customers, and competition merge in a dynamic interaction out of which a comprehensive set of objectives and plans for action eventually crystallizes".

Main Issue

The first step in strategy is to identify the one issue that matters most- the critical issue. To do this, one must frame the question properly. Suppose a company is incurring high costs for overtime work. What is the correct question? Could it be, "How can we reduce overtime?" or maybe, "Do we have enough staff?" or perhaps, "Does our staff have the necessary skills to do the work in a timely manner?" Each question would elicit a different response. Clearly, though, it is necessary to answer the third question before moving to the second, and then the first.

Strategic Paths

Strategy is about achieving competitive advantage. If there were no competitors, there would be no strategy. No one would need it. This suggests that the most important strategic issue is competitiveness. A company can tolerate certain internal deficiencies, but firms cannot survive competitive inadequacy. Allowing the company to deteriorate vis-a-vis its competitors means putting the company's fate in the hands of the competition.

Re-allocate Resources:

Every industry has one or two factors that determine success. No matter how complicated the industry may seem, at its heart it is simple. Banking, for example, is about collecting money at a low cost and lending it at a higher return. The critical factors in an industry can be identified several ways. One is to analyse the industry, looking at each segment, defining how competitors in each area behave and drawing some overall conclusions about the success factors. Another is to examine the conduct of winners and losers to define the behaviour, advantages or resources that made the difference. Once you have identified the key factor for success (KFS) in your industry, re-deploy your resources to focus on building strength in that key factor. If it is service, focus your resources on developing outstanding service. If product design is a key factor, focus on that.

Relative Strength:

Examine your product and identify areas where you can focus on achieving a relative advantage. This may mean literally taking your product apart, taking your competitor's product apart and comparing the two. For example, Fuji and Sakura competed in the market for photographic film. Their quality was comparable, but Fuji had an advantage in its name, which suggested the sharp colours and contrasts of Japan's scenic, holy mountain. Sakura means "cherry blossom," and connotes a vague, hazy sort of beauty. Sakura analysed the market to find out whether it could reverse its loss of market share to Fuji and found that consumers were becoming more concerned about cost and often tried to squeeze an extra shot or two onto a roll of 20 exposure film. Sakura decided to introduce a 24 exposure film at the same price as Fuji's 20 exposure film. Strategically, this made sense. Sakura could not win the image contest - Fuji had relative strength there. But Sakura could develop relative strength on the basis of cost.

The Bold Stroke

Simply put, this is about asking "Why" to test every assumption that is ordinarily taken for orthodox wisdom in your industry. One of the best practitioners of this method is Taiichi Ohno of Toyota. He asked why car companies had to keep costly-to-finance inventory on hand, and wound up inventing "just-in-time" material management practices.

Strategic Triangle

Think of strategy as a triangle with three sides: company, customer and competition. Movement by any of these elements affects the market and may make it necessary to change the strategy.

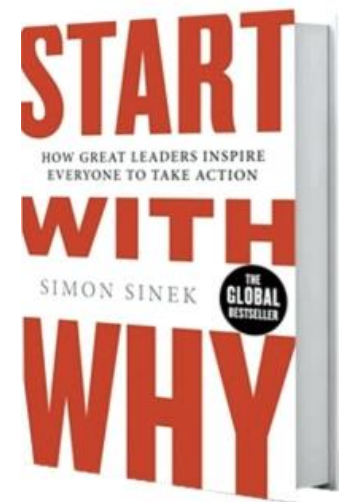
SOME QUOTES FROM THE BOOK

- The purpose of business strategy is to cause events to favour your strengths.
 - Identify your strengths and build on them.
 - Every industry has a key success factor- know yours.
 - Penetrate appearances.
 - Address the problem, not the symptoms.
 - Know what separates winners from losers in your industry and your market.
 - Analyse potential improvements in terms of cost, benefit and strategic advantage.
 - Keep track of customer and market trends- even though customers may not know what they want.
 - Know the difference between a "business" and a "product."
 - Think like an entrepreneur, but think.
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Start with Why

Why do we buy what we buy? Trained ethnographer Simon Sinek offers a simple and compelling answer in his ever-popular business bestseller on leadership, innovation and marketing, Start with Why.

People don't buy, What you do nor How you do it. They buy, Why you do it. Telling people our Why (i.e. our driving purpose, values and beliefs) connects with people at a deeper level than functional benefits ever can. It helps brands differentiate themselves and leads to greater loyalty, higher price points and more successful new product launches. For organisations, it is Why which helps to attract the right type of people and keeps the institution focused and on track. The leader's Why inspires others to follow. It leads to greater commitment and the ability to withstand better the trials and tribulations of a team.



What is Why?

Every company in the world knows their What (it's what they do). And they know How they do What they do. But most have lost touch with Why they do what they do. Why is their purpose, cause or belief. Why should people care? Why do you or your staff get out of bed in the morning? Why did you first start doing what you do? What's your 'cause'? What's it all for? If the What and the How are externally focused, the Why is more internal. It's this inner drive that is critical to success.

Why 'Why' is so Powerful

Why provides a point of human connection: We want to be around people (/brands/organisations) that share our beliefs and values. The Why communicates their beliefs and values, providing a point of identification and connection.

Why stimulates emotional decision-making: The part of the brain that deals with feelings is also the area that controls our decision-making - so we often 'feel' a decision is right. When we try to explain we revert to the rational brain which often draws false conclusions. The rational brain quickly and easily becomes overwhelmed, often leading to lower quality decision-making. Decisions made by the emotional, limbic system tend to be faster and most of the time of better quality. Why stimulates emotional decision-making, What or How stimulates rational decision-making.

Brands

Why plays a key role in helping to shape the long-term success of brands: There are two ways to influence human beings: inspire or manipulate. Manipulation is rampant in business because it works – but at a deep cost. Typical manipulations include price dropping, promotions, innovation, using fear or peer pressure. However focusing on the Why can help shift the balance away from manipulation to inspiration.

Why reduces competitor obsession: When companies focus on their competitor's activities, they get distracted away from their own Why and instead focus on their Whats. A company that is focused on its 'Why' will be less influenced by the competition.

The Why is often where a brand's real point of differentiation lies. When a brand focuses on its Why they rise above that and are more focused on telling the world about their proposition. Furthermore, people more readily identify with a brand purpose as they are more relevant and meaningful than many 'What/How' based points of differentiation.

People who buy an Apple Mac or a Harley Davidson are not comparing IBM's Vs HP or Suzuki vs. Honda. They have stepped above the competition. There is only one Harley brand– the choice merely becomes which model.

Why helps support premium pricing- the goal of business is less about profit – not volume. Therefore it is often better to sell a smaller number to a group of people who are aligned with your Why as they will be willing to pay more for it. When a brand communicates its Why, its consumers have a deeper connection/meaning to it– and so is more valued. Brands that start with Why have higher levels of loyalty, and tend to be more profitable than others.

Organisations

Employee attraction and engagement: Much like a brand attracts loyal customers, so when a company tells its Why story it attracts employees who share those beliefs, values and purpose. So in a market searching in the same pool of talent Why organisations have a greater competitive edge (other companies may have to 'manipulate' to gain the best, whilst Why companies inspire people to join them).

Why inspires engagement and loyalty: When employees share the organisation's Why it inspires at a deeper level than just 'motivation'. They have a greater sense of belonging, are more engaged, more committed, have a greater sense of loyalty and are more productive. It was not Steve Jobs who came up with the iPod, iTunes or the iPhone, but people who shared his Why.

Why helps you persevere against the misfortunes: The Why is often a future driven goal. It acts like a 'North star' in not only guiding the organisation, but also in helping to keep the company striving on against adversity.

Why drives decision-making and direction: If you don't know Why you can't know How. The Why drives real focus in an organisation and can be used to help influence every decision made inside the company. It is this organising force that propels the company forward in one cohesive and consistent direction. Knowing the Why helps people know the Whats and Hows.

Why unites: Organisations are a collection of individuals united around a common purpose. People who share these common values and beliefs will not only enjoy it better but will also thrive in such an organisation. It's the cause we really come to work for—the 'Who can I become' is more powerful than the 'What do I get paid?'

Without a Why, manipulation drives the workforce: When you do not have a powerful Why that inspires and unites, then you have to manipulate (often by paying inflated salaries). Manipulating people will only hold them in place for so long, but a cause, a fundamental belief or value that they themselves own is much more enduring. Loyalty comes from purpose not incentives.

Lose your Why and you can lose direction: Alongside the Why of the idea must come the How and the What. Sadly, after a while a company gets so absorbed in its Whats and Hows that it loses sight of its Why. When this happens, they also lose their clarity and their customers (and start resorting to manipulation strategies).

Often when the founder leaves, the Why gets lost. Also when a company grows so fast or so big it gets lost. The roles of individuals in a large organisation often become so specific that they have no clarity of the bigger purpose.

Personal Leadership

Successful leaders do not run companies, they lead movements. Great leaders do something very special—they inspire us to act. Leading means people want to follow (rather than have to follow).

Leaders inspire and lead through the Why: The leader's job is to inspire the organisation with the Why. If the CEO is the chief storyteller of the Why, then the senior management are in charge of the How. Underneath that, is where the What is created. It is the What that brings the Why to life. The Vision of a company is the Why. The mission (i.e. task) is the strategy to get there— i.e. the How. A company needs both and that is why the book is called START with Why.

Why drives authenticity and trust: The Why is the critical part in building any relationship. Being authentic is increasingly important in a transparent world. It's about consistency— where we do what we say and say what we do. Often it's encapsulated in the stating of our values and beliefs (i.e. our Why). When we know a person is acting from a deeper sense of beliefs, then we are more likely to trust them. Their Why gives us an insight into the person— what is their driving motivation. When they do not reveal this, then we find ourselves mistrusting them (often applying more unscrupulous reasons for their behaviour).

s. Same Why: One of the big problems when handing over the reigns of an organisation is that a new CEO may have a different view. Succession management is called that as the Why should remain unchanged.

Whether it's a 18 year old high school student at the brink of college, who has a chance to start pursuing a great career early, or a 48 year old business owner, who wonders why her employees lack drive recently, we all need to start with WHY.

Never Eat Alone : And Other Secrets to Success, One Relationship at a Time

'Never Eat Alone' straddles that careful line between self-help and a useful playbook for one's career. The secret, master networker Keith Ferrazzi claims, is in reaching out to other people. As Ferrazzi discovered in early life, what distinguishes highly successful people from everyone else is the way they use the power of relationships-so that everyone wins.



The Mindset

The book opens with a story of Keith employed as a caddie in a wealthy town adjacent to his boyhood home. During this time carrying clubs, he watched as the country club members found each other jobs, invested time and money in one another's ideas and helped each other's kids get into the best schools, get the best internships and the best jobs. "Before my eyes, I saw proof that success breeds success and, indeed, the rich do get richer," says Ferrazzi. "Poverty, I realized, wasn't only a lack of financial resources; it was isolation from the kind of people that could help you make more of yourself."

The Skill Set

Some of the things Keith talks include doing research on people you wish to meet who will be attending the same conferences as you. By knowing what their business does, how their business is doing and even some personal stuff about the person, you'll be ready to make small talk that they will want to engage in.

Warming the Cold Call

If you've ever had to call someone for business purposes without a prior connection to them, you know how terrible it can be, but sometimes you have to do it. Ferrazzi makes a couple of recommendations for how to make this go a lot smoother. First, try as best you can to find a connection to the person you're calling - someone you both might know. Second, make it clear to them right off the bat why this call is valuable by taking the homework you should have done on the person and connecting it with whatever the purpose of your call is. Be efficient with your words and try to pique their interest - don't ever drone on and on.

Connecting with Connectors

On connecting with people who already have large networks is one of the easiest way to expand relation. Keith lists seven types people who typically have large networks-restaurateurs, headhunters, lobbyists, fundraisers, public relations people, politicians and journalists—and gives advice on why and how to connect with them.

People's Plan

Keith Ferrazzi proposes a goal setting path with a twist: adding people to it. Devise your goals in the next three years, then break it down by months and smaller goals. Then connect those goals to people who can help you obtain them. And then find what you can give these people and how you will reach them.

The Art of Small Talk

This chapter is full of the “typical” stuff people think of when they imagine what a course in interpersonal relations is like: Smile at others, unfold your arms, relax, lean in, shake hands, and so on.

Build Your Brand

Ferrazzi goes beyond merely making yourself interesting into figuring out exactly what value you have for others. What do you bring to the table that others don't? What do you want people to think of when they hear your name? Figure that out and cultivate it when you can by focusing and behaving in ways that will cultivate that image that you want.

Social Arbitrage

The idea here is that one should strive to build connections in as many different areas as possible. Have connections in tons of different professions, social circles, and so on, and then make connections when needed between people who exist in completely different social universes. This makes you seem indispensable to both people that you're connecting, as you've benefitted both of them in a way that neither one was capable of independent of you.

Pinging - All the Time

Ferrazzi highly recommends just contact everyone once in a while, to keep that connection alive, because without some maintenance, even the best connection can wither on the vine. The chapter particularly recommends using birthdays as an opportunity to deliver a sharp ping, with a handwritten birthday note.

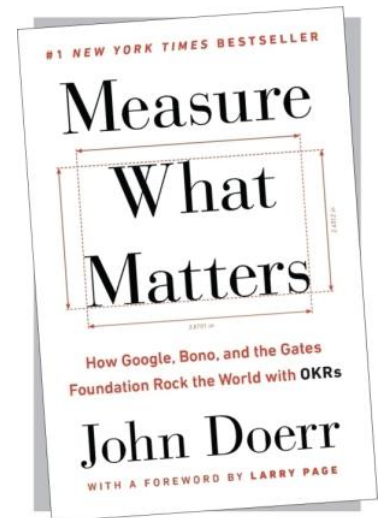
Find Anchor Tenants and Feed Them

The anchor tenant concept is where you find someone—a friend of a friend—who's one rung up the social ladder from you and your peer group. That anchor allows you to reach beyond your circle in subsequent invitations and pull people who wouldn't otherwise attend. “To put it in terms of the company cafeteria, now that you have the CEO eating lunch at the manager's table, other executives will jump at the opportunity to eat at the table, too.”

Measure What Matters

In the number one New York Times bestseller, *Measure What Matters*, legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth-and how it can help any organisation thrive.

In the fall of 1999, John Doerr met with the founders of a start-up whom he'd just given USD12.5 million, the biggest investment of his career. Larry Page and Sergey Brin had amazing technology, entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the world (or even to survive), Page and Brin had to learn how to make tough choices on priorities while keeping their team on track. They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress-to measure what mattered.



Doerr taught them about a proven approach to operating excellence: Objectives and Key Results (OKRs). He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove (“the greatest manager of his or any era”) drove the best-run company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove’s brainchild with more than fifty companies. Wherever the process was faithfully practiced, it worked. In this goal-setting system, objectives define what we seek to achieve; key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame. Everyone’s goals, from entry level to CEO, are transparent to the entire organisation.

Stretch Goals

There are two types of OKRs- committed and aspirational. Committed OKRs are agreed upon goals that we will achieve. The expected score for these OKRs is 1.0- 100%. Aspirational OKRs express how we’d like the world to look. The expected score for these OKRs is 0.7- 70%. They should stretch the capabilities of an individual or organisation to the limit and thus- should sometimes result in failure. These are the goals that people focus on once the committed goals are accomplished.

The point of OKRs is not to give you a set of tick-boxes, but to structure and stretch your ongoing efforts to achieve your objectives. As Doerr comments, “If you’re getting 100 percent of your OKRs done, that’s not good. You probably weren’t aggressive enough. A good grade at Intel or Google would be 70 percent.” Regularly reviewing OKRs gives managers and leaders the chance to assess priorities and shift in new directions.

CFR stands for Conversations, Feedback and Recognition. These elements, along with OKRs, are foundational to the process of Continuous Performance Management and are how each employee in the workforce can be motivated to achieve today’s goals and to develop their skills to meet tomorrow’s challenges. Continuous Performance Management replaces the universally loathed and ineffective annual performance review with a valuable, continuous process that actually works for the organisation.

The book reinforces that leaders should no longer dictate the work through a top-down cascade. Instead, they “set the context, ask the big questions, and furnish relevant data,” giving employees the autonomy to innovate.

OKRs + CFRs = Continuous Performance Management

In the book, Doerr stresses about Continuous Performance Management and these key elements: Conversations, Feedback and Recognition (CFRs). Doerr describes CFRs as “giving OKRs their human voice.”

Team members want and need real, authentic relationships with their managers. This trust is necessary for coaching, feedback and development to be effective, and it is through talking together about both work and life, that this trust is built. To positively influence performance, coaching and feedback need to happen continuously, not be saved up for a scheduled review timeline. Feedback also needs to flow bi-directionally and between peers. This is especially important as the world of work has moved from hierarchy to one where problems are solved within cross-functional teams.

Positive recognition also needs to be continuous-both from managers and their peers. And, importantly, rewards and must be individualised to each employee. This is especially important for top performers who need to see their outsized contributions be appropriately rewarded both financially and with unique opportunities to learn, build new skills and take on new challenges.

SOME QUOTES FROM THE BOOK

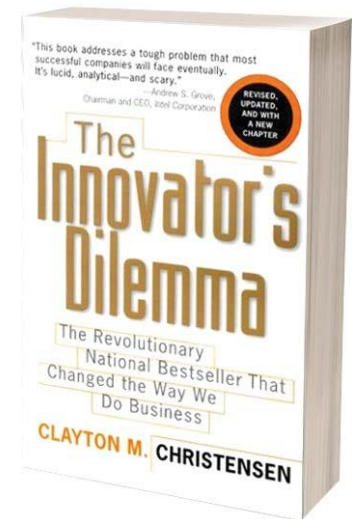
OKRs provide 4-key values

- They focus the organisation on what matters
 - They allow us to measure our progress towards those goals
 - They enable large groups to work together in alignment, and
 - They allow us to stretch to achieve things we wouldn't have thought possible.
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The Innovator's Dilemma

The Innovator's Dilemma, written by Clayton M. Christensen, a Harvard Business School professor is perhaps one of the most well-known books about business and innovation. It was published back in 1997, when the technology landscape was much different from today. However, as technology progresses faster than consumer demand, it is more relevant today than ever before to stay ahead.

At its core, the book describes how in spite of listening to their customers and having really good management, big companies find it difficult to navigate disruptive changes in their industry. In fact, the book argues that focussing too much on what your biggest customers have to say might lead you to miss out on disruptive technologies that invade your current market from below.



Sustaining Technologies vs Disruptive Technologies

Every product has a bunch of different axes along which customers grade them. Eg. A microprocessor can be graded on the basis of speed, power efficiency, software compatibility, cost, size, etc. In the case of sustaining innovation, companies keep making incremental improvements along the axes that their biggest customers care about at that point in time. Imagine a microprocessor company releasing increasingly faster chips every year because their customers want to produce increasingly faster computers. Big companies that listen to their biggest customers generally have no trouble maintaining their lead in the face of sustaining innovation.

Disruptive innovation on the other hand improves the product along a different axis (usually also accompanied by a reduction in price and complexity). These innovations often lead to products that are not immediately useful to a company's biggest customers. Many companies initially invest in them, but then give up on the technology as they don't see a good market for it. These disruptive technologies however can at times find its use in an entirely different untapped segment of the market, that was being ignored by the big company either due to its unfamiliarity or lower profit margin. Over time, these disruptive technologies can start invading the original lucrative market segment catching the big company off-guard.

Leading firms do not commit to disruptive technologies until it is too late, because of 2 key barriers to innovation:

1. **Value Networks:** These are the contexts within which firms identify and respond to customers' needs, solve problems, secure resources, react to competitors and seek profits. A company's past experiences results in its perceptions and eventually resource-allocation decisions/patterns. Disruptive technologies usually start off as cheaper, simpler, combinations of off-the shelf components, and cannot serve the needs of mainstream markets. The new fringe consumers they create are initially unattractive to incumbents, but both the technology and markets evolve over time to directly threaten incumbents.
2. **Barriers to downward mobility:** Established firms face 3 barriers to downward mobility: (a) characteristic cost structures, (b) resource allocation, and (c) upmarket movement of customers. These 3 factors create a pressure for leading firms to keep moving up-market, which in turn creates a vacuum in the lower-end markets to attract firms with lower cost structures and simpler technologies.

By studying a range of companies that succeeded vs failed when faced with disruptive technologies, Christensen proposes 5 laws/principles of disruptive technology to help us understand and respond to them effectively. It's crucial for managers to understand these principles rather than to use them as model answers.

Putting it Together

Rather than provide a standard to-do list or checklist, Christensen used a detailed case study to illustrate a thinking process that can be useful across different contexts when addressing the problem of disruptive technological change. The key thinking process involves:

- Identifying potentially disruptive technology (Principle 5)
- Developing a flexible learning-focused strategy (Principle 3)
- Assessing the best commercial and team structure to execute this strategy (Principle 4)
- If appropriate, create an independent organisation (Principles 1 & 2). Create a different cost structure, start with a lean budget (to push the team to think out of the box and search for novel solutions), with a tolerance for failure so the new organisation can start the trial and error process.

The Innovator's Dilemma is an important and fascinating study on the relationship between organisational culture and the ability to innovate. New organisations innovate easier with disruptive technologies because they are not tied to outdated values or organisational norms. Overall, this book is a must read for anyone curious to understand how companies gain and lose market dominance over time.

The Fifth Discipline

A director at MIT's Sloan School, Senge, proposes the "systems thinking" method to help a corporation to become a "learning organization," one that integrates at all personnel levels indifferently related company functions (sales, product design, etc.) to "expand the ability to produce." He describes requisite disciplines, of which systems-thinking is the fifth.

The book cites one of the five Disciplines to create a Learning Organisation. These five disciplines: A shared Vision (1), Mental Models (2), Team Learning (3), Personal Mastery (4) and System Thinking (5). The fifth Discipline, System Thinking, is the one discipline that binds the other four and therefore the discipline where the focus of Change Management should be.

A SHARED VISION means all employees in a company share the same vision of where the organisation needs to go (instead of a vision-statement where management has written where the organisation should be going).

MENTAL MODELS describe the presumptions and generalisations people have which influence their actions. The first step in having people change their Mental Models is to have people reflect on their own behaviour and beliefs.

PERSONAL MASTERY describes the strength of people to be proactive and to keep on learning to continuously achieve results which are important for them.

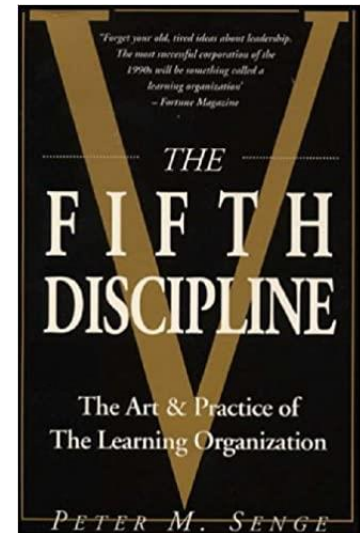
TEAM LEARNING includes two aspects. Effective teamwork leads to results which individuals could not have achieved on their own and individuals within a team learn more and faster than they would have without the team.

SYSTEM THINKING is used to analyse patterns in an organisation by looking at it from a holistic viewpoint rather than small unrelated manageable parts.

One way in which systems thinking is executed is the way in which situations are explained by employees. Senge describes Three Levels of Explanation: a reactive explanation based on events, a responsive explanation based on behaviour, and a generative explanation based on structural level. Lifelong learning is important for an organisation because learning results in creating. The more people in an organisation learn, the more value they can create for the company.

As a starting point for systems thinking, Senge describes nine system or behavior patterns which deserve the management's attention:

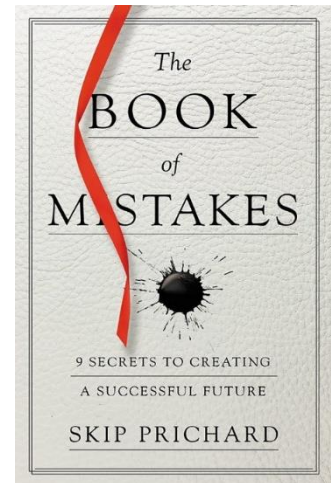
1. There is always a delay between the execution of actions and the final (long-term) results.
2. A pattern of limited growth is the result of focusing on improving activities which focus on improving growth accelerating factors instead of reducing growth limiting factors.
3. Moving the problem instead of solving it. This is what happens when only symptoms of the problem are addressed and not the root cause. The problem can then re-occur, in the same form but also in another department.



4. Deteriorating Goals when situations get tough. Goals are set aside due to a crisis or because of any other reason. This is simply not acceptable. The vision and its goals give direction to the company, especially in these difficult times!
 5. An escalation loop is a loop in which actors influence one another with a lose-lose situation as the outcome. An example is a price-war between supermarkets, where multiple competitors eventually fight one another on being the cheapest, and none end up with a profit in the end. According to Senge, one should only encourage a culture in which win-win situations are created.
 6. Success to the successful is the archetype in which resources are allocated to the most successful activity which makes the unsuccessful ones even more unsuccessful because they receive fewer resources. This is not necessarily the best policy for the long term.
 7. The politics to receive resources (for instance the budgeting game) is a situation where departments make up and alter numbers to receive more resources for their department instead of being able to see the scope of the entire organisation and act accordingly.
 8. Solutions which do not solve, is a situation where short term positive results lead to long term losses. For instance, reducing preventative maintenance on machines in a factory.
 9. Growth and underinvestment, is the trap where investing does not seem necessary because all is well at the moment. Not investing today, however, might lead to a lost opportunity for growth in the future because of a lack of skills or capacity.
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THE BOOK OF MISTAKES : 9 SECRETS TO CREATING A SUCCESSFUL FUTURE

What if the world's most accomplished people are so successful because they avoid nine pitfalls in life that the rest of us are not aware of? In this self-help wrapped in a fiction tale, Skip Prichard, CEO and leadership speaker introduces a young man named David who with each passing day is becoming more disheartened and stressed. His life isn't turning out the way he thought it would. Despite having a decent job, apartment and friends, his life just feels hollow...until one day he meets a mysterious young woman and everything starts to change. That is, until he's taken on a journey from "struggling young professional" to "promising entrepreneur, public speaker, and changemaker" by nine sage teachers who help him avoid the mistakes that lead to failure.



The nine sage teachers like the Old Man, the Trainer, the Bartender..., each of whom discusses falling prey to one of the titular mistakes: working on someone else's dream, allowing someone else to define your value, accepting excuses, etc. As David meets each of his teachers over a period of months, he learns about the nine mistakes in greater detail.

THE NINE MISTAKES

- Mistake 1: Working on Someone Else's Dream. Are you pursuing your life's purpose, or are you following a career path that someone else recommended for you?
- Mistake 2: Allowing Someone Else to Define Your Value. It costs more to make a nickel coin than it is worth as legal tender, and yet we accept it at face value. Don't let someone else's judgment establish your value.
- Mistake 3: Accepting Excuses. Pay attention to negative self-talk, and guard that internal microphone "like you were security at a bank vault." Tune out any thoughts of doubt or inability, in favour of those that encourage and promote self-confidence.
- Mistake 4: Surrounding Yourself with the Wrong People. "Replace naysayers, doubters and energy drainers with encouragers, winners and motivators."
- Mistake 5: Staying in Your Comfort Zone. Your thoughts can either empower you to try something new or imprison you in the comfort of what you know and trust.
- Mistake 6: Allowing Temporary Setbacks to Become Permanent Failures. "Don't let current circumstances define your destiny."
- Mistake 7: Trying to Blend in Instead of Standing Out. "If you are true to your unique design, you naturally stand out."
- Mistake 8: Thinking That There Is a Fixed and Limited Amount of Success Available. "The only limitations you need to worry about are the ones in your mind."
- Mistake 9: Believing You Have All the Time in the World. "Knowing your life is limited will keep you focused on the most important part of your purpose."

The Three Laws of the Keeper

The second storyline introduces us to Aria, a young girl living in the American Colonies in the 1770s. She also undertakes a journey, and it is through her that the reader learns of the origin of the book of nine mistakes and the role of the Keeper who is tasked with finding teams of nine teachers to spread the message of the text. As the story progresses, we learn that the role of the Keeper requires observance of three leadership tools — presented as laws — that must be emphasised to the teams of teachers and their students as they perform their duties:

- The Law of Desire: Desire for success is critical for momentum but only if it is leveraged for good intent. If it is only used for selfish ambition, it will be of no use.
- The Law of Gratitude: “A grateful heart magnetizes people, ideas and opportunity” that will pass over those who are bitter about life’s fortunes.
- The Law of Belief: You must build an unwavering faith in your ability to succeed. “You cannot rise higher than your own beliefs.”

The mystery of how David and Aria’s stories are connected is revealed in the chapter on the ninth mistake.

The Book of Mistakes takes a very prescriptive approach to its core message. The parallel storylines provide an element of mystery, but the instructions are clear: Abide by the three laws of the Keeper, avoid the nine mistakes, and you will find success with your true purpose in life. The author’s choice not to underplay David’s fears, confusion and natural skepticism in learning the messages of the nine mistakes makes this a highly enjoyable read.

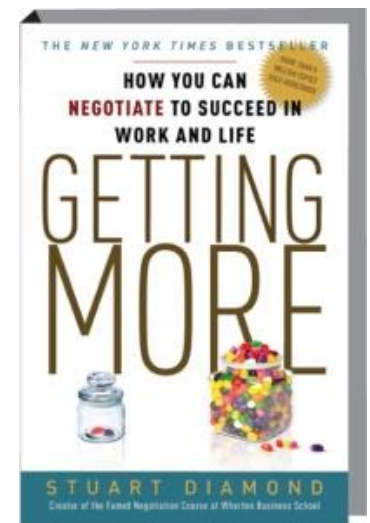
GETTING MORE : How You Can Negotiate to Succeed in Work and Life

Negotiation is part of every human encounter, and most of us do it badly. In this revolutionary book, leading negotiation practitioner and Professor Stuart Diamond argues that the key to "getting more" is finding the right tools for each situation, being more flexible, and better understanding the other party. These strategies are invisible, until you learn them. Once you see them, they will always be there to help you get more.

This book is based on the fundamental premise that "negotiation is at the heart of human interaction... You can't get away from it. You can only do it well or badly."

If the opening premise is accepted as true, the reader is forced to recognise that they must learn how to negotiate or pay severe consequences for their ignorance throughout their life course. The reader's choice is clear. The knowledge required for negotiating success is before them. Accepting this key proposition, the reader is alerted by the author that the work they are about to encounter presents a "different way of thinking about negotiation". In fact, the author explains, this view of negotiation holds that there is no difference between negotiation and three usually separated endeavours: persuasion, communication, and selling. All four fields are based on achieving goals, focus on people, and can be situational. All four enterprises share the fundamental aim of negotiation, simply as, the author states, "you negotiate to meet your goals".

In 'Getting More' Stuart shares the exact framework needed before going into any negotiation and the actions you must execute in order to achieve your desired results. People who are experts or new to negotiations all together will be able to use this book to help them become effective in having conversations with others regardless of their profession. Very early in the book Diamond outlines 12 principles that make his approach to negotiation more effective in the real world (and this is a man who persuaded 3,000 people in the jungles of Bolivia to stop growing illicit coca and to start growing bananas exported to Argentina).



Each of these points has a full paragraph explaining the points:

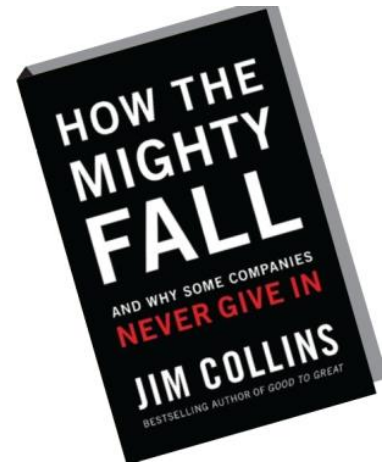
1. **Goals Are Paramount.** In a negotiation, you should not pursue relationships, interests, win-win, or anything else just because you think it's an effective tool. Anything you do in a negotiation should explicitly bring you closer to your goals for that particular negotiation.
2. **It's About Them.** You can't persuade people of anything unless you know the pictures in their heads: their perceptions, sensibilities, needs, how they make commitments, whether they are trustworthy.
3. **Make Emotional Payments.** You need to tap into the other person's emotional psyche with empathy, apologies if necessary, by valuing them or offering them other things that get them to think more clearly.
4. **Every Situation Is Different.** Blanket rules on how to negotiate with the Japanese or Muslims, or that state you should never make the first offer, are simply wrong.
5. **Incremental Is Best.** Take small steps, whether you are trying for raises or treaties. Lead people from the pictures in their heads to your goals, from the familiar to the unfamiliar, a step at a time.
6. **Trade Things You Value Unequally.** Then trade off items that one party values but the other party doesn't.

7. Find Their Standards. Name their bad behaviour when they are not consistent with their policies.
8. Be Transparent and Constructive, Not Manipulative.
9. Always Communicate, State the Obvious, Frame the Vision. Most failed negotiations are caused by bad communication, or none at all. Don't walk away from a negotiation unless all parties agree to take a break—or unless you want to end the negotiation.
10. Find the Real Problem and Make It an Opportunity. Few people find or fix the real, underlying problem in negotiations. Ask, "What is really preventing me from meeting my goals?"
11. Embrace Differences. Great negotiators love differences.
12. Prepare—Make a List and Practice with It. If you don't have a list, you aren't prepared. If you aren't prepared, you won't do as well.

Diamond points out that this book is about getting more, not getting everything. It's about improving your life, not making it perfect. But the improvements can be large, and that's plenty enough for me.

HOW THE MIGHTY FALL : And Why Some Companies Never Give In

For those of you that have read 'Good to Great', and 'Built to Last', Collins' previous forays into management analysis, 'How the Mighty Fall' tackles the flipside of most management books: what to do to ensure failure. As with his other works, Collins pours through the histories of some of the most well known of companies—Hewlett-Packard, Ames, and Merck to name but a few—in order to draw some insight into how they began their descent into, “capitulation to irrelevance or death.”



Every institution, no matter how great, is vulnerable to decline. There is no law of nature that says the most powerful will inevitably remain at the top. Anyone can fall and most eventually do. But, as Collins' research emphasises, some companies do indeed recover – in some cases, coming back even stronger – even after a crash. Decline, it turns out, is largely self-inflicted, and the path to recovery lies largely within our own hands. When you are at the top of the world, the most powerful nation on earth, the most successful company in your industry, the best player in your game, your very power and success might cover up the fact that you're already on the path to decline. So, how would you know? The question – How would you know? Is the essence of this book. How do the mighty fall? If some of the greatest companies in history can collapse from iconic to irrelevant, what might we learn by studying their demise, and how can others avoid their fate?

Extensive research that began with 60 corporations representing over 30 industry sectors identified five-sequential steps in which to destroy a once sound business:

- **STAGE 1: HUBRIS FROM SUCCESS.** “Hubris” refers to excessive pride or arrogance. Stage 1 starts when people become over-confident, and forget the true foundations of their success. People start to take success for granted, lose the hunger for learning, get distracted by non-core areas, and confuse their “Why” and “What”.
- **STAGE 2: UNDISCIPLINED PURSUIT OF MORE.** The arrogance from Stage 1 leads the company to overstretch, jumping into areas where it can't be great, or pursuing growth without the right people or resources. They become obsessed with growth (to the point of losing focus and discipline), and make the fatal error of growing faster than they can get the right people, and/or don't put the right successors in place.
- **STAGE 3: DENIAL OF RISK AND PERIL.** At this stage, the company is still delivering results, but there are growing signs of danger. Unfortunately, leaders view the data through coloured lenses and neglect the threats. Leaders play up the positives, play down the negatives, read ambiguous data favourably, and attribute problems to external factors. Fanatical reorganisation, and deterioration of team dynamics and culture are common.
- **STAGE 4: GRASPING FOR SALVATION.** At this phase, the decline becomes undeniable. But, the organisation's death is not yet imminent. Leaders' responses at this point determine if the organisation sinks or swims. Those who panic and seek quick salvation (e.g. bringing in an external “Savior”, or jumping into drastic, untested changes) will accelerate their fall to Stage 5. Revival is only possible with a return to fundamentals, i.e. the organisation must labouriously rebuild and reinforce the flywheel once again, one step at a time.

- **STAGE 5: RESIGNATION TO DOWNFALL.**The longer an institution stays at Stage 4, and the more its people try to find magic solutions, the faster its downward decline. Eventually, the financial resources dry up and people run out of steam. Collins calls this stage, “Capitulation to Irrelevance or Death”. At this point, there are usually 2 paths a company can take: (a) give up and sell the company, or (b) keep going until it exhausts its options.

We are not imprisoned by our circumstance, our history, or even our staggering defeats along the way. As long as we never get entirely knocked out of the game, hope always remains. The mighty can fall, but they can still refocus, rebuild and rise again, one step at a time.

NO LOGO : Taking Aim at the Brand Bullies

No Logo: Taking Aim at the Brand Bullies' is a book by the Canadian author Naomi Klein. The source of marketing to youth, Klein writes is the identity crises brands suffered when the baby boomers fell off the consumer spectrum. As the baby boomers moved into old age and many passed away, brands had to find new markets.

In the 1990s, brands that thrived included "beers, soft drinks, fast food, chewing gum and sneakers". "Kids would still pay up to fit in" and "Peer pressure became a powerful marketing tool". Clothing retailing Elsie Decoteau said of teenagers, "They shop in packs... if you sell to one you sell to everyone in their school." Klein likens this to extreme keeping-up-with-the-Joneses. Klein astutely points out that cool is "riddled with self doubt", therefore, the brand has a stake in the self doubt of teenagers.

Klein looks at the rise of the so-called "mega-brand" in the 1990s, and how companies began spending more money advertising their products than making quality items. She divides the book into four distinct parts which link together to highlight the problems with aggressive capitalism—"No Space," "No Choice," "No Jobs," "No Logo." Each part discusses a specific thread of her thesis, although "No Logo" is geared towards what consumers and businesses can do to fight back.

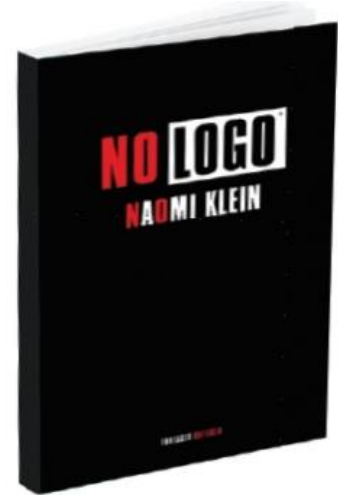
NO SPACE looks at the history of brands, which are now mega-corporations, such as Nike. Brands are no longer about the product being put into the marketplace, but who has the strongest identity. This comes down to who has the most effective and prolific marketing strategy. Instead of competing to offer consumers the highest quality products, brands are competing to have the most popular and fashionable logo on display.

NO CHOICE looks at the irony of how aggressive marketing restricts consumer choice. The excessive advertising only serves to push out other competitors—Starbucks is cited as a prime example. Large companies, such as Walmart, offer products at exceptionally low prices, turning consumers away from smaller, independent retailers. Consumers behave exactly as the larger corporations want them to; promoting the idea that aggressive marketing is a "good" thing.

NO JOBS Klein highlights what's so disturbing about the rise of mega-corporations—their power to influence every stage of the process, from production to distribution. When all the components, including supply, invention, marketing, and ancillary chains, are owned by the same company, or a subsidiary, there's no incentive to push for better deals or fairer conditions. This only leads to shady corporate practices and cost-cutting—which is discussed in part three, "No Jobs."

Companies such as Nike are now so powerful, and so influential, that they've made their mark across the globe. That means they can outsource production to the cheapest locations and pay barely token wages, distancing themselves from corporate responsibility.

NO LOGO This shift in attitudes leads Klein into the final section of the book, "No Logo." Around the world, as activism takes hold, awareness spreads of the conditions workers are labouring in and the difference between what they're paid and how much goods are sold for. It also changes consumer opinions on what's a fair price to pay for something—for example, shoes charged at USD 100 are clearly overpriced based on the profit margin.



What's interesting is that huge companies are far more responsive to activism than governments and public bodies, encouraging boycotters and protestors to spread their message. They've successfully put pressure on companies such as McDonalds and Shell to review their working conditions and production practices, which Klein uses as an example of positive social change. Klein cites the goal of the anti-corporate movement as being a change in corporate behaviour, as opposed to ending marketing and advertising. It promotes social and commercial responsibility, and it improves consumer choice within a given marketplace.

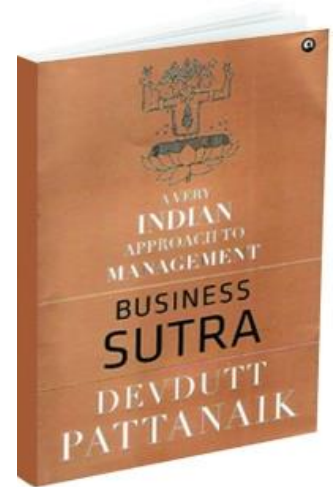
With population explosion, mass consumption and scarcity of natural resources, ethical branding and practicing sustainable living is the one-way highway for the future. No Logo or Pro Logo- we have to preach and practice this.



Business Sutra - A very Indian approach to Management

Devdutt Pattanaik, Chief Belief Officer at Future Group, one of India's largest retailers, and a physician-turned-leadership consultant, mythologist and author has taken spiritual matters to a higher plane by spinning business sutras and leadership mantras out of mythologies.

Business Sutra, a very Indian approach to management uses stories, symbols, and rituals drawn from Hindu, Jain and Buddhist mythology to understand a wide variety of business situations ranging from running a successful tea stall to nurturing talent in a large multinational. At the heart of the book is a compelling premise: if we believe that wealth needs to be chased, the workplace becomes a 'rana-bhoomi' - a battleground of investors, regulators, employers, employees, vendors, competitors and customers; if we believe that wealth needs to be attracted, the workplace is a 'rang-bhoomi' - a playground where everyone attains happiness.



The book is divided into three sections. The introduction connects belief to business, while second part decodes Western, Chinese and Indian beliefs. It is last part on 'Business Sutras' that occupies more than two-thirds of the book, with 145 Sutra statements interspersed in the 12 sections and each of these Sutras is explained and amplified by an appropriate episode from Hindu mythology. This is immediately followed by a parallel and equivalent principle in management.

Below is the brief of the three parts:

CONNECTING BELIEF TO BUSINESS, 3B FRAMEWORK: As per the author, belief plays a key role in every action we take and choices we make. That results in impacting our behavior and ultimately the way we conduct business. He highlights the modern management system where growth of institutions is given more importance than to people growth and this is a root cause of many problems that organizations face today. He further talks about how western beliefs have created the framework that most of the organizations now follow—a belief system that is more objective rather than subjective. He explains how being objective, minimizes the recognition, contribution and participation from others involved in reaching the objective goal, while being subjective leads to inclusion of others, hence giving others chance to grow, lead and achieve their goals along with the organization goal. Thus helping the whole society to grow and reap benefits of the business growth.

FROM GOAL TO GAZE: This brings us to the next section where he decodes the three belief system (Western, Chinese and Indian) that results in the lifestyle and the way we execute our business. In the second section 'Goal to Gaze', Western, Chinese and Indian beliefs are decoded. The author, in this section, elucidates how everything depends on each of our beliefs. While the 'objective' western beliefs premise that there is only one life and one goal and hence are concerned with 'what?' of business and the 'pragmatic' Chinese beliefs seek order and keeping out chaos and hence concerned with 'how?' of business, the Indian beliefs seek 'peace' as the mind is very aware of subjective goals of different people. It is thus concerned with the 'why?' of business.

BUSINESS SUTRA: From here starts the journey using the Indian approach to Management. The author talks about how using our gaze and outgrowing our fear we can equip ourselves to face situations, deal with the

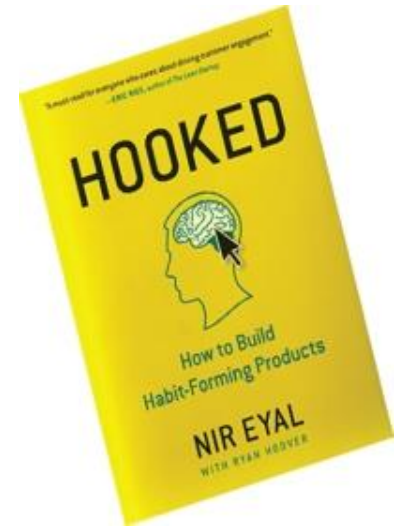
worst and yet keep on innovating and reinventing ourselves results in emergence as a true leader. A leader, who has paved way for many more future leaders by developing a holistic organization where people are treated as humans and individuals, hence contributing smartly towards the organization growth and achieving the larger goal.

The author illustrates how Vishnu, Shiva, Krishna, Murugan and Ganesha had two wives representing two opposing ideas balanced by the 'husband'. Narrating this, the author draws a parallel with a tug-of-war between marketing, sales and finance teams and shows how the human resource team compensates by bringing in the human touch. "Balance is also crucial to business. A leader has to be the husband, sister and mother who balances the opposing wife, brother and son," he writes.

Pattanaik does not seek to sell a particular framework or prescribe a specific set of methods to increase business revenue. Instead, in his words, "Every idea in this book is a dot that the reader can join to create a pattern."

Hooked How to Build Habit-Forming Products Nir Eyal with Ryan Hoover

What makes the iPhone the most profitable product in the history of the world? How come one out of every seven humans on this planet is on Facebook? What makes these products so much more successful than others? The answer, Nir Eyal says, is that they make us form habits. We don't just view these products as tools we sometimes use; they have quickly become an integral part of our daily lives. Habits are powerful and hard to break; but how does that power translate to products? Nir mentions three things:



1. Because habits are tough to break, we usually become very loyal and long-time customers of the companies that sell habit-forming products.
2. Habit-forming products also gain an advantage over the competition, because in order to replace the habit they create, a competitor's product would have to be a lot better to make us break our habit and replace it with a new one.
3. Lastly, customers of habit-forming products are not very sensitive to price changes, because of 1 and 2, which means the creators can charge a premium and increase prices as they go, without losing a lot of business.

The Importance of Habits in Business

- For many companies, turning their products into habits – behaviours requiring no conscious thought – drives a lot of value. This makes loyalty as important as gaining millions of customers.
- Once a product has become a habit, it does not require extensive advertising to ensure usage; it is linked to users' emotions and routines.
- The result is that users begin considering these products indispensable, which ensures repeated use and, in turn, continued success for the companies that manage to create such products.
- But how do successful companies actually go about creating habit-forming products? Is this all chance, or is there a technique to it? This book covers some of the key aspects that any designer or seller of a habit-forming product would do well to keep in mind.

What are Hooks?

- Hooks are a series of experiences that can together modify user behavior and encourage formation of new habits.
- As we will see, greater accessibility, more data and improved speed of delivery have increased the likelihood of hooks being employed to drive habit formation in our times.

- The hooks employed by companies essentially follow a four-phase process called the Hook Model. Successful products go through multiple cycles of these four phases to reach a refined stage where users keep coming back for more on their own, without any need for aggressive marketing by the company.

The Four Phases of the Hook Model are:

1. Trigger – External or internal cues that prompt certain behaviour
2. Action – Use of the product, based on ease of use and motivation
3. Variable Reward – The reason for product use, which keeps the user engaged
4. Investment – A useful input from the user that commits him to go through the cycle again

The Habit Zone

Benefits of habit-forming:

- Getting consumers to form habits related to their products can be critical for many companies to succeed, but it is not necessary for every single company.
- For cases where it is needed, and where a company successfully manages to achieve it, habit forming can have a number of benefits. These include:
 - i. Increased customer lifetime value (CLTV) – the amount of money that the company can make from customers before they move to competing offerings
 - ii. More flexibility in raising prices or charging for premium services.
 - iii. Supercharged growth by word-of-mouth publicity (characterised by Viral Cycle Time – the amount of time taken by a user to invite another user).
 - iv. Greater competitive edge, because the competition finds it difficult to make inroads, e.g. people continue to use the QWERTY keyboard despite better keyboards available
- But people are creatures of habits, and creating new ones requires them to forget certain old ones.
- This means that for new types of behavior to really become ingrained into our decision-making systems, they need to be reinforced again and again.
- The benefit is that once you have succeeded in turning your product into a habit, another competing product will find it tougher to displace your product, e.g. Google's ubiquity and synonymy with internet search has meant that products that are not particularly bad, like Bing, have failed to become as popular.

Crisis Ready - Building an INVINCIBLE Brand in an Uncertain World

The potential risks in modern-day business are greater, more dynamic, and less predictable than ever before. And yet, the greatest exposure does not lie within these risks. Rather, it lies in having a team that is not prepared to anticipate, foresee, or respond to a rising threat, and its impact on your reputation, revenue, and relationships in real-time.

When your team is crisis ready, your organisation is prepared for anything and everything that the modern world can throw at it.

Crisis Ready is not about crisis management. Management is what happens after the negative event has occurred. Readiness is what is done to build an INVINCIBLE brand, where negative situations don't occur and even if they do, they're instantly overcome in a way that leads to increased organisational trust, credibility, and goodwill.



In Crisis Ready, Melissa Agnes draws from her remarkable experience in helping global brands, government organisations, and world leaders prevent and overcome a range of real-world, high-impact crises. No matter the size, type, or industry of your business, Crisis Ready will provide your team with insight into how to be perfectly prepared for anything life throws at you. Organisations that are crisis ready are more than just resilient. They're invincible. Crisis Ready is your roadmap to business invincibility.

Crisis Ready is built around five steps for building a crisis programme, each of these is clearly laid out, described, and justified. There is a lot of work to do here, but with this blueprint, you can get ready to do it.

PHASE 1:

AUDIT YOUR ORGANISATION'S CURRENT MINDSET AND CULTURE

The audit phase is about analysing where your organisation currently sits on the crisis ready spectrum, with the aim of being able to use that analysis as a baseline to determine the next steps towards becoming crisis ready. Every organisation starts at a different point in their crisis readiness, and understanding where your organisation sits is the foundation of knowing where to go.

When you conduct this audit, you want to examine everything, including:

- The organisation's current mindset in viewing and responding to negative events. For example, are they taken seriously enough in proportion to their potential harm? Are your teams proactive in mitigating potentially negative situations before they occur? Are your teams regularly rewarded for putting people above process and bottom line?
- The organisation's current processes and level of preparedness. For example, if you have a crisis management plan in place, where does that plan sit on the crisis ready spectrum? Has your organisation identified its most likely high-risk, high-impact issue and crisis scenarios? Do you conduct regular crisis management exercises? Have you put time and effort into preventing the preventable risks that pertain to your organisation?

- The audit phase will help you craft a blueprint of where the organisation currently is in terms of its crisis readiness and where it needs to go in order to build brand invincibility.

PHASE 2:

UNDERSTAND THE DIFFERENT VARIABLES AND IMPACTS

With the virality of social media, the twenty-four hour news cycle, and the interconnectedness of the modern world, everything moves at a faster and more hard-hitting pace than it used to. This becomes even more prevalent when you're faced with a negative event. The blueprint you created from your audit gives you a clear snapshot of the level of education required. The goal is to build a consistent baseline of understanding for everyone who will be involved in developing and implementing the crisis ready programme.

Having a comprehensive understanding and awareness of how news transcends borders in milliseconds, how a video can become viral and have a million views before you've even heard about it, or how a poorly worded tweet can prompt impactful backlash, will serve in helping you gain the necessary support and buy-in required for implementing the next phases of the model. It will also serve when it comes time to actually manage real-time issues and crises.

PHASE 3:

IDENTIFY YOUR HIGH-RISK SCENARIOS AND STAKEHOLDER EXPECTATIONS

This is the phase where you begin to accumulate the data that you will need to build out your crisis ready programme. Here, you will gather information by having conversations with your team, from the top leadership to your department heads, stakeholder owners, etc., in order to:

- Define what a crisis versus an issue is for your organisation
 - Identify the most high-impact and most likely types of issues and crises that pertain to your brand
 - Understand the expectations and demands of your stakeholders in each of those situations
 - Determine your current processes of internal escalation
 - Understand how departments interact with each other and how information is currently shared
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First Things First

Stephen Covey explains setting goals as the most critical part of effective (personal) enhancement in his book *First Things First*. No matter how effectively you do your work that nothing can change if you do the wrong thing.

Shortcomings of time management are explored in the first part of the book, focused on three generations of theory:

1. Priority is what is happening now
2. Priorities are deducted from calendars and goals
3. Priorities derive from values and goals

The same thing is lacking in all three generations in theory: importance. It is still possible to do meaningless things even though we prepare well or work according to our personal or organisational values. Covey claims that because he or she managed his or her time better, someone has ever been a happier person.

Four areas of human needs are described on which we can center ourselves in required to be allowed to set the right priority:

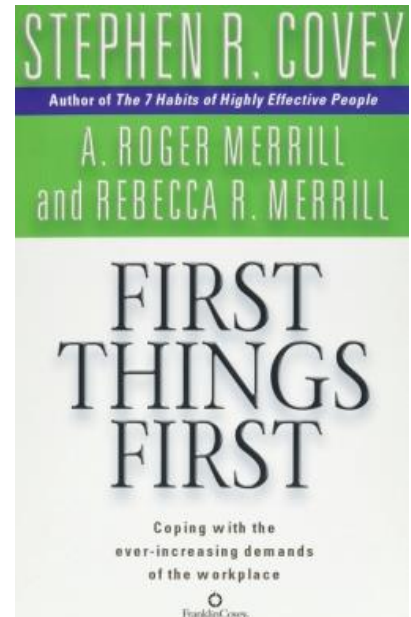
1. Physical needs, including clothes and food
2. Special needs, caring and maintaining relationships
3. Mental needs, learning and growth
4. Spiritual needs, submission and contribution

These four areas are overlapping and 'the fire inside' is named the middle in which all needs come together. The idea is that by focusing on one of the other three, problems within one of the areas will partly be balanced out.

The power of prioritising is defined in section 2. The most critical element of prioritizing something effectively is taking the time to focus on your previous actions and learn about what actions you would like to do next. The metaphor in which a garden can only be perfect if there is a gardener taking care of it is described by Covey. The same happens to our personal lives. Be a gardener on your own!

The foundation for setting the right priorities lies in the idea of placing important stuff first. Naturally, first, people are inclined to do urgent things, which is a dangerous way or to work so there will never be time to start concentrating on the important things as long as there is sufficiently urgency. A pot with rocks, gravel, sand and water is the most common metaphor for this. To act according to the standards of Covey is to:

1. First, placed the major rocks, which represent important non-urgent issues, in the first place.
2. Then sum up as many relevant and urgent gravel matters as possible,
3. To fill the little bits of space in between, add sand to the pot, the urgent, unimportant matter
4. Finally, you will find that the unimportant, non-urgent issues still have space for some water,



How to decide what stuff is important is the next step when setting goals. The mechanism that can be used to identify what is important to individuals is to write down a 'personal mission statement' that contains the following.

1. An acquittal of your personal talent
2. A contribution to a bigger cause than yourself
3. A review of requirements divided into all four dimensions mentioned above (physical, mental, social and spiritual)

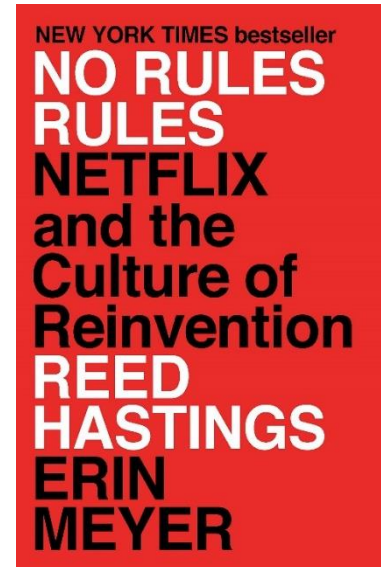
How to respond to unplanned situations is described in part three of the book because one cannot plan anything in life. Based on the following, make your decisions:

1. Ask yourself: What is personally important to me? Is this a decision that I'm about to make in line with my own personal objectives?
2. To truly understand the problem, take the time to listen to others, because human relations are important.
3. For yourself and others, be courageous and frank and don't be afraid to show weakness in making your choice.

You should define acts that are important to you on the basis of your personal mission statement, based on the four dimensions of human needs. Next to that, do take the moment to focus to make sure that first you always concentrate on the most important stuff. And then, at the end of the week, may you tell that your time has also been spent in the best possible way.

No Rules Rules: NETFLIX and the Culture of Reinvention

No Rules Rules tells the story of how Netflix's creator, Reed Hastings, founded a business that questioned the status quo. As Netflix's popularity increased, Hastings gave his workers more independence rather than imposing more laws. At Netflix, good performance is rewarded with a generous severance package, and hard work is overlooked. You don't aspire to satisfy your boss at Netflix; instead, you exercise radical candor.



Dream Teams Consist of Stunning Colleagues

The authors argue your first priority should be to build a workplace that consists of stunning colleagues. A stunning colleague is creative, passionate, and productive. Once most of your team is built on stunning colleagues, you can safely call your team a dream team. As well as dream teams performing effectively, individual stunning colleagues will feel valued and satisfied when they are part of a dream team. As a result, the authors agree that an optimal environment for Netflix is one in which the team works together to accomplish ambitious shared goals.

How Netflix Builds Dream Teams

Furthermore, there are no guidelines on what is and is not suitable conversation with managers at Netflix. Instead, team members are free to discuss any subject with their superiors without fear of retaliation. Furthermore, they are free to make errors as long as they aim to change after doing so.

Hard work does not create successful dream teams. Instead, being effective is the secret to success. A stunning colleague is judged on their contributions to the team rather than how hard they work. When you find stunning colleagues who are also productive, you must reward them at the top of their market.

The Four As

The 4As are recommended by the writers as a way to boost your team's feedback.

Aim to Assist: Your feedback should always have a positive purpose. Frustration or hatred should never be used as a justification for giving feedback. By being cautious with your words, you can still turn a typically negative statement into a constructive one.

Actionable: Always include a call to action in your feedback. It's pointless to give feedback if there's no way to act on it.

Appreciate: In addition to giving effective input, you must also learn how to embrace it. When offering feedback, instead of searching for an excuse, try to relax and appreciate that the feedback is coming from a positive place.

Accept or Discard: While you should embrace positive feedback, you will sometimes receive non-constructive feedback. Feedback that isn't positive can be ignored.

Remove Controls

Employees are often exposed to a number of controls in the workplace. The authors argue, however, that Netflix's growth has led to a reduction in the number of controls and rules in place as the business has expanded. Travel and cost approvals are one of the best safeguards you can eliminate. Set the context for spending money upfront and checking employee claims at the back end while withdrawing travel and expense policies. Set more context if people end up overspending. Encourage the finance department to perform routine audits of a portion of your receipts.

The Keeper Test

Netflix implemented a particular test after the dot-com bubble exploded, allowing them to assess which workers to retain in their team. They wanted to encourage leaders to ask themselves, "Which of my people would I fight hard to keep if they told me they were leaving for a similar job at another company?" "Do not waste money on some kind of PIP (Performance Improvement Plan) when you need to let someone go. Give this money to the employee in the form of a generous severance payment. Finally, when someone is shot, tell them the truth about what happened and honestly answer their questions.

Having a culture of freedom and responsibility seems to be working for Netflix. Maybe it will work for you as well ?
