The PARAGON Perspective
From the President

PARAGON Perspective is sponsored by PARAGON Development We are not intending, and will not use this communication to promote our business. There are other times and places and opportunities for that.

We hope to inspire debate and pass along information that may enable all of us to better understand and succeed in our new business objectives in the future. Plus, we hope to make you smile and think. We further hope you pass these along to colleagues who may have mutual interests.

We want to use this forum to do the following:

- Share information we have learned that we consider important concerning best practices, trends, successes and failures, conferences, and other elements that will enable all of you to grow your organizations with maximum top and bottom line results.

- Share information about select client initiatives that may be of interest based on technologies, markets, or business needs that you believe could fit within the scope of those client's interests.

- Share personal observations and even humorous items given to us by others.

We welcome your comments on any topic and encourage you to contribute to future newsletters. The PARAGON Perspective is now in its <u>fifth</u> year. We thank everyone for their newsletter contributions and for the ideas and suggestions that have brought recognized improvements and made it easier for us to produce.

This month's newsletter will highlight our opinion on the business development topic: **"Effective Meetings."**

Jack Peregrim
Pres., PARAGON Development
Peregrim@ParagonDevelopment.com

Paragon Update

This is the fifth installment in 2006 which is our 5th year.

We are seeing increases in projects in the Chemicals, Material, and Healthcare areas. Many of the projects 'slow tracked' by lack of investment and major corporations are now investing in growth and are thus aggressively looking for new products as stimuli for that.

Conferences

This space is reserved for announcements of conferences or events that may have value to our readers. We have resisted posting 'monthly' meetings and have focused on major or National events, but due to the many requests, we will add those in 2006.

PARAGON highly recommends the Licensing, Intellectual Property, and Technology Transfer conference in June May. This conference deals with ways to optimize value creation through best practices in protecting and leveraging intellectual property. It also focuses on best practices in attaining technology developed outside an organization as a means for new growth. We will be presenting at this conference as part of a one day add-on workshop for the CDMAEF. (Commercial Development and Marketing Association Educational Foundation).

LESI (Licensing Executives Society International)
Radisson SAS, Glasgow Scotland
June 21-23, 2006

The conference is very reasonably priced and includes many extra amenities in the overall program. It is always well attended to present networking opportunities and the presentations are very informative and valuable.

Information and registration can be found at: WWW.LESI.Org

Special Request

The PARAGON 'family' has a son who served with a Marine unit that has been deployed for a second time to the Middle East. Although his tour of duty is over, he has been receiving updates from the Unit about life in Fallujah including losing one of their own. If anyone would like to be copied in on those updates, please respond to us and we will do so. It is very enlightening to get an uncensored first hand account of what life is like for those serving our country.

This is a special request to all our readers in support of our troops in Iraq and Afghanistan and comes directly from those soldiers, sailors, and marines who are in hazardous duty stations who would greatly appreciate it. They need and very much appreciate simple things such as protein bars or insect repellant. Most states have a local deployment and it would be very easy to put a 'care package' together and have it sent to the troops.

Technology Transfer/Capabilities

This section is open for clients, friends, and other newsletter recipients to spotlight technologies they have available for licensing, acquisition, development, or could be available to use. Please send a description of your technology to be posted in this section for future newsletters. Inquiries can either be sent directly to those who have posted information, or, we could forward any/all inquiries to you. This section highlights non-client project technologies.

This newsletter has a distribution of several thousand individuals who are primarily in new business development, so the audience has the potential to generate legitimate interest. We do reserve the right to withhold posting any technology closely related to ones in which we have a client conflict.

Technologies Being Sought

A client is looking for new anti-microbial technologies that could be licensed or acquired by a major consumer and industrial products company.

If you have, or know of, any potential technologies or products for these clients, please contact:
Jack Peregrim @ (203) 288-4154 or peregrim@paragondevelopment.com

---

Quotes of the Month

"As a general rule; the most successful man is the one who has the best information." *Benjamin Disraeli*

"Progress always involves risks. You can't steal second base and keep your foot on first" *Frederick Wilcox*

"Opportunity is often difficult to recognize; we usually expect it to beckon us with beepers and billboards." *William Arthur Ward*

"Information is pretty thin stuff unless mixed with experience." *Clarence Day*

"Victory is the quality of the competition; not the final score." *Mike Marshall*

"The truth is more important than the facts." *Frank Lloyd Wright*

"One of the most dangerous forms of human error is forgetting what one is trying to achieve." *Paul Nitze*

"Success is more a function of consistent common sense than it is of genius." *An Wang*

"Yesterday is a cancelled check; tomorrow is a promissory note; today is cash. Use it!" *Kay Lyons*

"Be curious always. For knowledge will not acquire you; you must acquire it." *Sudie back*

"To profit from good advice requires more wisdom than to give it." *John Churton Collins*

Web Site Additions

Our website has been updated but we will continue to add to our alliances and partnerships page. It provides sourcing to our clients on services they may be seeking in specialized functional or industry areas. As such, we will post organizations and individuals who we know to excel in products and services.

If you would like to be included in this listing, free of charge, please submit a request to us with a short (50 word) description of your products and services, as well as direct contact information. We view this as a mutual service to our clients as well as companies, consultants, and other entities we have had the pleasure to work with.

We encourage readers to review the organizations and individuals on the website as they are limited to those people we have personally qualified. This is also a service we offer without any compensation as our intention is to serve as a catalyst for success in a broad way that extends beyond those areas where we are best in kind.

Interesting Words

Janissary: (Jan-e-ser-ee) Noun
1. A devoted follower or supporter.
2. The guards in middle ages to sultans.

Militate: (MIL-i-tayt) Verb
1. Have a substantial effect.
2. Weigh heavily (In one's consideration).

Cachinnate: (KAK-e-nayt) Verb
1. Laugh loudly.
2. Immoderate outburst.

Revenant: (REV-e-nent) Noun
1. One who returns from exile or from the dead.
2. One who returns to favor from being out of favor.

Effective Meetings

Problem defined:

A client (and reader) has asked us to share our best practices on holding and managing meetings. We are flattered that she thinks we are that good but in thinking about this response we are also humbled by the challenge to lay out anything that resembles the best practices.

A large obstacle in specifying best practices and/or tools and approaches is because each meeting has different priority outcomes. A meeting that is about establishing a bond and networking as one priority is different from one that is communicating new procedures to an established team.

That caveat we will share a few general best practices and the best places and ways to apply (and not to apply) them.

Approaches and tools:

The following are some practices that we and others we have been involved with use. Many are probably well known and will serve as reminders, but we encourage you to be reminded as we have recognized in ourselves that we don't always practice those things we should even when we know them very well. Putting this essay together has reminded us of things we have not been doing that should be a greater part in our own meetings.

Starting with the end of the meeting: This is a technique where the outcome needed is known and much of the meeting is devoted to considering options to achieve the required results. An example might be the staffing of a new development project which too often takes the approach: Who→ What→When. Who do we assign; what should they do and when? Instead, a meeting can begin with a successful outcome and then the meeting will determine what is done and when. Once those requirements are fleshed out, the best people to accomplish those are much more clearly understood and they may or may not be in the room. The point is to state (and document!) the summary or conclusion and work toward it. It can always be amended if necessary once the options are considered. This is particularly beneficial in meetings that involve presentations to management in which the conclusion is stated first and the rest of the presentation is support.

Bringing in 'advisors': This is a technique best used when the purpose is to create or edit a report that will be presented to people not present, for instance, a report that will be given to an executive team. One person in the meeting can play the 'role' of the President, critiquing and questioning just as they would looking for concerns, gaps, etcetera. If someone isn't assigned that role, then things can be missed. Also, in looking for new solutions to an issue, a 'celebrity advisor' can be placed in the room. Have someone play the role of Thomas Edison; or Bill Gates; or even Genghis Khan. This will invoke different approaches and considerations that the people involved would have overlooked.

Table the tough decisions to the end: When a meeting has many agenda items, let everyone know that the toughest one will come last and then allocate an extra ordinate amount of time to that final item. This will move the first part of the meeting very quickly and allow time for those tough discussions and decisions to be made. Also, psychologically, the people involved get used to making consensus decisions so there is a higher likelihood in reaching compromise on the most difficult last issue.

Force participation: When it is important to get participation from everybody there is an easy tool that works. Ask for everyone's opinion to an issue then have them write down their answer. They can read off the answer they have written; you can collect them and read them out loud; or they can pass their answer to the right and have someone else read it. This not only forces participation but also elicits a broader range of considerations as the first response or two do not prejudice the answers that follow because of the influence from the initial approach.

Delegate to sub-meeting teams: An approach that is very effective is to have a team break off as individuals or smaller teams to generate 'pieces' of an overall work product. For instance; a new product project team may break up into smaller groups that work on: R&D steps and timing; market research steps and timing; staffing; external resources, etc. Rather than do each consecutively they are done concurrently and will be completed very quickly to allow for adjustments. And, it is almost always easier to make changes than to create things from scratch.

Use visuals: An overlooked tool is the use of visuals to both present information and also to serve as templates for creating output in the meeting. Simple 4, 9, 16 block matrixes that consultants are known for will help visualize and reach decisions. There are too many types to go into detail but we have found that people get away from using these and then 'forget' forget their value.

Time cops: A productivity improver is to set a designated "time cop" who will call time when agenda items take longer than their allotted time. Whoever is given the job to call time is told up front that they need to do this regardless of who the people/person is that is taking too long. The rule is then to table completion of that agenda item until the end.

Starting on time: People who make the effort to be on time to a meeting are often upset when others arrive late. There are several things we have seen used to get people to arrive on-time: people are 'fined' with the money going to a charity; paper balls have been tossed at late comers; some were told to stand for as many minutes as they were late. Others were told that the last person to arrive had to go and get the coffee for everyone from the cafeteria at the first break. Some were made to sing or share an experience such as "the most embarrassing thing that has happened to them at the company". Use whatever works with your culture and personalities. It's definitely productive to have some procedure set up to get everyone to meetings on time.

There are just too many things that can be done and there are excellent books on the subject that can provide even more ideas. The above were 'top of mind' tools that exemplify the many ways that can optimize the many meetings we take part in.

We have found that very few organizations pay enough attention to the process of the meeting and many times an improved process leads to greatly improved content and output.

As always:
We address many topics and most are at the request of readers, clients, and other business colleagues as this one was.

We hope that this perspective has stimulated thoughts and helps improve your future returns. It has been our intent to pass along things we have learned or experienced on topics involving growth and new business development. Particularly ones that may be provocative or be beyond those considered every day. We do not try to presume to be the leaders in all areas we cover and we invite others to contribute with comments, additions, or criticisms. We encourage feedback in any media and will post your contribution in a future newsletter if you allow it.

We also will continue to focus on topics that the readers choose in almost all cases over ones we consider within our staff so please continue to send requests for topics that you want to have covered.

Trivia:

- Right handed people line as much as 9 years longer, on average, than left handed people.

- Polar bears are all left handed.

- Elephants are the only animals that cannot jump.

- The microwave was invented when a researcher walked past a radar tube and a chocolate bar melted in his pocket.

One of our readers is much smarter than we are! David Deutsch is the Principal owner of Vista Marketing and Financial in Flushing NY. In our April newsletter we posted a trivia item that "All 50 states are listed on the Lincoln Memorial on the back of the $5 bill". David responded with the following and he was <u>right</u>.

RE: All 50 states listed on $5 bill. Upon re-reading your April newsletter, however, I found this trivia miscue--which I figured was wrong just knowing that it was unlikely that Alaska and Hawaii would be included, but with some Internet sleuthing (it sure beats trying to actually read the fine print of the state names from a $5 bill) I came up with the following information: [the short answer - there are only 26 states listed on the $5 bill reverse.]

1) From the Bureau of Engraving and Printing website: Vignette on the Reverse of the $5 Note
The vignette on the reverse of the five-dollar note depicts a likeness of the face of the Lincoln Memorial as it appeared in 1922 when it was first dedicated. At that time, there were only 48 states that made up the United States of America. The names of 26 states were engraved on the front of the Memorial. This is why only the names of 26 states appear in the vignette on the reverse of the five-dollar note. In the upper frieze of the façade in the vignette the states are from left to right: Arkansas, Michigan, Florida, Texas, Iowa, Wisconsin, California, Minnesota, Oregon, Kansas, West Virginia, Nevada, Nebraska, Colorado, and North Dakota. In the lower frieze from left to right the names of the states are: Delaware, Pennsylvania, New Jersey, Georgia, Connecticut, Massachusetts, Maryland, Carolina, New Hampshire, Virginia and New York.

2) The 36 columns around the memorial represent the states in the union at the time of Lincoln's death; their names are carved in the frieze directly above. The names of the 48 states in the Union when the memorial was completed in 1922 are carved in the exterior attic walls. A memorial plaque in the plaza commemorates the subsequent admission of Alaska and Hawaii. SOURCE: website: http:// tourofdc.org/monuments/lincoln-memorial/.

3) Also, you might want to try this for a future trivia factoid (especially since these bills are being replaced with a new bill that was issued in March) WHAT IS THE MAKE AND YEAR OF THE CAR PICTURED ON THE REVERSE SIDE OF THE $10 BILL?

There are four cars depicted on the reverse side of the $10 bill. All are similar in appearance and are representative of cars manufactured in the 1920s. According to the United States Bureau of Engraving and Printing, this was done on purpose because no object depicted on U.S. currency may be connected with a specific manufacturer as it might be construed as preferential treatment. This version of the $10 bill was approved in 1928 and first issued in 1929. SOURCE: Chicago Tribune. 28 February 1981, s1 p4. from the Chicago Public Library
website: http://www.chipublib.org/008subject/005genref/faqcar.html

We hope you learned something from this and/or stimulated an action that leads to new opportunities for you and your organizations.

Previous issues of our newsletters can be found at http://www.paragondevelopment.com/perspective.html.

Your friends at:

PARAGON Development
www.paragondevelopment.com

PARAGON Development
1485 Dunbar Hill Rd. Suite 4010
Hamden, CT. 06514
(203) 288-4154
www.ParagonDevelopment.com

<u>Mission</u>:
To ensure that our clients make decisions that optimizes their growth and measurable value creation. We will do this with unequaled effort and efficiency.

<u>Background</u>:
PARAGON employees and affiliated industry partners are dedicated to helping clients optimize their planning and development efforts. We bring a network of external industry experts who provide objective information and insight

into critical areas affecting our client's success potential. In addition to our own experience base and the external access to knowledge, we utilize a decision making process that combines best practices such as Voice-of-Market™; Stage-Gate; and Discovery Based Learning. Very simply stated, we combine efficient processes with the information necessary to ensure that commitments are made with solid, objective knowledge. We allow planning and development from the 'outside in' that compliments internal efforts.

We are not industry specialists. The experts from our PARAGON Network™ provide the specific knowledge in their fields while PARAGON brings process and functional experience that generates and interprets the relevant information.

Focus:

Our client assignments are broken into three main areas:
1. Retainer agreements in which we offer discounted plan with minimum thresholds for numbers of Forums or phases. They are exemplified by clients who may write us into their R&D or new product development processes in which a PARAGON Forum is required as a part of a gate approval.
2. Evaluation and monetization of assets such as technologies, operational capacities, or new product extensions. PARAGON's support is particularly valuable when the potential is unknown but falls outside core markets or industries.
3. Support in strategic planning and strategic expansion into non-core business areas. The deliverables are typically in the form of a strategic commitment into new platforms.

Mechanics:

The steps employed are a combination of internal (client) and external events. The internal events include:
- Setting criteria for the project.
- Examining the internal knowledge base.
- Setting scope and charter issues.
- Determine specific outputs required for overall success.

External events are:
- PARAGON Forums that have 6-8 external experts who bring distinct but complementary knowledge about markets, industries, trends, competition, channels, downstream value, and function excellence that is specific to the assignment. These are typically day long events that have been referred to as "Super Focus Groups" with the client involved in the planning and then viewing the group and providing guidance and direction throughout the day. All this without the outside experts knowing whom the client is and they are thus unbiased, creative, and provide different perspectives than our client has because of their 'inside-out' viewpoints.
- Surveys and interviews with people from our PARAGON Network ™ that generate very targeted information that our clients require.

We hope that you have enjoyed the issues of *The* Paragon Perspective that you have received and will let others who might find this newsletter useful know about our publication. To provide us with profile changes; or to let us know about other individual interested in receiving our newsletter; or for other information just click on this link http://www.paragondevelopment.com/contact.html (or copy and past this shortcut) and complete the Contact/Request for Information form (be certain to include your email address) or you may simply reply to this email and provide us with (or ask us) the information.

If you no longer wish to receive *The* Paragon Perspective please respond to this email and include the word REMOVE in the subject line or in the message.