



The PARAGON Perspective

PARAGON DEVELOPMENT

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From the President

For those of you not familiar with us and may have received this as a ‘forward’ from the original recipient, *The PARAGON Perspective* is sponsored by PARAGON Development.

We want to use this newsletter 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.

All issues of *The Paragon Perspective* are archived on our website, so you may easily pass along past issues to colleagues.

At the request of a reader this month's editorial is about our use of the SWOT with its high value potential and also drawbacks where it is misapplied. This month we will discuss when and where it is most effective to apply and conclude in March with a discussion on how it can be used most productively.

Jack T. Peregrim
Pres., PARAGON Development
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Paragon Update

Strange days indeed! We are starting a large number of projects this month and next although January was slower than it historically is yet in line with 2013. Our clients are starting to invest a little more in growth and expansion. The best descriptor though is cautiously, it is still increased over the past few years which would tend to indicate a slowly recovering economy.

Conferences

LES—IP Exec 100
Biltmore Hotel, Phoenix, AZ
February 10-11, 2014

The Licensing Executive Society holds an annual meeting for executives that is invitation only and limited to managers of IP and technology transfer who generate or acquire technology for their organizations' benefit. This is for non-service providers and it has a broad range of industries and technologies represented. The meeting is structured in a very unique way where



keynotes and panelists generate a foundation for roundtable discussions that allows the attendees to 'process' what was learned and get peer opinions on possible strategies and courses of action. We recommend this meeting to anyone who qualifies. Application can be made at WWW.LESUSACanada.org

AFSS Spring Conference on Oil & Gas Chemical Processing
Houston, Texas
March 25 & 26, 2014

The American Filtration & Separation Society has focused its spring conference as described above. More information on the conference can be found at: www.AFSSociety.org

Pan Pacific Microelectronics Symposium
Hapuna Beach Prince Resort, Big Island, Hawaii
February 11-13, 2014

The Pan Pacific Microelectronics Symposium promotes international technical interchange and provides a premier forum for networking among microelectronics professionals and business leaders throughout the world. Session topics this year include: interposers, roadmaps and industry trends, embedded assemblies, assembly challenges, 3D and TSV technologies prognostics and health management, business strategies, power electronics, reliability and failure analysis, manufacturing paradigms, statistics and probability, connection taxonomy: simulation and modeling.

More details can be found at: WWW.SMTA.Org/PanPac/

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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 over six thousand individuals who are in executive positions who either oversee or practice 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.

- A client has new, patented bacteria for breaking down waste that is specially formulated for cold weather applications. These bacteria will break down waste and will grow at 4° C and lower offering functionality at temperatures that have no comparable alternative.

For more information contact: Tracy Finnegan at (630) 906-9791 or ELFEnvirnmental@Aol.Com

- A client has a new technology that improves the performance and lowers the cost of Type 3 compressed gas cylinders.

If interested, please direct inquiries to Jack Peregrim, Peregrim@ParagonDevelopment.Com, (203) 288-4154

Technologies of Interest

Clients have expressed interest in investing, licensing, acquiring, or partnering in the following:

- A client is looking for new technologies and products that improve upon traditional ion exchange resins.

If interested, please direct inquiries to Jack Peregrim, Peregrim@ParagonDevelopment.Com, (203) 288-4154

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Quotes of the Month

"Several excuses are always less convincing than one." *Aldous Huxley*

"Never confuse motion with action." *Benjamin Franklin*

"A ship in port is safe, but that is not what ships are built for." *Grace Hopper*



“Truth does not change according to our ability to stomach it.” *Flannery O’Connor*

“Learning is weightless, a treasure you can always carry easily.” *Chinese Proverb*

“The art of progress is to preserve order amid change, and to preserve change amid order.” *Alfred North Whitehead*

“There are no great people in this world, only great challenges which ordinary people raise to meet.” *William Frederick Halsey*

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Interesting Words

Yare: (yahr) Adjective

1. Easily maneuverable, nimble.
2. Ready, prepared.

Ignominy: (ig-NOM-uh-nee) Noun

1. Public disgrace.
2. Disgraceful quality or conduct.

Quondam: (KWON-duhm) Adjective

Former; onetime.

Voluble: (VOL-yuh-buhl) Adjective

Speaking incessantly or fluently.

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“SWOT—Part 1”

Background:

We should assume that everyone knows and has employed a SWOT but in case any readers are not familiar with it we will briefly review what it is. A SWOT is a tool where we generate and document Strengths, Weaknesses, Opportunities, and Threats. This can be applied to products, technologies, strategies, and many different plans and actions. A SWOT is part of most planning activities in at least some point in our planning and yet most of those using it would be hard pressed to show how it was valuable by the end of the process.

We believe a SWOT could be much more valuable than it is and using this tool successfully requires us to apply it when and where it can be most effective. Next month we plan to get into the detail of how to use it in an active rather than passive way or simply as ‘background’.

Flaws:

There are many flaws in our using a SWOT and the following are just a few of them:

- The SWOT is used in too many cases where it is not useful and the people employing it just use it as a ‘fill in the blanks’ exercise because it was supposed to be done. If you are employing a SWOT for everything, then you will never have an effective tool because it will be misleading when used where it shouldn’t and the effort will not be what it should be when it could be productive.
- Teams are applying it with little training and management feels it is ‘self explanatory’. When have any of us been to a course or class on SWOT? Very few I am sure. Those of us with gray hair have learned by experience but who teaches new practitioners?
- A SWOT is used as a brainstorming exercise and is not used as a tool that employs solid business intelligence as a basis. There are other brainstorming tools that are better. This is not a good use of the SWOT.
- The wrong people are involved in the SWOT. Key stakeholders should be part of generating the entries and not just as a review board.
- We do not use the SWOT to drive actions and solid/committed plans. We use it as background to consider things when it can be used in a much more active and productive way. (More next month on that).



- The SWOT is considered a one-step process where we create it and it is done. It is an iterative process where the first version is used as a starting point to get information to support the items in the SWOT and even to add/subtract some of the items. We have found it is usually 3 or more iterations.

Positives:

Of course there are many positive aspects to doing a SWOT and some are:

- The interaction and communication of the different functional and other perspectives. In some ways there are indirect benefits that have secondary (Not primary!) value. It does allow everyone to contribute and get their perspectives out. And, it is important to understand the position of the critical stakeholders.
- The SWOT can help with focus and commitment by identifying issues that are internal which have to be considered and resolved. But, again, although important that is secondary.
- The SWOT itself forces a healthy balance of positives and negatives. We have been involved in many, many projects where it was necessary to look on the other side of the fence. We have many examples of projects that “couldn’t fail” but a SWOT forced us to look at threats and weaknesses that were being overlooked and were significant. There are also examples of projects and plans that were being killed because the focus was only on secondary flaws without an understanding of the upside potential.
- The SWOT can be an excellent tool for driving acquisition of the right intelligence. The first SWOT should simply be looked at as a list of items that need to have information generated to support them. The positive is that many times information critical to success would not even be generated or documented.
- The SWOT creates an understanding of possible impact of each positive or negative and puts them in perspective after the iterations where intelligence is added. We have seen many cases where there are 10 strengths and only one weakness. But that one weakness is a fatal flaw that no number of strengths could overcome. It is a good tool for focusing on quality over quantity.

Other considerations:

We are asked about the types of scenarios to employ a SWOT. Strategic versus tactical. Solving an operational problem. Expanding into new markets or investing a new product. Hiring a new sales person. Filing a series of patents versus trade secret or knowhow.

There are no yes/no answers to these as the SWOT could either be a waste of time or very valuable in a very wide range of applications. Instead we suggest that the following are attributes of scenario where it should be applied.

- It should be used where the decisions and options are uncertain. If you know what you are going to do, just do it.
- It should not be used if the stakeholders are not going to consider it as important. Don’t waste your time.
- It should be used if a team will make collective decisions or recommendations. It is much less effective if a single person or even a single functional group does all the work.
- It should be used if the time and resources are committed for several iterations and it is not a onetime effort within a separate meeting.
- It should be employed when there are people involved who are not all advocating for the same end point. A key to its value is in its objectivity and not as a ‘proof’ for an initial decision.

Summary:

We know we are just dealing with generalities but you should look at the items and as Socrates said: “Know thyself”. If you think in detail about your use of a SWOT with any of the attributes under flaws then you should make corrective changes. Or, if you are not leveraging the positive possibilities then you are leaving your efforts short.

We welcome any opposing viewpoints to any of these and we will add them in the next edition if received on time listed with attribution or anonymously.

Next month we will focus on how to drive SWOT into actions and employed with measurable and practical results.

PS:

We want to remind our readers that this section of the newsletter is open to anyone with a development topic or an approach they would like to share. Many of you - consultants, company managers, and academics - have very solid and profound contributions that could be presented in future newsletters. We ask that your submission be from 300 to 800 words. Let us know and we will gladly distribute your topic to the thousands of people on our distribution list. We agree that

the copyright and ownership be kept by the contributor and that our only right is to reproduce it in conjunction with this newsletter.

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Anecdotes

Pablo Picasso

Picasso met an American GI in Paris and in conversation the GI told him that he did not like modern paintings because they were not realistic. Picasso did not immediately respond but then the GI showed him a picture of his girlfriend that he had in his wallet. To which Picasso replied: "My, is she really that small?"

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We hope you learned something from this and/or stimulated an action that leads to new opportunities for you and your organizations and that you will let others who might find this newsletter useful know about our publication. Previous issues of our newsletters can be found at <http://www.paragondevelopment.com/perspective.html>. If you would rather not receive the newsletter please respond to this email and include the word REMOVE in the subject line or in the message. To subscribe to our newsletter, please send an email to contact@paragondevelopment.com and include the word SUBSCRIBE in the subject line or message. We will never sell your email address to others.

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Your friends at:

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