



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.

Besides our wishes for success, 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.

This month’s editorial is a client contribution entitled “**Leadership Lessons from the Alamo**”. He is from Texas so it is not a surprise. Thank you Mark H. for sending this to share.

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

Paragon Update

Q1 was strong and Q2 looks to be a little slow with new project starts. We do have a full project base through June and expect several proposals to be accepted in this month that will continue to support our dedicated staff. A good sign is the continued growth of new clients with first time projects and several old clients in Europe who we have not worked with in the past couple years.

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Conferences

Flame Retardant Manufactures
PINFA (Phosphorous, inorganic, and nitrogen flame retardant association)
Montreal, CN.
April 26-27

They are holding a conference with a focus as described in the title and it addresses technology, business, and market issues. More information can be found at PINFA-NA.Org or by contacting Maggie Baumann at (908) 832-2207



2-Day Biological Wastewater Process Control Training
Trinchero Family Estates, 560 Gateway Dr. - Napa, CA 94558
June 7th. Tues. & June 8th. Wed. - 2016

An educational Seminar about Biological Wastewater and Troubleshooting. State of California Approved for CEU credits. For More information can be found at www.EnvironmentalLeverage.com or contact Environmental Leverage® Inc. at admin@EnvironmentalLeverage.com or 630-906-9791.

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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.

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

- Unique and specialty enzymes and also highly functionalized carbohydrates that have health benefits in food and nutritional applications. In addition to a large set of enzyme products, they have an extensive and proprietary library of wild (natural) enzymes not found elsewhere. They use protein modification to modify these enzymes to create products with very unique characteristics.
- A broad range of unique, specialty surfactants oriented toward high value applications.
- Additives that improve flow control, antifouling, and wax settling from crude oil both in midstream storage and processing as well as the front end of the refining process.
- New chemical & material technologies with value in treating industrial water waste across a broad variety of applications.

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

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Quotes of the Month

“One of the truest tests of integrity is its blunt refusal to be compromised.” *Chinua Achebe*

“If you hire only those people you understand, the company will never get people better than you are. Always remember that you often find outstanding people among those you don’t particularly like.” *Soichiro Honda*

“If you want to kill an idea in the world, get a committee working on it.” *Charles Kettering*

“A plan is only something to follow if nothing better turns up.” *CJS Purdy*

“Opinion is that exercise of the human will which helps us to make a decision without information.” *John Erskine*

“It is better to offer no excuse than a bad one.” *George Washington*

“The only sense that is common in the long run, is the sense of change - and we all instinctively avoid it.” *E.B. White*

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Interesting Words

Ludic: (LOO-dik) Adjective
Relating to play or playful.

Derogate: (DER-uh-gayt) Verb
1. To disparage or belittle.



2. To detract from (e.g.: authority, value, etc).
3. To deviate from a standard.

Personalty: (PURH-suh-nuhl-tee) Noun
Personal property, movable property (as contrasted with real estate)

Valence: (VAY-luhns) Noun

1. The capacity of someone or something to affect another.
2. The combining capacity of an atom or a group of atoms to form a molecule.

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“Lessons From the Alamo”

The Alamo fell after a 13-day siege March 6, 1836 — 180 years ago this month. All of the defenders were killed, though many historians believe that a few survived the fighting and were later executed on the order of General Santa Anna. These included Jim Bowie, William Travis, and Davy Crockett. The total number of Mexican casualties is unknown. Santa Anna claimed only 70 of his men were killed, but there are a number of accounts by other soldiers and inhabitants of the city that suggest over 400 were killed in the fighting. Susanna Dickinson (the wife of an Alamo defender), her infant daughter, as well as Colonel Travis’ slave Joe survived and were released by Santa Anna.

There are numerous leadership lessons/insights that can be taken from the siege and battle but let me provide five:

The importance of the leader’s vision. Every organization needs a vision that defines where the organization is going. One of the most important tasks of any leader is not only to articulate his/her vision but also to emphasize it when speaking to the members of his/her team. An effective vision must provide clarity of purpose and be communicable, comprehensive, and transformational. Stephen Austin is in many ways the father of Texas. He arrived in 1822 and accepted a land grant from the Mexican government. He fulfilled the requirements to become a Mexican citizen and guaranteed the same for the other immigrants that accompanied him. Over the next decade he would encourage other Americans to settle in Texas and would become a leader of independence. Later in his life Austin would say: “The greatest consolation I ever expect to derive from my labors in the wilderness of this province will arise from the conviction that I have benefitted many of my fellow beings, and laid the foundation for the settlement of one of the finest countries in the world.”

How do you identify future leaders? This is a real challenge for any leader. The leaders at the Alamo and for the entire Texas revolution were somewhat surprising. Jim Bowie had been accused of being a land swindler and being involved in the slave trade. It is alleged that he was a friend of Jean Lafitte’s — the pirate! William Travis had abandoned his wife in Alabama and fled to Texas. She would later follow to divorce him. Davy Crockett was a famous frontiersman and Congressman, but prior to coming to Texas in 1836 Crockett would lose a reelection campaign. Prior to leaving Tennessee, he allegedly told some of his constituents, “You may all go to hell, and I will go to Texas!” Sam Houston was not at the Alamo but would lead the Texas revolutionary army to success at the Battle of San Jacinto. Houston had been governor of Tennessee but resigned after his wife deserted him. He became an alcoholic and returned to live with the Cherokees where he had spent time as a boy. He had come to Texas to make a new start in 1832 and after the success of the revolution became the first President of the Republic of Texas. The selection and development of the next generation of leaders in any organization may be the most important task of any leader. Most organizations depend on resumes and interviews that are largely focused on what an individual has accomplished in their career to that point. But the Alamo suggests that Peter Drucker, the internationally renowned management consultant, was correct when he said, “experience only matters if you believe the future will look like the past.” The hiring and promotion process must include some consideration of individual competence, but it also must include an examination of potential, interest, drive, ethics, etc.

Critical thinking. Effective leaders should always challenge the implicit and explicit assumptions of their organizations. He/she must constantly be reminded that critical thinking is important to the success or failure of the organization. This is the leader’s ability to receive information, evaluate the information, recall prior relevant information, assimilate the information by comparing differences and determining cause/effect, and evaluating the information in order to make timely decisions and solve problems. The Texans assumed Santa Anna would not lead an army into Texas until late spring. But the Mexican president surprised them by leading his army across 300 miles of difficult terrain during a bitter winter. Colonel Travis, commander of the Alamo, ignored reports from his Texicano scouts that the Mexican Army approached. Santa Anna might have totally surprised the Texans had a rainstorm not bogged down his advance a scant eight miles from San Antonio. All



leaders must keep in mind that despite their best plans and efforts their competition or opponent also “gets a vote.” As you make decision and adjust your plans, they can do so as well.

Diversity on the team can be a strength. We often think or talk about the defenders of the Alamo as “Texans.” This is inaccurate. Half of the 180 defenders came from the southern portion of the United States and twenty from the North. 29 were from Tennessee. Many were not Americans including a number of Mexicanos (Mexicans who had chosen to fight for independence). Forty came from Great Britain (eleven of them were Irish). There were a few Germans and one Dane. Successful leaders realize that there is strength in diversity. But diversity is often times not just ethnicity or race. It also includes the number of men and women as well as sexual orientation. Diversity can also be considered for the various generations that are on the team from the Baby Boomer to the Millennial. Diversity allows an organization to draw on differing perspectives and insights. Furthermore, diverse organizations frequently have an advantage in terms of innovation and new ideas. But this requires leadership that, beyond underscoring the importance of diversity, emphasizes the requirement to help members of the team learn both the importance of diversity as well as the need for team harmony in order to be effective.

The power of communications. Communications is fundamental to leadership and is a skill that leaders can develop. Modern leaders must deal with multiple forms of communication — written, oral, telephone, email, social media, etc. The effective leader must decide which is appropriate for each situation. At a minimum, the leader must frequently communicate the organization’s mission, vision, and values to all of the members of his/her team. By February 24, 1836 Colonel William Travis realized that the situation at the Alamo was becoming increasingly desperate. He sent a famous letter to the convention of Texas patriots that were meeting at Washington-on-the-Brazos. In the letter Travis describes the mounting threat the overwhelming Mexican force poised to the defenders and requested reinforcements. He concludes the letter with the famous line “Victory or Death!” A rider departed the Alamo under the cover of darkness that evening and delivered it to the convention. By March 16 the letter and Travis’ final words had spread across Texas to New Orleans and from there across the United States. It would become a rallying cry for Texas independence. — On March 6, 2016 I encourage you to take a moment and reflect on this famous battle that occurred nearly two centuries ago, the men who died, and the lessons we can learn. Some historians argue this was one of the most important battles in the 19th century. The Battle of the Alamo allowed time for the Texas Army to prepare and eventually defeat Santa Anna at San Jacinto roughly a month later. This resulted in the creation of the Republic of Texas that would join the United States in 1845. The subsequent war with Mexico ended not only with an American victory, but the United States expanded its territory from the Atlantic to the Pacific. This relatively small battle and the efforts of the 180 defenders of the Alamo set the stage for the establishment of the continental United States.

- See more at: <http://diamondsixleadership.com/2016/03/01/leadership-lessons-from-the-alamo/#sthash.lipSLu8n.dpuf>

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 or even just comments or criticisms of a past topic. We had primarily written editorials on topics based on our experience and perspective but we are grateful for the increase in items that have been sent to us over the past couple of months---Keep them coming!

Also, many of you - consultants, company managers, and academics - have very solid and profound contributions that could be presented in future newsletters as a guest contributor. 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

Liberace (Wladziu Valentino—Pianist and performer

Liberace’s concert in Madison Square Garden in 1954 was very successful with his fans, but, the critics loathed him. Some time later Liberace observed to the latter, “What you said hurt me very much. I cried all the way to the bank.”

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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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