



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 (thank you, Anne) entitled “**What did you achieve today?**”

Jack T. Peregrim
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Paragon Update

Quarter 1 is above last year and that was the best Q1 in many years. Many of our projects are with new or clients who have not used us in a while which we look at as a healthy sign for PARAGON and for its clients who are committed to growth. In addition, the nature of the projects is more strategic than tactical in scope with a strong interest in major new platforms and acquisitions.

Conferences

pinfa-NA Fourth Annual Workshop
Meeting Fire Safety Requirements in Surface Transportation
Montreal, CN
April 26-27

pinfa-NA (phosphorous, inorganic, and nitrogen flame retardants association – North America) conference addresses technology, business, and market issues. More information can be found at pinfa-na.org or by contacting Maggie Baumann at (908) 832-2207.

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 new design and manufacturing process for making liners that go into compressed gas cylinders (CNG, Hydrogen, etc.). This has potential to lower a significant component cost in the cylinders and has several functional benefits to manufacturers of the cylinders and liners.
- 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

“Be fearful when others are greedy and greedy when others are fearful.” *Warren Buffett*

“Be careful the environment you choose, for it will shape you; be careful the friends you choose for you will become like them.” *W Clement Stone*

“When you turn the corner / And run into yourself / Then you know you have turned / All the corners that are left.” *The Final Curve, Langston Hughes*

“Men’s courses will foreshadow certain ends, to which, if persevered in, they must lead. But, if the courses be departed from, the ends will change.” *Ebenezer Scrooge, A Christmas Carol, Charles Dickens*

“An explanation of cause is not a justification by reason.” *C.S. Lewis*

“It is the tragedy of the world that no one knows what he doesn’t know—and the less a man knows, the more sure he is that he knows everything.” *Joyce Cary*

“A first rate organizer is never in a hurry. He is never late. He always keeps up his sleeve a margin for the unexpected.” *Arnold Bennett*

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Interesting Words

Megrim: (MEE-grim) Noun

1. Low spirits.
2. Whim.

Unco: (UHNG-koh) Noun, Adverb & Adjective

Adjective: Unusual; remarkable; strange.

Adverb: Remarkably; extremely.

- Noun:
 1. A stranger
 2. News



Yerk: (yuhrk) Noun & Verb

Verb: To rise, stir, strike, whip, pull, kick, etc.

Noun: A sudden movement, kick, jerk, stab, etc.

Welter: (WEL-tuhr) Noun & Verb

Noun: 1. A confused mass

2. A state of upheaval.

Verb: 1. To roll, writhe, or toss.

2. To lie soaked in something such as blood.

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“What did you achieve today?”

The following was sent to us by a reader with a request for our comments. We have used the term SPA (Single Point Accountable) where they use the term DRI. But, we couldn't agree more to the value of accountability and focus on what was accomplished and not what was done.

Busy Work

So, if we are going to talk about productivity we need to get one thing straight from the outset, busy does not equate to productive.

Try this experiment: go around for a day and ask colleagues, "So, what did you do today?" Most of the answers will be along the lines of, "A lot, it was a busy day, non-stop action, meetings, phone calls, the usual!"

That kind of question and answer tells me nothing about what was actually achieved. If anything it proves the point that being busy is often such a distraction that it obscures what we actually may have achieved.

But there is one question that will instantly give you a sense for how productive anyone is and set the bar for increasing productivity, "What did you achieve today!"

Think about this for a minute. What did *you* achieve yesterday, the day before? Not so easy is it? We like to think of achievement as something we do over long periods of time - monthly, quarterly, yearly, but not daily. Yet, if you set the expectation that each day should include a defined achievement, let's call it an "achievement goal," then you are creating a nearly instant metric for how productive each day will be and you are taking direct personal responsibility for that goal's achievement.

"That love affair with focus drove Apple's success, it minimized distraction, and it articulated in clear terms what the metric of success would be."

Taking a Bite of the Apple

Steve Jobs used to do this at Apple on a larger scale at the company's yearly strategy meetings. As recounted by his biographer, Walter Isaacson, Jobs would start by soliciting dozens of yearly objectives from his staff and then successively pare them down until he had only three left. These three became the compass setting for what the company needed to achieve in the following year. That love affair with focus drove Apple's success, it minimized distraction, and it articulated in clear terms what the metric of success would be. Everything else either supported those goals or was secondary.

In addition, Apple had a policy of assigning what was called, in Apple-speak, a DRI - the Directly Responsible Individual. A DRI, as described by Fortune reporter Adam Lashinsky in a 2011 Forbes feature, was assigned to every project at Apple. You can bet that if you were a DRI your priorities were crystal clear and the importance of focus was never in question, whatever else might be vying for your attention.

One Day at a Time

The purpose of having a daily achievement goal is to use these same strategies of intense focus and clear responsibility to drive your actions on a daily basis.

Are there days you might not accomplish your achievement goal? Of course, otherwise you're not setting the bar high enough. However, to maximize your chances of success set your achievement goal at the end of each day for the following day. The reasons are simple; you'll be able to sleep better at night once you have determined what you need to accomplish the next day, sleeping on one critical objective will tune your mind into the many nuances of how you can achieve it, and most importantly, you can start the next day off with a clear objective--no need to waste time each morning trying to shuffle all of the inevitable email priorities that have accumulated overnight.



"The purpose of having a daily achievement goal is to use these same strategies of intense focus and clear responsibility to drive your actions on a daily basis."

Have no illusions, this is a rigorous approach that will not always sit well with your team. Humans have a nearly instinctive drive to deal with urgency over strategy; it's how we survived in caves and jungles for millennia. But that same strategy works against us when we are building towards a long-term vision because the near-term distractions obscure our view of the long-term goal. However, if you apply this level of strategic rigor and discipline to how you structure each day I can guarantee that at least three things will start to happen:

1. You will train yourself and those who work with you to focus on what is critical rather than what is urgent. The two may sometimes be the same, but most often urgency trumps critical because it is harder to say "no" to an urgent request if you do not have a clear priority in place. That doesn't mean that you will be 100% unyielding to rational argument, but that you will stop and weigh your options before jumping into every urgent request.
2. You will minimize the impact of distractions by deciding ahead of time what your focus needs to be. Over time you will prove to yourself and to your team that a strategic approach to dealing with each day creates much more value than constantly tending to distractions.
3. You will end each day with a sense of accomplishment. As that becomes habit you will become addicted to setting the next day's achievement goal; over time the habit will become a source of ongoing satisfaction as you track your accomplishments.

The bottom line is that the expectations we set for ourselves, and those we work with, are not the results of productivity; they are what fuels it.

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

Calvin Coolidge—U.S. President also known as Silent Cal

A lady sitting next to Coolidge at dinner tried to coax him into talking with her. At one point she said, "I have made a bet, Mr. Coolidge, that I could get more than two words out of you." "You lose," replied Coolidge.

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.

We encourage you to visit our website at <http://www.paragondevelopment.com> to find out more about PARAGON Development, who we are and how we assist our clients.

Your friends at:

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