



## 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.

First and foremost we wish you a joyful and successful 2016! Hard to believe that this is our 16<sup>th</sup> year and we thank all of you for making it a wonderful experience that has just flown by.

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 “**Great CEOs are Lazy**”. We did change the title because this applies to a much wider range of positions than just the CEO. The piece was sent to us by Franklin. We thank him for sharing this and allowing us to extend it to our readers.

Jack T. Peregrim  
Pres., PARAGON Development  
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#### Paragon Update

Quarter 4 is finally getting much busier although it is uncertain whether we will break the record from 2015. We still have work to do to achieve that level by year end.

We have tested a new process in the past 12 months that has proven to be very successful and valuable. We have been involved in technology and new product startups beyond our traditional client base bringing individual experience in addition to our access to many outside experts. We are ready to offer an initial discussion to anyone interested and we appreciate the referrals.

#### Conferences

No conferences have been sent to us for posting before 2017 so we will wait another month to add meetings to this space.

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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 will 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 the following technology available and they are looking for a partner for development & commercialization.

- A series of technologies and products have been developed for hearing protection compliance. The products are comfortable and easy to wear and will benefit applications requiring Personal Protection Equipment to be used. Kimberly Clark has patented hearing protection designs on differentiable products that are comfortable and easy to use. These patents are available for sale or license. See: <https://WWW.KCGlobalLicensing.com/technologies/advanced-hearing-protection> for more details and to request more information.

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

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## Quotes of the Month

“Learning to listen with understanding and empathy may be one of the least-taught skills in school, yet it is one of the most powerful skills of intelligent problem solvers.” *Original author unknown*

“Talking comes by nature, silence by wisdom.” *Original author unknown*

“Ninety-nine percent of failures come from people who have the habit of making excuses.” *George Washington Carver*

“Life begins at the end of your comfort zone.” *Neale Donald Walsch*

“If you do not change directions, you may end up where you are heading.” *Lao Tzu*

“Before you act, listen. Before you react, think. Before you spend, earn. Before you criticize, wait. Before you pray, forgive. Before you quit, try.” *William Arthur Ward*

“‘This time it's different’ are the four most expensive words in the English language.” *Ludwig Von Mises*

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## Interesting Words

**Confute:** (kuhn-FYOOT) Verb  
To prove to be wrong.

**Fane:** (fayn) Noun  
A place of worship.

**Propine:** (pro-PEEN) Noun & Verb  
Noun: A gift or tip.  
Verb: To gift, tip, or pledge.

**Objurgate:** (OB-juhr-gayt) verb  
To scold severely.

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## “Great Leaders are Lazy.”

As mentioned in our intro, this article is focused on CEOs but we know it applies to many levels of management and to people in leadership positions. We have left the article unchanged, however, and our thanks to Franklin for sharing it.



Great CEOs rarely enter into Player Mode. Rather, his or her first move is to find someone else to do the work.

When most CEOs find their company getting into some kind of bind, they jump in to personally help resolve the issue. We call this going into “Player Mode.” “I’m just helping out for now,” these CEOs tell themselves, “and later on I’ll bring in someone else.”

But the great CEOs out there rarely enter into Player Mode. Rather, his or her first move is to find someone else to do the work. They are very intentional about engaging the organization. That’s why great CEOs are lazy.

Before you jump through the screen and strangle me, hear me out. Of course great CEOs work hard – but the hard work they do is in finding, recruiting, and engaging the best people to get the task at hand done as well as it can be.

Think back to your high school reading list and recall the story of Tom Sawyer and how he found a way to recruit his friends to help him paint a fence for his aunt. Tom found a way to make the job sound so exciting, he even got his friends to pay him for the privilege of doing it!

Now I’m not advocating using sleight of hand in tackling the issues at your workplace. What I am emphasizing is that as soon as you, as CEO, engage in Player Mode, you lose your ability to recruit other people to get the work done, because you are busy.

This notion is very counterintuitive. Many of us began our working lives at the age of 14 or 16, cutting lawns or busing tables or the like. We have worked our whole lives. The idea of not working is somehow offensive to our sense of an internal work ethic.

But being “lazy” in this case is all about working smarter, not harder.

Case in point: I recently met up with the CEO of a professional services company. The top priority for his firm this year is growing its client base. In fact, they planned to double it. And when I talked to this CEO, he mentioned how he planned to work harder to help the firm meet its goals.

That’s when I stopped him and asked what he meant by that. After all, he couldn’t realistically work twice as hard as he was already, right? And how feasible was it that he could help the company literally double the rate at which it closed new deals? The only option on the table that might work, I explained, was to get more people involved in the process. What you need to do, I explained, is to get lazy. He needed to do less customer and sales work himself and do more recruiting of people who could handle that work for the company instead.

I will acknowledge that there will always be times where, when the stuff really hits the proverbial fan, you as CEO might have to step in to do some actual “work.” But the great CEOs will make that their fourth or fifth option. In fact, I’ve known some CEOs who, the worse things get, get “lazier” still: They work harder to get the right people involved in solving the problem, while personally detaching themselves from it as much as they can to remain objective. Not only is that a great way to ensure the right person is doing the job, it’s also a great empowerment and team-building approach. Rather than you as CEO parachuting in to save the day, your team will begin to learn that they are the ones who are trusted to save things for themselves. No one is coming to save them. That’s powerful stuff.

The point is that unless you are really good at what needs to be done, or truly enjoy it, you’re better off with the lazy solution. Heck, even Steve Jobs, who in some ways had become the epitome of the micromanager, really stuck with just a few things he cared about, like the design and look-and-feel of the products. You don’t hear about him getting wrapped up in solving operational issues or things dealing with production and manufacturing. He wasn’t designing circuit boards. He let the people who were pros at those tasks solve their own issues.

So the moral of the story, as you might have guessed by now, is that being lazy pays off for the best CEOs out there. You might ask yourself how your business might benefit if you started doing less and just got lazy.

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

### *Alexander the Great*

At Gordium in Phrygia (Asia Minor) a chariot was fastened with cords made from the bark of the cornel tree. The know was so cunningly tied that no ends were visible, and the tradition was that the empire should fall to the man who could undo it. When Alexander conquered Gordium, he confronted the famous puzzle. Unable to untie the know, he drew his sword and with one slash severed it.

This is the origin of the phrase "cut the Gordian knot" which signifies finding a quick and drastic solution to an intricate problem.

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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](mailto: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.

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