



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 in Meetings**” This was sent to us by Tom who was on a client team earlier this year. Thanks, Tom.

Jack T. Peregrim
Pres., PARAGON Development
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Paragon Update

Q3 has been off from last year - partially based on a record 3rd quarter in 2015 along with new project starts with a number holding off until September because of vacations, budgets, and fitting into planning cycles.

We tested a new process in the past 12 months without mentioning it to our reader audience. It has proven to be very successful and valuable. We have been involved in technology and new product start-ups beyond our traditional client base and bring individual experience in addition to access to many outside experts. We are ready to offer an initial discussion to anyone interested and appreciate the referrals.

Conferences

No conferences have been sent to us for posting during July or even August to date.

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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.

- S 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, (203) 288-4154

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Quotes of the Month

“It is easier to do a job right than to explain why you didn’t.” *Martin van Buren*

“Knowing others is intelligence; knowing yourself is true wisdom. Mastering others is strength; mastering yourself is true power. If you realize that you have enough, you are truly rich.” *From the Tao Te Ching—the sacred book of Taoism*

“It doesn’t make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.” *Steve Jobs*

“Becoming a leader is synonymous with becoming yourself. It is precisely that simple, and it is also that difficult.” *Warren Bennis*

“It is impossible to live without failing at something, unless you live so cautiously that you might not have lived at all.” *J. K Rowling*

“Avoiding danger is no safer in the long run than outright exposure. The fearful are caught as often as the bold.” *Helen Keller*

“Every now and then a man’s mind is stretched by a new idea or sensation, and never shrinks back to its former dimensions.” *Oliver Wendell Holmes*

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Interesting Words

Calumniate: (kul-LUHM-nee-ayt) Verb
To make false statements about someone maliciously.

Farraginous: (fur-RAJ-uh-nuhs) Adjective
Heterogeneous. Having a mix of random things.

Foosle: (FOO-zuhl) Verb & noun
Verb: To botch or bungle, especially used to describe a poor shot in golf.
Noun: A botched attempt at something.

Floccipend: (FLOCK-si-pend) Verb
To regard as worthless.

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“Leadership in Meetings”

Most meetings—whether the formal kind, with everyone seated a conference table, or the quicker, standing variety—don't encourage the type of collaboration they could. Rather than a free exchange of ideas, meetings usually find everybody retreating into their areas of expertise—their mental cubicles.

That makes a kind of sense. Few of us are comfortable venturing a comment about something we don't know a whole lot about, especially in the company of those who may know more. But stepping outside of your comfort zone isn't just a way to display leadership. It's also how the types of ideas that businesses rely on circulate and catch on. Your remark may not be earth-shattering (or even meeting-rattling), but it's important to get into the habit of speaking up on matters outside your expertise.

Even if you don't know all the details, you can synthesize what's been discussed and bring the conversation up a level.

After all, leadership itself isn't only (or even mostly) about utilizing your technical, functional skills. In fact, some argue that those matter less the higher you rise in the pecking order. Rather, it's about your ability to be in the moment and apply your critical thinking skills confidently yet tactfully.

Here's how you can break free from your mental cubicle and show leadership in every meeting, every day.

1. Turn the Focus Toward the Big Picture

Those who show leadership without necessarily having deep expertise are good at taking the long view. They gently guide the discussion toward an aerial perspective.

Even if you don't know all the details, you can synthesize what's been discussed and bring the conversation up a level. In fact, this is especially critical in meetings about technical topics. How many actual "drill-downs" have you observed in those situations? How deep do they go? After you get to the details of the details of the details, *what's the point?*

Before the discussion hits rock bottom, seize the moment. Take the discussion back up, even higher than where it started off. You'll show leadership by bringing the focus back to what's important.

Let's say you're in a meeting to discuss customer service. Before long, the conversation shifts from tracking complaints to prioritizing complaints to data entry processes to CRM configurations, and so on—narrower and narrower and narrower. Instead of following these technical details down the rabbit hole, you could synthesize them by bringing the conversation back to improving customer service—the real goal—or, even better, the *impact* of doing so on all dimensions of the business.

2. Change Directions

Another way to take the lead is by stimulating new thinking and shifting the discussion in an unexpected direction. Have you ever been so close to something that you needed a fresh set of eyes to give you a new perspective? You might not be an expert, but by stepping in and nudging the conversation someplace else entirely, you might clear the way for more important and interesting ideas.

For example, if participants are focused on the words and numbers of their sales presentations, you could ask them to think of images that would make their competitive advantages more memorable. Be provocative—you may not be a pro when it comes to sales strategy, but you can probably help them think of images that aren't just literal pictures of your product but reflect ideas that come from the outside world.

One of my clients helped his software company achieve an incredible boost in sales by using the image of a table set for dinner. He told his team that so far, they'd been selling forks. They were the best forks, but in order to grow, they had to become part of an entire place-setting. After all, who buys just a fork? With this image, my client helped his team shift its strategy. Doing something similar can show that you can think strategically—and sometimes unconventionally—about decisions that either directly or indirectly impact you.

3. Draw Connections Others Aren't

It's about your ability to be in the moment and apply your critical thinking skills confidently yet tactfully.

Too often, we present information in lists—lists by function, lists by product, lists of numbers, lists of gaps. It's standard practice in most companies simply because this is often easiest way to organize data. But it isn't always the best way to communicate it.



We wind up hearing presentation after presentation, list after list. And typically, you transition from list to list by saying "next." But following this linear, sequential presentation of facts isn't just boring, it's segmented in a way that can actually prevent us from seeing what matters. Where's the integration? What does it all *mean*?

For example, instead of just focusing on groceries—buying meat, cheese, lettuce, bread, etc.—how do you help the group think about dinner? What are the goals—low carb, low calorie, high protein? By connecting these "lists" together, you can take the discussion to a more meaningful place, all without being the most technically adept person in the room.

What do each of these habits have in common? They allow you to show leadership in any meeting, any time, regardless of how much you know about the subject at hand. It's all about taking the thinking upward, outward, and beyond—and that's something anyone *can* do, but mostly like only you *will*.

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

Muhammad Ali

Irritated by Ali's perpetual boasts of "I am the greatest," a colleague asked the boxer what he was like at golf. "I am the best," replied Ali. "I just haven't played yet."

Also, at a New York party, violinist Isaac Stern was introduced to Ali. "You might say we are in the same business," Stern remarked. "We both make a living with our hands." To which Ali replied: "You must be pretty good, there isn't a mark on you."

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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.

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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