



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.

This month's editorial is titled “*Development Complexity—Part 1*”. Part 2 will be presented in our July edition of *The PARAGON Perspective*. The article is a contribution from Wyman Morgan who we have known for many years as a client, collaborator, and favored colleague. Wyman brings a rare balance of technology training and experience with a business perspective and focus. We appreciate him sharing his perspective with us.

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

Paragon Update

We have decided to formally expand our horizons with a new offering for facilitating client events and programs independent of the Expert Forums, our primary product. Our clients have asked us assist them in various capacities such as:

- Planning training programs and training the trainers on using interactive facilitation. We have done several with training in areas as diverse as a new IT system, marketing excellence, and HR supported legal training.
- Facilitating major functional events such as marketing, sales, technology, and other planning meetings.
- Facilitating customer focus groups in the client's behalf.

This is an exciting new program. We are listening to the market that has been asking us to support them beyond using our Expert Network.



Conferences

Rapid Innovation & Growth Conference

June 26, 2013
Sturtevant, WI.

This full day course focuses a great deal on Speed-to-Market and it is held by Mike Dalton who has contributed to this newsletter in the past. We highly recommend attendance for those who are looking to rapidly and successfully commercialize technology and products. Specifics can be obtained at www.gtc.edu/wedd/rapid-innovation-growth.com or by contacting Kate Walker at (262) 898-7410 or Mike Dalton at MDalton@GuidedInnovation.com or (262) 672-2700.

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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.

Technologies of Interest

No new technologies for April have been sent to us to post as of the deadline.

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Quotes of the Month

“Believe those who are seeking the truth. Doubt those who find it.” *Andre Gide*

“Iron rusts from disuse, stagnant water loses its purity and in cold weather becomes frozen; even so does inaction sap the vigor of the mind.” *Leonardo da Vinci*

“A ship ought not to be held by a single anchor, nor life by a single hope.” *Epictetus*

“The sage wears rough clothing and holds the jewel in his heart.” *Lao-Tzu*

“Don’t think there are no crocodiles because the water is calm.” *Malayan Proverb*

“Men occasionally stumble over the truth, but most of them pick themselves up and hurry on as if nothing had happened.”
Sir Winston Churchill

“Even in the desolate wilderness, stars can still shine.” *Aoi Jiyuu Shiroy Nozomi*

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Interesting Words

Intromit: (in-truh-MIT) Verb
To enter, send, or admit.

Cockshy: (KOK-shy) Noun
1. The game of throwing missiles at a target; such a throw
2. An object of criticism or ridicule.

Exsind: (ek-SIND) Verb
To cut out or off.

Impute: (im-PYOOT) Verb
To attribute, ascribe, or credit, often unfairly.



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“Development Complexity—Part 1”

by F Wyman Morgan

THE COMPLEXITY OF DEVELOPMENT

Development is complex, uncertain, costly, threatening to existing operations, and prone to failure, yet most corporations engage in it realizing that survival and growth depend on the successful launch of new products, processes and services.

Successful development requires identification and assessment of diverse external, internal and technical factors to establish the full range of goals that a venture must achieve in order to deliver a business success. The factors that need to be considered—and goals to be achieved—include:

- Societal trends, market dynamics and unmet customer needs—to identify an offering that buyers will find useful
- The relationship of chemical structure to product efficacy within potential market applications—to identify the optimum product composition and the highest value applications
- Human and environmental safety—to assure regulatory approval for production and marketing
- Process development, engineering and manufacturing capabilities—to assure occupational health and safety and to achieve highest quality lowest-cost production scalable to meet market demands
- An attractive value proposition—to provide customers a satisfactory return on their investment
- An overall proprietary position, based on intellectual property and technological capabilities—to allow the innovator company to retain a major share of the value created for customers, to renew the business with a pipeline of new products and to maintain a sustainable competitive advantage
- A rigorous multi-factor assessment and priority setting process—to insure that the best choices for the business are made
- A financial proposition based on: the value proposition; company strategy; risk tolerance; investment requirements; competitive landscape; and affordability—to assure that a potential venture is appropriate to the corporate mission, generates a significant profit stream, and produces a suitable return on investment with high odds of success

The full scope of venture goals, once established, may represent challenges for a substantial part of the company: from commercial development, to R&D to engineering, to regulatory affairs, to manufacturing, to supply chain, to accounting and finance, to human resources, to business development, to general management, and even to the board of directors.

The complexity of development can sometimes overwhelm organizations for a variety of reasons:

- Pioneers who had development “in their DNA”, the ones who founded business, are no longer on the scene and in time the organization’s focus moved from innovation to increasing the stability and improving the performance of existing operations
 - A compelling new opportunity spawns a development venture for which an organization must be created
 - What appears to be simply an extension of a company’s core competencies turns out to be qualitatively different from the experience base and beyond its current capabilities
 - Shifts in external realities invalidate assumptions and course corrections aren’t or can’t be made
- “You can be sure that our plan was perfect; it's just that the assumptions were wrong” “They make toys out there in Silicon Valley.”...Kenneth Olsen, DEC Founder and Longtime CEO of the failed Boston-based company.*
- Major changes in corporate mission dictate the need to enter new markets or develop new technologies for which the company has little experience or expertise
 - Turbulence at inter-organizational boundaries makes the cross-functional planning and cooperative execution necessary for development difficult or impossible



- Latent expertise normally present in operating units of a company that may reside in, “silos,” is not accessible to a development venture
- Excessive specialization of leadership individuals leaves them with little appreciation for the holistic assessment and planning approach needed for development
- The overall complexity of development is not appreciated by the leadership of the company

A SYSTEMATIC APPROACH TO DEVELOPMENT

“Leadership is doing the *right things*,” and “management is doing *things right*,” as Peter Drucker taught. The external and internal challenges companies often face, and the inherent complexity of development, can make identifying the right things difficult, particularly in the face of dramatic market or technological change. Doing things right can be difficult for a company, particularly if its institutional knowledge base doesn’t readily meet the demands of a new venture.

During a career as a technology leader in three major corporations I became acutely aware of the need for an approach that is effective in identifying the right things and in planning and managing the effort of doing things right—in short, a better way of originating, leading and managing development projects. I realized that an effective approach must encompass not only business and venture goals, but also must align the efforts of individuals in all essential areas of the corporation with those goals. An effective approach must also be a motivational experience for all participants to assure that they have ownership of the strategic objectives and dedication to complete what often turns out to be a protracted and difficult venture.

An effective approach must also define responsibilities across the scope of the venture and reinforce the roles of decision-makers at all appropriate levels in the organization. Finally to be fully effective, the approach must provide a means of aligning organization structure with venture goals allowing essential expertise to be put in place and effective individuals to be assigned to critical roles.

The approach that I developed and now offer as a key part of my consulting practice:

- Brings together business leaders, decision makers, project personnel, internal experts and key external resources into strategy sessions
- Is based on the principles of solving complex open-ended problems...

Problems for which many solutions—or none may exist

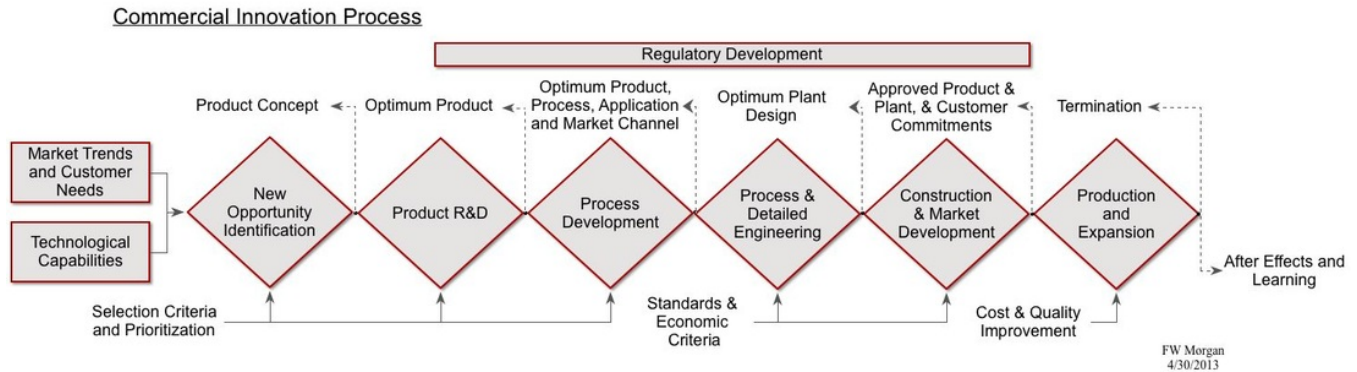
- Develops a common understanding of issues, defines the desired end result and formulates strategic objectives
- Develops feasible solutions that a decision maker may choose to implement.
- Utilizes facilitation to assure that the right business goals are identified, that optimal solutions are found and that the contributions of all individuals are considered...

A facilitator is one who makes sure that the right expertise is brought to bear, that the right objectives are set, that the best solutions are identified, that valid priorities are established and that the decision maker is presented with best-for-the-business options for action.

- Keeps a visible record (via computer and projector) of the key issues and concepts to allow review of ideas and development of valid solutions and plans
- Identifies responsibilities of participants, other venture personnel and key corporate individuals
- Provides the foundation needed by participants to effectively plan and execute their responsibilities to achieve venture objectives

Facilitated strategy sessions are an effective analysis and planning tool at all the steps of the commercial innovation process from new opportunity identification, to product R&D, to process development, to process engineering, to construction, to startup, to production and to troubleshooting.

Small group or one-on-one strategy sessions with leaders are effective for the design and implementation of organization structures tailored to successfully execute development ventures.



STRATEGY SESSION

Part I: Information Sharing in Presentation Format—Objective, Bring Team Members up to a Common Level of Understanding

1. Business imperatives and broad objectives presented by senior leader
2. Status of ongoing programs presented by internal team members
3. High-leverage business or technology developments summarized by outside experts, if appropriate

Part II: Identify Issues in Facilitated Problem Solving Format—An *Issue* Being an Uncertainty Relative to Meeting the Business Objectives, + or – (enabler or obstacle) of Significant Magnitude

1. Participant comments are accepted without criticism and recorded on screen by a typist at a computer keyboard—the facilitator reduces comments to their essence to allow rapid capture
 - a. Contributions normally range from warnings of failure or lack of capabilities, to opportunities waiting to be grasped and
 - b. Comments from the participants typically give a clear picture of the collective mindset of the group—the total items recorded typically range from 30 to 50
2. The issue list is printed and circulated to the participants with the request that each person identify the top one or two ideas or concepts that will best move the venture toward its goals
3. Each participant is asked to volunteer his or her top two issues, which are recorded on screen.
 - a. Typically there is substantial overlap in participant views and only a small number of distinct issues will emerge that the group sees as significant
 - b. This step improves group understanding, stimulates more in-depth thinking and assists the decision maker in deciding in which direction meaningful solutions might lie.

PART 2:

Part 2 will be presented in the July edition of *The PARAGON Perspective*.

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

Albert Einstein



An expedition to observe the 1919 solar eclipse verified Einstein's prediction, based on his general theory of relativity, concerning the curvature of space. A pupil asked him, "What would you have said if there had been no confirmation of this kind?"

Einstein replied: "I would have been obliged to pity our dear God. The theory is correct."

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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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