



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 hope you have started strong in 2015 and this will be your best year ever.

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 “**The Message**” - an observation shared by multiple client teams. One of our clients sent us 4 points by Greg Bustin including one that particularly resonated with their business.

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

Paragon Update

Quarter 1 has started strong. We have a number of individual projects as well as a new module package and others being considered. This shows both a commitment to growth in these organizations but also a possible signal that corporate America is optimistic about potential growth after years of stagnancy. Although our European projects have not recovered to where they were in 2009, even with a strong dollar we are seeing new projects with new clients.

PARAGON's new mailing address is: PO Box 185490, Hamden, CT. 06518-0490. Please update your records.

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Conferences

Licensing Executive Society
IP 100 Meeting
March 9 & 10, 2015
Biltmore Hotel, Scottsdale, AZ

This LES meeting is an exclusive and limited group (100) of business executives who have common interest in licensing issues and technology transfer. The unique format involves business leaders without service providers and further uses an interactive process that alternates presentations with facilitated peer discussions. We plan to participate and look forward to seeing you there. More information can be found at: LESUSACanada.Com

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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.

- The Composite Prototyping Center is open in Plainview NY. It has the most extensive and advanced capability in composite material development in the Americas. Anyone looking for development, testing, prototyping of components, or developing data in composites materials should contact:
Len Poveromo at the center, (516) 597-5455 or via email at: LPoveromo@CompositesPro.org
- A client has a 'drop-in' replacement for flexible PVC; highly fire resistant, non-detectable toxicity and low smoke generation for extrusion, calendaring, blown film, sheet or molding in a variety of durometers. Color matching available. R&D 100 recipient.

For more information contact: Ed Gregor at (803) 431-7427 or ecg@EGregor.com

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

- A client is looking for new nylon enhancement technologies such as additive or copolymer technologies that add value to basic nylons.
- A client is also looking for new lubricant additive technologies which will enable better and higher performing lubricants when used in formulations.

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

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Quotes of the Month

"Authority without wisdom is like a heavy ax without an edge, fitter to bruise than polish." *Anne Bradstreet*

"There is nothing worse than a sharp image of a fuzzy concept." *Ansel Adams*



"Time is the fairest and toughest judge." *Edgar Quinet*

"Our enemies come nearer the truth in the opinions they form of us than we do in our opinion of ourselves."
Francois de La Rochefoucauld

"A man who works with his hands is a laborer; a man who works with his hands and his brain is a craftsman; but a man who works with his hands and his brain and his heart is an artist." *Louis Nizerl*

"The sign of intelligence is that you are constantly wondering. Idiots are always dead sure about every damn thing they are doing in their life." *Sadhguru Jaggi Vasudev*

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Interesting Words

Exordium: (eg-ZOR-dee-uhm) Noun

The beginning or introductory part of anything, especially of a discourse or treatise.

Recrudescence: (ree-kroo-DES-uhns) Noun

A renewed activity after a period of dormancy.

Opprobrium: (uh-PRO-bree-uhm) Noun

1. Strong criticism.
2. Public disgrace.

Comportment: (kuhm-PORT-muhnt) Noun

Behavior, demeanor, or bearing.

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"Why Strategic Plans Fail "

Background:

In a recent project start our client presented their strategic plan which was just completed and accepted by upper management. It replaced one that was only one year old. When we asked why it needed to be recreated, they said it was because their business was designated a growth business and needed to have significant platform growth. The business is in a mature market and the thing that stood out was not having any way to achieve even moderate growth. The whole plan focused on operational and structural adjustments that were mainly for cost reductions with very audacious objectives for growth. The only thing missing was the: who, what, when, where, and how.

The plan was presented over 46 slides and we kept waiting for anything detailing the targets and rationale for growth. The client simply stated that their organization was adept at creating very complicated plans with little specifics. They also sent the following 4 points and saying they violate 3 of them. We believe you can figure out which 3 simply from this background.

Four reasons most plans fall short:

There are many reasons most plans fail. Here are those top four, from least to most important:

4. Belief that a budget is a plan. When planning is approached as a budgeting exercise, there can be a tendency to fill in the numbers on a spreadsheet based on a mindset that says: the people are in place, other costs are givens, the work is what it is, so here's the number for next year. High-performing companies budget, too, of course, but they use the planning process to give them something more: a springboard for identifying and evaluating new opportunities, considering new strategies, and discussing objectives that may at first seem unattainable. The planning process also should be expected to identify people, processes, and programs that no longer serve the enterprise or are inefficient. It requires trust first, planning second, and budgeting third.



3. Reluctance to address big issues. In the excitement of using the planning session to articulate a vision, agree on priorities, and develop a road map for success. Leaders too often fail to spend time reaching agreement on the current situation. To achieve the objectives you and your team say you want, you must talk about all the obstacles to high performance. Alignment does not mean absence of conflict - just the opposite. Authentic alignment is achieved only when conflict is encouraged, options for resolving that conflict are weighed, and a solution is reached that all leaders support. Debate is healthy, though argument is not. And for healthy conflict to occur, leaders must trust one another. You can't talk openly and candidly about problems, fears, and controversy with people you don't trust and care about. When trust is present, you and your team can focus on fixing problems, replicating successes, and carving up sacred cows. Absent trust, your planning process will be a waste of time.

2. Getting too complicated. The thicker the plan, the more likely your failure. In the spirit of the Broadway producer who advised the writer to condense the summary of his play to fit on the back of a business card, keep your plan simple and short. Don't write a plan with dozens of pages. Rather, spend your time gaining commitment among your leadership team on what must be accomplished and how your objectives will be met. Invest the time you save in planning on execution, because executing the plan will take everything you've got. I've developed a one-page template I call the Migration Chart to help leaders convert their ideas into the priorities they must address as their organizations migrate from Point A to Point B. What they put there is not the final plan, but it forces them to first agree on what matters most.

1. Failing to hold one another accountable. Leaders should delay holding a planning session until they and their organizations are truly ready to embrace change. Planning equals change, and in the plan that's developed, each leader must commit to changing by doing more of the things that result in success and fewer of the things that don't. At the midpoint of a planning session, I ask the participants to break into small groups and return in 20 minutes with answers to this question: "What will be our response to underperformance?" In high-performing organizations, accountability is not just top-down, it's bottom-up and side-to-side.

In conclusion we want to thank our client for sharing these points. We do certainly agree with them and in our experience they occur all too frequently.

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. 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

James Whistler

The noted artist had some blank canvases lost in the mail. When asked whether they were of any great value, he replied: "not yet, not yet."

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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



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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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