

Happy March 1st

60 days down – 305 days left in 2007. Do you have your Christmas shopping done?

Congratulations

CONRAD, Tessa – (EMP-13) – is now Manager, Human Resources – Ferguson Beauregard, PO Box 130158, Tyler, TX 75713 – Bus – (903) 266-3503 – Fax – (903) 561-6567 – tconrad@fergusonbeauregard.com.

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Seminars in 2007

Executive Management Programs

Class 17

- ➔ Week 1 – May 14 – 18, 2007 ←
- Week 2 – Aug. 06 – 10, 2007
- Week 3 – Dec. 03 – 07 2007
- Week 4 – Feb. 11 – 15, 2008
- Week 5 – May 19 – 23, 2008

There are twelve openings for Class 17 - To enroll participants contact John Barnes at (423) 504-5641 or john@jbarnesconsulting.com.

Class 18

- ➔ Week 1 – Jul. 16 – 20, 2007 ←
- Week 2 – Oct. 15 – 19, 2007
- Week 3 – Jan. 14 – 18 2008
- Week 4 – Apr. 14 – 18, 2008
- Week 5 – Jul. 14 – 18, 2008

Professional Sales Programs

Class 5

- ➔ Week 1 – Mar. 19 – 23, 2007 ←
- Week 2 – Jul. 09 – 13, 2007
- Week 3 – Oct. 08 – 12, 2007
- Week 4 – Feb. 25 - 29, 2008

➔(Because this program draws on survey feedback from customers and/or distributors, participants must have established customer/distributor relationships.) To enroll participants contact John Barnes at (423) 504-5641 or john@jbarnesconsulting.com.

Class 6

- ➔ Week 1 – Jul. 23 – 27, 2007 ←
- Week 2 – Oct. 29 – Nov. 02, 2007
- Week 3 – Jan. 28 – Feb. 01, 2008
- Week 4 – Apr. 28 – May 02 2008

Syborg News

STEVENS, Tom is having his left knee replaced on March 2nd. Wants it to resemble his replaced left hip! He is fast becoming a Syborg – “synthetically replaced organism.” For this reason his emails won’t be responded to for about a week. (He has to be ready for a FL bare foot skiing contest the first week of April.)

“We are, in truth, more than half what we are by imitation.” Lord Chesterfield

Market Strategy

“Market domination produces tremendous internal resistance against innovation.” Drucker

A major decision underlying marketing objectives is market standing. One common approach is to say, “We want to be the leader.” The other one is to say, “We don’t care what share of the market we have as long as sales go up. Both sound plausible, but both are wrong. It does not do much good for a company’s sales to go up if it loses market share, that is, if the market expands much faster than the company’s sales do. A company with a small share of the market will eventually become marginal in the market place, and thereby exceedingly vulnerable.

There is also a maximum market standing above which it may be unwise to go – even if there were no antitrust laws. Market domination tends to lull the leader to sleep - monopolists flounder on their own complacency rather than on public opposition. Market domination produces tremendous internal resistance against any innovation and this makes adaptation to change dangerously difficult. There is also well-founded resistance in the market place to dependence on one dominant supplier. No one likes to be at the mercy of the monopoly supplier.

The market standing to aim at is not the maximum but the *optimum*. This requires careful analysis of customers, of products or services, of market segments and of distribution channels. It requires a market strategy and it requires a high-risk decision.

ACTION PLAN – Define your institution’s *optimal market share* by carefully analyzing your customers, competitors, market segments, and distribution channels. Base your market strategy on your optimal market share not on simply dominating the market or increasing your market share.

A number of years ago, a company sold canned red salmon. It was being solidly outsold by pink salmon by a ratio of ten to one. Desperate, they called in an advertising agency and told them, “Do anything you can so long as it’s legal to get our sales up.” The solution to the problem was simple. They changed the design of the label. The new label read, “Authentic Norwegian Red Salmon - guaranteed not to turn pink.”

John’s Jottings

Sixty days into the new year. The first quarter ends in 31 days. Time to get ready for checking progress. Here’s a reminder on how to do it.

One, the Accountability Plans for yourself and each of your direct reports. You do have them, don’t you? They are supposed to cover the urgent and important responsibilities/accountabilities you and your direct reports have. These are the accountabilities that fit with your boss’s goals and objectives.

The second step is getting precise on how you will evaluate progress, both your own and your direct reports. The reports you will use to see how things are going are called Indicators. Try to use indicators that your processes normally generate. The whole purpose of the accountability process is to make *self*-management quick, easy and effective. The goal is to focus energy and attention where needed, not simply to fulfill a bureaucratic requirement.

A quick check for valid Indicators is this question: Are the indicators specific, definite, and do they accurately present the results you must obtain? If the answer is not a wholehearted “YES!” more work is in order. Also, you and your boss should agree.

The third item deals with the Expected Results. Are they challenging, yet achievable? If at the end of the 1st quarter you have largely achieved them, hummm, something doesn’t seem right.

Item four on the checklist: the performance review. Get a few minutes with your boss and show her/him what you think you are doing well and where you need to concentrate additional effort. An effective performance review shouldn’t take more than 15 or 20 minutes. Insist on it. It prevents surprises later.

Pull out your manuals on Accountability Plans and Performance Dialogs; review what they say; recall your experiences in class and then schedule each of your direct reports for their individual reviews. You’ll know you are doing this correctly when it feels natural; it fits with your business and keeps everyone coordinated and on track.

A regular, concise performance check may increase results by 30%. Wouldn’t that be great!