

# Management

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## MONDAY MORNING MANAGER

Harvey Schachter's guide on how to handle everything from overflowing e-mail to meeting overload

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### PRODUCTIVITY » DON'T MAKE PRIORITIES THE PRIORITY

Most productivity gurus urge you to focus intently on your priorities. But consultant Kelly Forrester says on her blog that when you've got time to get work done and are pondering your next action, there are other vital factors to consider first:

**Context:** If you're not in the right place, near a required tool or don't have access to a needed person, you can't act on a priority.

**Time available:** If you only have 10 minutes before you bounce to your next meeting, you'll make a different choice than if you've got a large chunk of time.

**Energy:** If it's Friday afternoon and you're fried, you'll pick something different than you would Monday morning, when you're busting out of the gate.

### LEADERSHIP » HELPING OTHERS TO BE GREAT

In a recent New York Times article, basketball legend and former U.S. senator Bill Bradley recalled a conversation with another hard court star, Oscar Robertson, about Michael Jordan, then in his third NBA season. "He's not great yet," said Mr. Robertson, "because he hasn't learned how to make the worst player on his team good."

In his *Extraordinary Conversations* newsletter, consultant Patrick O'Neill says that assisting others to be great involves:

**Situation awareness:** You need to be alert to what is happening around you so that you can make real-time decisions about the best opportunities to achieve collective goals.

**Recognize strengths and weaknesses:** You need to understand the strengths and weaknesses of others and assist them to grow and improve, instead of envying their strengths or complaining about their weaknesses.

**Loyalty:** Make a commitment that every day you will do your best for your team and teammates.

**Generosity:** Be willing to generously contribute your gifts and talents in support of other team members. At the same time, be willing to receive – to accept help from others so that you can make a valuable contribution to the collective goal.

### SUCCESS » ENTREPRENEURSHIP



The Scion xB: Toyota's boxy vehicle looks ugly to some people but very cool to its devotees, an example of how you should not try to be all things to all people, according to Guy Kawasaki's commandments for entrepreneurs. SCOTT OLSON/GETTY IMAGES

## Entrepreneur, thou shalt...

Guy Kawasaki has seen innovation from inside Apple, where he held his first job, as well as from his work since then as a venture capitalist. At a technology conference at the University of Pennsylvania, reported in Knowledge@Wharton, he outlined his 10 Commandments for Entrepreneurs:

#### 1. MAKE MEANING, NOT MONEY

Most companies founded to make money fail. They attract the wrong kind of co-founders and early employees – people who are too greedy. Instead, entrepreneurs should focus on making their products mean something more than the sum of their components, and the money will follow. Nike's aerobic sneakers, which cost a few dollars to make, for example, have been sold to women as standing for efficacy, power and liberation.

#### 2. MAKE A MANTRA, NOT A MISSION STATEMENT

Blatant, generic mission statements such as "delivering superior quality products for our customers and communities through leadership innovation and partnerships" serve no one but the consultant brought in to develop them. Instead, keep it short and define yourself by what you want to mean to consumers. Nike stands for "authentic athletic performance," while FedEx is about "peace of mind."

#### 3. LEAP AHEAD

Instead of just trying to stay a little bit ahead of competitors, find a way to leap ahead. The goal of a company, say, producing the early daisy-wheel printers, wouldn't be to develop more font sizes for Helvetica but break through with the laser printer.

#### 4. ROLL THE DICE

In product design, you need to roll the DICE – Mr. Kawasaki's acronym for five important concepts: D is for deep, or thinking about features that go beyond the norm, as sandals maker Reef Fanning did by building a bottle opener into the sole of its shoes. I is for intelligence, as seen in the design of Panasonic's BF-104 flashlight, which uses batteries of three different sizes to accommodate the random mix of extra batteries people have around the house. C is for complete, or being not just a product, but including support and service. The first E is for elegance, since beauty matters. And the second E stands for emotive, since great products, like those from Harley-Davidson, generate strong emotions.

#### 5. BE CRAPPY

Your innovation doesn't have to be perfect and indeed can have elements of crappiness to it. Twitter, he says, has many flaws, but is changing people's habits.

#### 6. POLARIZE PEOPLE

Try to be all things to all people and you often deliver mediocrity. The boxy Toyota Scion xB looks ugly to some people but very cool to its devotees.

#### 7. LET 100 FLOWERS BLOOM

You never know from where your innovations will flower, so let as many blossom as possible, bringing them to market to see if they attract any attention from customers. Avon Products' Skin-so-Soft cream became popular as a mosquito repellent. "Learn who's buying your product, ask them why and give them more reasons. That's a lot easier than asking people who aren't interested, 'why not,' and trying to change their minds," he says.

#### 8. CHURN, CHURN, CHURN

Listen to feedback from customers, and continually improve your product. That's difficult for innovators, since they often had to ignore the naysayers to get their product launched.

#### 9. NICHE YOURSELF

The best products or services are unique and offer value. Successful companies create a separate niche for a high-value offering.

#### 10. FOLLOW THE 10-20-30 RULE

When pitching to venture capitalists, use no more than 10 PowerPoint slides, keep the pitch to 20 minutes, and employ a 30-point font size in the presentation to keep it simple, as well as readable. The goal of your pitches isn't to walk home with a cheque, but simply to not be eliminated from consideration.

### POWER POINT

#### SET LOFTY GOALS

In 1961, when former president John F. Kennedy set a goal of putting a human on the moon, it seemed remarkable. But if he hadn't set that goal, we might still be wondering how to get a human to walk on the moon, says consultant Kelly Forrester. It's a reminder you should set a big goal, unless you are confident you can accomplish it by chance.

» Remarkable Learning

#### AN APPLE APPROACH

In its quest to find the best people to staff its own Apple has given out a list of criteria to help managers hand them out who will cross superb service in another retail environment. The front staff at the Apple Store, and you know the kind of person to talk to. If you're hiring, I'd never ask you to change, give me a job. But if you're thinking about change, give me a job. The start of some of the best work you can do.

#### WORKING THE INTERVIEW

Whatever you are doing in an interview, the interviewer is looking for answers. Can you answer the questions? Can you answer the questions? Can you answer the questions? Can you answer the questions? Can you answer the questions?

#### A NETWORKING TIP

Entrepreneur Gayle Zacc says that when you're at a business conference with a name tag, place it on the front of your name tag, not the back. Names of three key people (and who you want to meet) are on the front.

#### AN INVITING OPENING

When giving direct communication, use an open rather than pointing with your index finger or thumb. People are inviting where they can see direct communication. » Customer Services

#### TRACKING YOUR GOALS

Refocus is a simple platform that allows you to track a handful of goals an adherence to them every 30 days. You can track your goals on a blog post. » Lifehack