



Unleash the magic within your organisation

Issue: 15

Date: January 2006

In this issue:

- Toolkit: Understanding conventional wisdom.
- The 5 steps to identifying strategic shifts.
- Creating new key success factors for your business.

What's new from Change Designs

- The Change Master Series of Training courses 2006.
- Special offer on Blackboards, Bubbles & Cappuccinos: For anyone interested in EQ and SQ.

The Change Designs newsletter is free to clients and members of the Change Designs Community.

The purpose of this newsletter is to provide thought provoking articles, practical change tools, motivational quotations, and ideas to help you in your job as leader, consultant, or strategist.

I hope you find the information contained in this newsletter practical, inspirational and useful.

Please feel free to email me suggestions of topics you'd like to see in future issues. And forward this newsletter to friends who are interested in strategy or change.

Ruth Tearle. ruth@changedesigns.co.za

THE CHANGE MASTER SERIES OF TRAINING COURSES 2006

For change leaders, strategists, innovation managers, project leaders, facilitators and consultants.

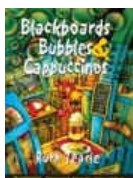
- **Powerful Facilitation.** 8TH& 9TH March *The Fairlawns. Johannesburg.*
- **The Change Leader.** 14th and 15th March. *Uitsig Estate. Cape Town.*
- **Practical Innovation.** 3rd and 4th May. *Uitsig Estate. Cape Town.*
- **The Change Leader.** 7th and 8th June. *The Fairlawns. Johannesburg.*
- **Powerful Facilitation.** 26th and 27th July. *Uitsig Estate. Cape Town.*
- **Innovative Strategic Planning.** 15th and 16th August. *Uitsig Estate. Cape Town.*

[See comments from delegates](#)

Also available as in house customised programmes.

Email ruth@changedesigns.co.za for details or visit www.changedesigns.co.za

BLACKBOARDS, BUBBLES & CAPPUCCINOS.



"I loved it. It was an absolutely delightful love story that moves at a racking pace. **But it's also about finding yourself and finding meaning in your life.** A delightful read. Full of humour. Full of irony." Natalia Baker. SABC 3 TV. Free Spirit.

As reviewed on SABC Free Spirit.

Special offer. R100 plus postage. This month only. <http://www.ruthtearle.com/>

DISCOVERING THE NEW RULES OF SUCCESS

UNDERSTANDING THE KEY SUCCESS FACTORS.

In a constantly changing, highly competitive world, successful organisations are those that can attract customers, and entice them to buy their products and services.

But customers have become very fickle. They choose to give their business to organisations that meet their constantly changing expectations.

As each competing organisation creates innovative new products and services to delight customers – so the expectations of each customer grows.

As customers expectations grow, so the key success factors or rules for being successful change.

The art in strategy, is to constantly look at what is changing in the world outside of your business and to determine if the key success factors have changed.

Often, the organisations that change the rules of the game are not the leaders in the industry. Rather they are the small players – the so called 'rats and mice' who rebel against the conventional business wisdom.

Ignore the rats and mice at your peril. For they may become your future competitors.

REBELLING AGAINST THE ESTABLISHED WISDOM

Which of these key success factors do you think are important to your future:

- A culture of innovation.
- Leadership development/empowerment.
- Change management capacity.
- Integrated call centres.
- Data mining.
- Improving distribution systems.
- EVA.
- Advertising and PR.
- Other.

Now list what you consider to be the most important factors that will drive the success of your business within the next five years.

How many of these key success factors would other people in your business and industry agree with?

If most agree with you, you are part of the established wisdom of the industry – and that's a dangerous place to be.

*Focus is important.
But focusing on the new rules for success
is more important.
Ruth Tearle*

FIVE STEPS TO IDENTIFYING STRATEGIC SHIFTS

MY EXAMPLE.

One of the games I play in my business is to constantly identify what is and isn't working and why. Is the reason for my failure sloppiness from my side? Or have the underlying rules for success changed? I have found that when I involve my customers and suppliers in this game, some amazing ideas emerge.

In this newsletter I am going to share a process I use to constantly reinvent my business – and some of the insights I have obtained along the way.

My industry is not the same as yours. But if you and your team copy the process, and answer the questions for your yourselves, you will get your own insights about the new rules that will drive your business in the future.

My business is involved in consulting, training and publishing. The conventional wisdom in my industry is:

- Get a BEE partner or your won't be in business much longer.
- Ensure your training courses are SETA accredited.
- Sell your products through bookstores via a credible established distributor.

I tried to do all of this, and was constantly frustrated. So I adopted the 5 step process for understanding the strategic shifts in my industry.

The 5 steps to identifying strategic shifts:

1. Identify what works for you.
2. Identify what isn't working for you.
3. Identify your biggest frustrations.
4. Identify what/who energises you.
5. Ask your customers and suppliers for feedback.

STEP 1. WHAT IS WORKING FOR YOU?

In my experience, 80% of my business comes from clients I have established a relationship with. They have attended previous courses, subscribed to my newsletters, read my books, used my products or read articles on my website. As a result they feel they know and trust me. Many of my customers now actively support and promote my organisation to their own clients too.

YOUR BUSINESS

Who and what is working for you in your business?

Who gives you 80% of your profits?

What positive feedback do you get from your customers?

It's your customers and suppliers not consultants or authors who determine the future key success factors for your business. Ruth Tearle

5 STEPS TO IDENTIFYING STRATEGIC SHIFTS

WHAT ISN'T WORKING FOR YOU?

As a consultant, I find that with many new clients, a great deal of my time is spent on administration and bureaucracy. Each large company has its own procedures for getting listed on their supplier database

As a training provider, trying to meet the SETA's constantly changing accreditation requirements, has become a full time job.

On the publishing side, the time required to get listed on bookstores' databases and liaising between them and their accredited distributors, was becoming a nightmare.

YOUR BUSINESS

What isn't working for you?

What takes a lot of your time, but doesn't generate results?

Which customers, or suppliers just don't seem to be living up to what you expected of them?

WHAT MAKES YOU ANGRY?

In analysing my sales figures recently, I had a scary insight. When selling through bookstores, the bookstores and distributors take almost all the profits, as well as demanding my time and energy to meet their administrative requirements. I do the creative work, the publishing and marketing. I take the risks. Yet they were earning all the profits. I asked myself the question: "What value did they add?" and I couldn't find an answer.

YOUR BUSINESS.

Who makes you feel angry?

Who/what drains your energy?

What seems to be unfair?

If you think the system is unfair,
create another.

Ruth Tearle

Adaptation of the serenity prayer.

Oh Lord, grant me the wisdom
to be grateful for what is working for me
to try to change what isn't
and when in doubt,
to create a whole new way of doing things.
Ruth Tearle

5 STEPS TO IDENTIFYING STRATEGIC SHIFTS.

WHAT DELIGHTS YOU?

As a consultant, I have so many special clients, who constantly delight me, in so many ways. Working with them is easy, productive, fun, energising and profitable.

As a publisher I recently discovered two gems that made the distribution of my books a pleasure. The first was a secure payment site called www.vcs.co.za. Linked to my website www.ruthtearle.com my customers can order and pay for products in an easy, and completely safe way. The second was my local Postnet run by Richard and Adrian, plus their wonderful customer focused team. They keep stock of my products and package and ship my books and cards within a few hours of receiving an email from the website. All of this is done at a fraction of the price of the traditional distribution system. And it works – with no effort from me.

YOUR BUSINESS

Who or what has surprised and delighted you?

Who offers exceptional service?

Who is a delight to be with, to brainstorm with or to work with?

ASK YOUR CUSTOMERS AND SUPPLIERS.

Whenever I get someone new subscribing to my newsletters or contacting me, I try to find out what makes them tick. I ask them why they are subscribing, what jobs they are doing, and what their goals/dreams are.

Often I ask my existing customers and suppliers for ideas and feedback. Some of my best newsletters, products and workshop ideas come from my customers and suppliers. So when in doubt, ask the people who know: -
Your customers and suppliers

YOUR BUSINESS

Why do you support/use me? Why do you have me as your customer?

What do you like about doing business with me?

What else should I be doing? How can I make things easier for you?

What are your hopes and dreams? How can I help you achieve them?

Your customers and suppliers already know the new key success factors for your business. Just ask them!
Ruth Tearle

5 STEPS TO IDENTIFYING STRATEGIC SHIFTS.

THE NEW KEY SUCCESS FACTORS FOR MY INDUSTRY.

Putting this all together, this is how I see the new key success factors for my industry.

- ❑ Customers will begin to re-evaluate who they do business with.
- ❑ Customers will replace bureaucratic suppliers with more dynamic companies: - those who truly add value, and are easy to do business with. Some will be established companies, whilst others will be new players – the rats and mice.
- ❑ The new players will use communities as a way of building a loyal customer base. These will be in the form of subscribers to free services such as Skype, free newsletters such as Pete's weekly, and online support groups. They will also take the form of monthly circles comprising members that meet to share a common interest such as Writescapes. These new players help their customers to do more than experience their products/services. They tap into the emotional/spiritual side of their customers – helping them to achieve their dreams. Or they make their customers lives simpler.
- ❑ The new players will communicate directly with their customers rather than using an intermediary. So artists will run their own exhibitions. Authors and songwriters will sell their books and music via a website or communities /circles.
- ❑ The new source of innovation won't be from innovation departments or consultants. It will come from asking customers questions like: What would make your life easier? How can we help you achieve your goals and dreams?
- ❑ The new players will not use traditional forms of marketing/advertising. Rather, they will receive word of mouth marketing from their delighted customers. Stories about their exceptional service will appear on internet blogs, in electronic newsletters, and in face-to-face and electronic communications between and within communities.

THE NEW KEY SUCCESS FACTORS FOR YOUR INDUSTRY.

Which of your customers have complained to you in the past?

Are there irritating rats and mice in your industry? What are they offering to your customers?

Are there other new competitors entering your industry?

What do your customers like about doing business with you?

What else are your customers looking for? What would make their lives easier? What would help them achieve their dreams/goals?

Therefore what do you think could be the new rules for success in your industry?

**What excites your customers, and energises you will become your future competitive advantage.
Ruth Tearle**