



## **Harvard Business Review Listeners**

A selection of 3 minute talks on business topics from Harvard lecturers and business leaders.  
These listeners are well-structured with key points and clear development of idea.

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**Level:** \*\*\*\* [B2]

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## Aligning strategy and sales

Harvard Business Review: <https://www.youtube.com/watch?v=kbp-Rytdtr0>

**Date:** 2012 / **Author:** Frank Cespedes [Harvard Business School] / **Time:** 3:23

### Introduction

- i) Even if you have a solid and coherent strategy implementing it isn't e\_\_\_\_\_
- ii) A core key to success in implementation is aligning strategy and sales connecting h\_\_\_\_\_ your people sell with w\_\_\_\_\_ your business wants to achieve.

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1. \_\_\_\_\_

iii) Three key areas to understand

- 
- 
- 

iv) Value is created or destroyed out there in the m\_\_\_\_\_ place NOT in c\_\_\_\_\_ rooms or offsite strategy meetings

\_\_\_ / 6

2. \_\_\_\_\_

v) What do your sales people need to be good at?

vi) Surprisingly,

vii) What do companies tell sales teams?

viii) The essence of strategy is...

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3. \_\_\_\_\_

ix) Hire

*people with the correct skills / hire right people*

x) Training

xi) Sales managers

xii) Behaviours

\_\_\_ / 4

4. \_\_\_\_\_

xiii) communicate and...

*coordinate with your team*

xiv) gather..

xv) senior executives

xvi) strategies fail from...

\_\_\_ / 4

### Summary

xvii) Improve your c\_\_\_\_\_ for a successful implementation by aligning strategy and sales. Linking your g\_\_\_\_\_ with what actually happens in the f\_\_\_\_\_. Remember a d\_\_\_\_\_ is a dangerous place to view the world especially the sale world.

\_\_\_ / 4

**Overall Score:** \_\_\_ / 26

## Aligning strategy and sales **ANSWERS**

Date: 2012 / Author: Frank Cespedes [Harvard Business School] / Time: 3:23

### Introduction

- |   |
|---|
| i) Even if you have a solid and coherent strategy implementing it isn't <b>easy</b>   |
| ii) A core key to success in implementation is aligning strategy with sales connecting <b>how</b> your people sell with <b>what</b> your business wants to achieve. |

\_\_\_ / 3

### 1. Understand externals

iii) <i>Three key areas to understand</i>	<ul style="list-style-type: none"> <li>• Industry</li> <li>• Market</li> <li>• Customer and account segments</li> </ul>
iv) Value is created or destroyed out there in the <b>market</b> place NOT in <b>conference</b> rooms or offsite strategy meetings	

\_\_\_ / 6

### 2. Determine sales tasks

v) What do your sales people need to be good at?	Deliver value but also extract value with customer
vi) Surprisingly,	not many companies can answer that questions specially
vii) What do companies tell sales teams?	Go forth and multiple - sell to anyone who will buy
viii) the essence of strategy	being excellent at certain things that your competitors can't duplicate

\_\_\_ / 5

### 3. Ensure sales activities support tasks

ix) Hire	<i>people with the correct skills / hire right people</i>
x) Training	Provide correct training and training can deliver quick and high returns.
xi) Sales managers	Take performance reviews seriously
xii) Behaviours	Reinforce behaviour through communication

\_\_\_ / 4

### 4. Recognise this is a leadership issue

xiii) communicate and...	<i>coordinate with your team</i>
xiv) gather..	information from the field
xv) senior executives	executives speak to customers (who, where, why?)
xvi) strategies fail from...	poor execution

\_\_\_ / 4

### Summary

- |   |
|---|
| xvii) Improve your <b>chances</b> for a successful implementation by aligning strategy and sales. Linking your <b>goals</b> with what actually happens in the <b>field</b> . Remember a <b>desk</b> is a dangerous place to view the world especially the sale world. |
|---|

\_\_\_ / 4

Overall Score: \_\_\_ / 26

## 1. Three pitfalls startup founders must avoid

Harvard Business Review: <https://www.youtube.com/watch?v=ep9PZdTNDNY>

**Date:** 2012 / **Author:** Noam Wasserman [Harvard Business School] / **Time:** 3:34

### Introduction

i) Causes of failures?	i)
ii) Percentage	_____ % of failures are due to i _____ - p _____ tensions
iii) What is his research?	He has studied _____ of start-ups over _____ years
iv) His findings are...	iv)

\_\_\_ / 7

### 1. \_\_\_\_\_

Natural decision to create business with friends and family BUT dangers.

Key point	Danger
v) Same skills	<i>Creates tensions and big hole (areas of expertise) unfilled</i>
vi) Know each other	
vii) Decision making	
viii) Data	
ix) Solution	

\_\_\_ / 5

### 2. \_\_\_\_\_

How to assign titles and make decisions within the team.

Key point	Danger
x) Don't want to be CEO	
xi) Top heavy	
xii) Decision making	
xiii) Solution	

\_\_\_ / 5

### 3. \_\_\_\_\_

How to split the equity ownership.

Key point	Danger
xiv) The common model	
xv) Data suggests	
xvi) Key problem	
xvii) Solution	

\_\_\_ / 5

### Summary

xviii) In start-ups there's a strong temptation to follow your **g**\_\_\_\_\_. But you need to **a**\_\_\_\_\_ the long-term challenges and make **r**\_\_\_\_\_ decisions about the three Rs, which will allow you to succeed.

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**Overall Score:** \_\_\_ / 25

## 1. Three pitfalls startup founders must avoid **ANSWERS**

**Date:** 2012 / **Author:** Noam Wasserman [Harvard Business School] / **Time:** 3:34

### Introduction

i) Causes of failures?	i) People
ii) Percentage	<b>65%</b> of failures are due to <b>inter-personal</b> tensions
iii) What is his research?	He has studied <b>1000</b> start-ups over <b>10</b> years
iv) His findings are...	iv) A lot of early decision are the pitfalls that lead to problems

\_\_\_ / 7

### 1. Relationship decisions

Natural decision to create business with friends and family BUT dangers.

Key point	Danger
v) Same skills	Creates tensions and big hole (areas of expertise) unfilled
vi) Know each other	Skip early conversations to learn about each other professionally
vii) Decision making	A good decision for the business BUT bad for the relations
viii) Data	Friends & family are common but least stable of all founding teams
ix) Solution	Create firewalls to protect venture and relationship

\_\_\_ / 5

### 2. Roles decisions

How to assign titles and make decisions within the team.

Key point	Danger
x) Don't want to be CEO	But want equal decisions
xi) Top heavy	A third of all start-ups the founders all receive a c-level title
xii) Decision making	Slow down decision making and create tensions
xiii) Solution	Founders should choose titles that reflect the long term roles below c-level

\_\_\_ / 5

### 3. Rewards decisions

How to split the equity ownership.

Key point	Danger
xiv) The common model	Quick handshake / 50:50 approach
xv) Data suggests	73% split equity within one month of founding
xvi) Key problem	Changes in model and strategy – no mechanism for adjusting split
xvii) Solution	Renegotiate equity arrangement as circumstances change

\_\_\_ / 5

### Summary

xviii) In start-ups there's a strong temptation to follow your **gut**. But you need to **anticipate** the long-term challenges and make **rational** decisions about the three Rs, which will allow you to succeed.

\_\_\_ / 3

**Overall Score:** \_\_\_ / 25

## 2. Three new networks for the digital age

Harvard Business Review: <https://www.youtube.com/watch?v=46neRmoVPzg>

**Date:** 2013 / **Author:** Lynda Gratton [London Business School] / **Time:** 3:08

### Introduction

i) Basic overview	<ul style="list-style-type: none"> <li>• Major forces rewriting everything about work &amp; home.</li> <li>•</li> <li>•</li> </ul>
ii) Her research area + outcome	
iii) Value	

\_\_\_ / 5

1: \_\_\_\_\_

iv) Who are they?	
v) What can they do? (3)	<ul style="list-style-type: none"> <li>• Solve problems,</li> <li>•</li> <li>•</li> </ul>
vi) Important point of posse.	

\_\_\_ / 5

2: \_\_\_\_\_

vii) Who are they?	
viii) What can they do?	
ix) Important point of posse.	

\_\_\_ / 4

3: \_\_\_\_\_

x) Who are they?	
xi) What does research show?	
xii) Important point of posse.	

\_\_\_ / 4

### Summary

xiii) In our hyper-linked online world the <b>v</b> _____ you hold as an individual is no longer just in <b>y</b> _____ but in the <b>n</b> _____ you create and foster.
--

\_\_\_ / 3

**Overall Score:** \_\_\_ / 21

## 2. Three new networks for the digital age **ANSWERS**

**Date:** 2013 / **Author:** Lynda Gratton [London Business School] / **Time:** 3:08

### Introduction

i) Basic overview	<ul style="list-style-type: none"> <li>Major forces rewriting everything about work &amp; home.</li> <li>Technology bringing us together but separates at a personal level</li> <li>Challenges = we need new types of networks</li> </ul>
ii) Her research area + outcome	Her work: studying the future of work and organization = 3 types of networks to navigate the new landscape.
iii) Value....	is judged not only your knowledge but collective knowledge networks.

\_\_\_ / 5

### 1: Posse

iv) Who are they?	The modern posse is people who you are connected with (virtual or physical) that share a skill set, background and professional reference.
v) What can they do? (3)	Solve problems, advice or fresh eyes.
vi) Important point of posse is...	The stronger & more knowledgeable your posse the more value you bring to a professional environment.

\_\_\_ / 5

### 2: The regenerative community

vii) Who are they?	A group of people you know & see in real life and have deep personal relationships with.
viii) What can they do?	They regenerate you when you are feeling exhausted.
ix) Important point of posse.	We didn't have to think about building these relationships because we lived in or near them. In our hyper-mobile age, it's important to nurture and preserve these in-person bonds.

\_\_\_ / 4

### 3: The 'big idea' crowd

x) Who are they?	<ul style="list-style-type: none"> <li>Not like you, individuals expose you to different ideas, knowledge and ways of thinking different than your own.</li> <li>These people can be virtual and physical and all over the world.</li> </ul>
xi) What does research show?	Creativity and problem solving skills can be enhanced by being exposed to the unfamiliar.
xii) Important point of posse.	To foster this group to prevent a mental rut and turning to same solutions over and over.

\_\_\_ / 4

### Summary

xiii) In our hyper-linked online world the **value** you hold as an individual is no longer just in **yourself** but in the **networks** you create and foster.

\_\_\_ / 3

**Overall Score:** \_\_\_ / 21

### 3. What do people want from their leaders

Harvard Business Review: <https://www.youtube.com/watch?v=yfZiHfkB-aA>

**Date:** 2012 / **Author:** Gareth Jones [London Business School] / **Time:** 2:47

#### Introduction

i) Why have we lost faithfully recently?	
ii) Who don't we trust (5)	
iii) What's the real problem?	
iv) What's the solution?	

\_\_\_ / 4

#### Simple definition

v) Effective leadership e_____ people to exceptional performance
--

vi) Exceptional performance is not a luxury it is...	
vii) How long have we been studying leadership?	
viii) The wrong question is...	
ix) The correct question should be ...	

\_\_\_ / 5

#### Research

x. How many people were asked?	
--------------------------------	--

xi. Four ideas	Development – extra information
1. Community	<i>To be part of something (marketing team / sales team / head office)</i>
2. _____	
3. _____	
4. _____	

\_\_\_ / 4

#### Summary

xii) Effective leadership is an a_____, s_____ role performance with the c_____ to transform organisations and e_____ lives. It's always difficult but it is well w_____ the effort.
--

\_\_\_ / 5

**Overall Score:** \_\_\_ / 18



### 3. What do people want from their leaders **ANSWERS**

**Date:** 2012 / **Author:** Gareth Jones [London Business School] / **Time:** 2:47

#### Introduction

i) Why have we lost faithfully recently?	Financial crisis
ii) Who don't we trust (5)	Lawyers, accountants, bankers, politicians, business leaders
iii) What's the real problem?	We've lost faith in the legitimacy of our political & economic institutions We're in deep trouble
iv) What's the solution?	Business: great performance / great businesses will lead us out of the current difficulties.

\_\_\_ / 4

#### Simple definition

v) Effective leadership <b>excites</b> people to exceptional performance
--

vi) Exceptional performance is not a luxury it is...	a survival technique
vii) How long have we been studying leadership?	120 years
viii) The wrong question is...	who makes it to the top?
ix) The correct question should be ...	what do the followers want? / what do the people you aspire to lead want from you as a leader?

\_\_\_ / 5

#### Research

x. How many people were asked?	1000
--------------------------------	------

xi. Four ideas	Development – extra information
1. Community	To be part of something (marketing team / sales team / head office)
2. Authenticity	Led by a real person who they can trust
3. Significance	Leader to appreciate their contribution to the whole
4. Excitement	Ask yourself are you exciting?

\_\_\_ / 4

#### Summary

xii) Effective leadership is an <b>authentic, skilful</b> role performance with the <b>capacity</b> to transform organisations and <b>enrich</b> lives. It's always difficult but it is well <b>worth</b> the effort
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\_\_\_ / 5

**Overall Score:** \_\_\_ / 18

## 4. Putting a price on customer loyalty

Harvard Business Review: <https://www.youtube.com/watch?v=UgySE7ZiHe4&t=50s>

**Date:** 2012 / **Author:** Marco Bertini, [London Business School] / **Time:** 3:15

### Introduction

i) The key point: Customers are not <b>p</b> _____ about how much things cost. It's not just about how much you charge, it's you're <b>a</b> _____ and they quickly abandon companies that don't play <b>f</b> _____.	
ii) What's the example?	
iii) What does fixed values create?	
iv) What should companies do?	

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### Five Principles

#### 1) Focus on relationships

v) Cultivate loyalty by...	
vi) If pricing is merely transactional...	

\_\_\_ / 2

#### 2) Be productive

vii) What should you do?	
viii) Example of fees	

\_\_\_ / 2

#### 3) Be Flexible

ix) Rigid pricing	<i>Doesn't work because people view products differently</i>
x) Flexible pricing	

\_\_\_ / 1

#### 4) Be transparent

xi) What does this achieve?	
xii) The loyal customers cost <b>l</b> _____ to retain, buy more <b>e</b> _____ products and <b>f</b> _____ mistakes	

\_\_\_ / 4

#### 5) Understand Market Standards

xiii) Important	to understand <i>customers perceptions of fair pricing</i>
xiv) Fair pricing means...	
xv) Unfair pricing means	

\_\_\_ / 2

### Summary

xvi) Pricing is a <b>t</b> _____ that speaks <b>l</b> _____ to customers. What does your <b>p</b> _____ say about you?	
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\_\_\_ / 3

**Overall Score:** \_\_\_ / 20

## 4. Putting a price on customer loyalty **ANSWERS**

**Date:** 2012 / **Author:** Marco Bertini, [London Business School] / **Time:** 3:15

### Introduction

i) The key point:  
 Customers are not **passive** about how much things cost. It's not just about how much you charge, it's your **approach** and they quickly abandon companies that don't play **fairly**.

ii) What's the example?	Airlines who charge extra for legroom, check baggage, in-flight meals
iii) What does fixed values create?	It only antagonises (makes angry, offends, irritates) customers
iv) What should companies do?	They should humanise making money that benefits both (business & customer)

\_\_\_ / 6

### Five Principles

#### 1) Focus on relationships

v) Cultivate loyalty by...	Seeing customers as people not wallets
vi) If pricing is merely transactional...	Customers will notice and take business elsewhere

\_\_\_ / 2

#### 2) Be productive

vii) What should you do?	Get to know your customers, their wants, their behaviours. Set prices that customers will engage in and will benefit them and your company.
viii) Example of fees	How do your customers react to a small reoccurring or a large onetime fee? Don't respond to competitors or complaints. Get to know their behaviours

\_\_\_ / 2

#### 3) Be Flexible

ix) Rigid pricing	<i>Doesn't work because people view products differently</i>
x) Flexible pricing	Helps your company meet changing consumer needs

\_\_\_ / 1

#### 4) Be transparent

xi) What does this achieve?	Trust and goodwill
xii) The loyal customers you gain cost <b>less</b> to retain, buy more <b>expensive</b> products and <b>forgive</b> mistakes	

\_\_\_ / 4

#### 5) Understand Market Standards

xiii) Important	to understand <i>Customers perceptions of fair pricing</i>
xiv) Fair pricing means...	Customers will buy more and pay premiums
xv) Unfair pricing means	Customers will punish you

\_\_\_ / 2

### Summary

xvi) Pricing is a **tool** that speaks **loudly** to customers. What does your **pricing** say about you?

\_\_\_ / 3

**Overall Score:** \_\_\_ / 20

## 5. The art of career development

Harvard Business Review: <https://www.youtube.com/watch?v=d6yW9IsQ00A>

**Date:** 2012 / **Author:** Gianpiero Petriglieri [INSEAD professor] / **Time:** 3:08

### Introduction

i) Personal questions...	<i>What am I really good at? What's the purpose of my work?</i>
ii) 3 or 4 decades ago	
iii) Now...	
iv) The better you become...	
v) Careers not ladders but...	

\_\_\_ / 4

1. \_\_\_\_\_

<b>Types of expertise</b>
vi) <b>K</b> _____ of your job function
vii) <b>F</b> _____ with the industry
viii) <b>Ability</b> to communicate
ix) Capacity to <b>m</b> _____ your team
x) Ability to build a <b>n</b> _____ of supporters

\_\_\_ / 5

2. \_\_\_\_\_

xi) Artists use their skills to express..	
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\_\_\_ / 2

3. \_\_\_\_\_

xii) Putting yourself out there can be...	
---	--

xiii) Expertise, meaning and courage are....	
xiv) Why do artists congregate?	

\_\_\_ / 4

4. \_\_\_\_\_

xv) An identity workspace:	
xvi) Professional:	
xvii) Informal:	<i>volunteer group / a group of classmates</i>
xviii) Managers:	
xix) Results of Identity Workspace are...	

\_\_\_ / 5

**Overall Score:** \_\_\_ / 20

## 5. The art of career development **ANSWERS**

**Date:** 2012 / **Author:** Gianpiero Petriglieri [INSEAD professor] / **Time:** 3:34

### Introduction

i) Personal questions	What am I really good at? What's the purpose of my work?
ii) 3 or 4 decades ago	We'd ask ourselves these questions a couple of times
iii) Now	We ask ourselves again and again
iv) The better you become...	The more opportunities you have / move up / move around / feeds passion
v) Careers not ladders but...	More like works of art (like artists)

\_\_\_ / 4

### 1. Build on a foundation of expertise

<b>Types of expertise</b>	
vi) <b>Knowledge</b> of your job function	
vii) <b>Familiarity</b> with the industry	
viii) <b>Ability</b> to communicate	
ix) Capacity to <b>motivate</b> your team	
x) Ability to build a <b>network</b> of supporters	

\_\_\_ / 5

### 2. Prove the work you do matters

xi) Artist use their skills to express..	meaning
--	---------

\_\_\_ / 2

### 3. Be courageous

xii) Putting yourself out there can be	scary
xiii) expertise, meaning and courage are....	are a lot harder to hold onto on your own.
xiv) why do artists congregate	teach, inspire and support each other

\_\_\_ / 4

### 4. Connect to the community

xv) An identity workspace:	a community that helps you bring what you do closer together who you are.
xvi) Professional	Established institution company or profession (medicine or law)
xvii) Informal	<i>volunteer group / a group of classmates</i>
xviii) Managers	Is there an I W. to encourage people to find their voice / define convention.
xix) Results of Identity Workspace	Satisfied / productive / will not leave as they know they can't grow as fast / express themselves fully else where

\_\_\_ / 5

**Overall Score:** \_\_\_ / 20

## 6. Getting strategy execution right

Harvard Business Review: [https://www.youtube.com/watch?v=nCo6WN\\_Q2GU](https://www.youtube.com/watch?v=nCo6WN_Q2GU)

**Date:** 2012 / **Author:** Michael Jarrett [INSEAD professor] / **Time:** 3:03

### Introduction

i) What % are unsuccessful?	
ii) who is he?	
iii) What's his research	

\_\_\_ / 3

### Four Key steps

1) \_\_\_\_\_

iv) Clearly define	
v) Are you companies internal structures ..	

\_\_\_ / 3

2) \_\_\_\_\_

Example:	Air France
vi) Senior executives:	
vii) Open process	
viii) Result	

\_\_\_ / 4

3) \_\_\_\_\_

ix) Set up	<i>Cross functional project teams</i>
x) Create	
xii) Track	
xiii) Issues	
xiv) Hold	

\_\_\_ / 5

4) \_\_\_\_\_

xv) if you don't treat strategy execution as a real initiative, then your company won't take it s_____ enough to make the c_____ and s_____ required
--

\_\_\_ / 3

### Summary

xvi) Strategies	
xvii) People	
xviii) Ideas	

\_\_\_ / 3

**Overall Score:** \_\_\_ / 21

## 6. Getting strategy execution right **ANSWERS**

**Date:** 2012 / **Author:** Michael Jarrett [INSEAD professor]/ **Time:** 3:03

### Introduction

i) What % are unsuccessful?	70% of corporate strategic initiatives are never successfully implemented
ii) who is he?	Professor of organisational behaviour
iii) What's his research	The ways companies succeed and fail in putting strategy into action

\_\_\_ / 3

### Four Key steps

#### 1) Asking the question – do you have the right strategy?

iv) Clearly define	The goal & target market or products
v) Are you companies internal structures ..	(activities and commitments) Aligned to support your company's goal?

\_\_\_ / 3

#### 2) Create strategy with a fair and open process

Example:	Air France
vi) Senior executives:	To save the airline lay off 200 people & institute a pay freeze led to union strikes
vii) Open process	Middle rank civil servant polled the union members 3,000 workers, longer pay freeze = boasted productivity
viii) Result	A solution created & vented through a fair process = success

\_\_\_ / 4

#### 3) Use your project management skills to implement it

ix) Set up	Cross functional project teams
x) Create	Actionable milestones and key performance indicators
xii) Track	Your progress
xiii) Issues	Report to key stakeholders
xiv) Hold	People accountable to sticking to the plan

\_\_\_ / 5

#### 4) Treat strategy execution as a real initiative

xv) if you don't treat strategy execution as a real initiative, then your company won't take it <u>serious</u> enough to make the <u>changes</u> and <u>sacrifices</u> required
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\_\_\_ / 3

### Summary

xvi) Strategies	Don't form or implement themselves
xvii) People	Will resist change
xviii) Ideas	Embrace ideas you will have a better chance at making it work

\_\_\_ / 3

**Overall Score:** \_\_\_ / 21

## 7. Collaboration by difference

Harvard Business Review: <https://www.youtube.com/watch?v=zK8mvlYaO3w>

**Date:** 2012 / **Author:** Cathy Davidson [Duke University / HASTAC] / **Time:** 3:43

### Introduction

i) Who has the most innovative thing to say?	
ii) What is collaboration by difference?	
iii) If you don't collaborate by difference...	<i>you get 'group think'</i>
iv) Her company information..	

\_\_\_ / 3

1. \_\_\_\_\_

### Example

v) Who?	<i>3 Koreans, 3 Americans</i>
vi) Index card 1 write...	
vii) Index card 2 write...	
viii) Interesting because	
ix) It's a great attention device because	

\_\_\_ / 5

2. \_\_\_\_\_

### Example

x) Schools	
xi) Topic of study	<i>Digital age</i>
xii) Realisation	
xiii) Flip	

\_\_\_ / 4

3. \_\_\_\_\_

xv) Meeting	
xvi) Person	
xvii) Result	

\_\_\_ / 4

### Summary

xviii) Collaboration by difference is about shaking up your old <b>h</b> _____, it's about structuring a way of listening to the <b>q</b> _____ voice, adopting methods that force you to <b>e</b> _____ what you think you know so you can find the bugs. And you need a system, a structure because unless you rig it, collaboration can lead to <b>g</b> _____ think not true innovation
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\_\_\_ / 4

**Overall Score:** \_\_\_ / 20



## 7. Collaboration by difference **ANSWERS**

**Date:** 2012 / **Author:** Cathy Davidson [Duke University / HASTAC] / **Time:** 3:43

### Introduction

i) Who has the most innovative thing to say?	Oddball, non-expert, the person not in charge
ii) What is collaboration by difference?	Structure ways to hear that person
iii) If you don't collaborate by difference...	<i>you get group think</i>
iv) Her company information..	2002 she cofounded HASTAC / Members 8,500 academics, coders, programmes, digital media, artists and entrepreneurs

\_\_\_ / 3

### 1. Air out difference democratically

#### Example

v) Who?	3 Koreans 3 Americans
vi) Index card 1 write...	a perceived opportunity & challenge about collaborating with other group
vii) Index card 2 write...	a perceived opportunity and challenge about they themselves offer.
viii) Interesting because	both sides are worried and excited about the same thing
ix) It's a great attention device because	that focuses not on the differences but also on the opportunities and challenges of all the individuals working together

\_\_\_ / 5

### 2. let non experts talk first

#### Example

x) Schools	Let students speak first then teachers, trustees, administrators
xi) Topic of study	Digital age
xii) Realisation	The adults realise that students know a lot more than expected
xiii) Flip	The expert and novice and you'll hear things you never would have thought of.

\_\_\_ / 4

### 3. Ask what you're missing

xv) Meeting	Always stop and ask' what are we missing'?
xvi) Person	Someone's job to tell the group what / nobody knows who it will be? Name pulled out of hat/ keeps attention
xvii) Result	Realise we're not as clear on something we thought. It often derails the conversation but it turns out we were heading in the wrong direction.

\_\_\_ / 4

### Summary

xviii) Collaboration by difference is about shaking up your old <b>habits</b> , it's about structuring a way of listening to the <b>quiet</b> voice, adopting methods that force you to <b>examine</b> what you think you know so you can find the bugs. And you need a system, a structure because unless you rig it, collaboration can lead to <b>group</b> think not true innovation
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\_\_\_ / 4

**Overall Score:** \_\_\_ / 20

## 8. Launch you next idea before it is ready

Harvard Business Review: <https://www.youtube.com/watch?v=N-BX0jzmS1w&t=19s>

**Date:** 2012 / **Author:** Tom Hulme [Design director IDEO] / **Time:** 2:47

### Introduction

i) What we repeatedly hear?	
ii) What do prototypes do?	<i>Bring ideas to life.</i>
iii) What's the problem?	
iv) Why doesn't this work?	

\_\_\_ / 3

### 1. \_\_\_\_\_

Place the product in the real environment

#### Example:

v) Company	
vi) Action taken	
vii) Feedback	

\_\_\_ / 4

### 2. \_\_\_\_\_

New technology allows us to test products with specific groups on the mass market

#### Example:

viii) Company	
ix) Action taken	
x) Feedback	

\_\_\_ / 4

### 3. \_\_\_\_\_

a faked version of your product

#### Example:

xi) Company	
xii) Action taken	
xiii) Feedback	

\_\_\_ / 4

### Summary

xiv) Launching new products and services can seem risky. The idea could be c _____ or e _____ to launch with something less than perfect. But testing in the real world is f _____, lower c _____ and less r _____.
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\_\_\_ / 5

**Overall Score:** \_\_\_ / 20

## 8. Launch you next idea before it is ready **ANSWERS**

**Date:** 2012 / **Author:** Tom Hulme [Design director IDEO] / **Time:** 2:47

### Introduction

i) What we repeatedly hear?	Fail fast, fail cheap and move on.
ii) What do prototypes do?	<i>Brings ideas to life.</i>
iii) What's the problem?	But most designed, built & evaluated in company or with a focus group of hand-picked customers
iv) Why doesn't this work?	It's not representative of the real world

\_\_\_ / 3

### 1. Skip the focus group

Place the product in the real environment

#### Example:

v) Company	V-Water (soft drink product) acquired by Pepsi
vi) Action taken	Co-founder took a prototype & put it on the shelf of his local supermarket. He'd ask shoppers why they choose or ignored it
vii) Feedback	Immediate feedback from real people and a real context.

\_\_\_ / 4

### 2. Test its appeal online

New technology allows us to test products with specific groups on the mass market

#### Example:

viii) Company	Zinger
ix) Action taken	Created a 5-word pitch for a new game and posted on a website popular with a target market
x) Feedback	Company can assess interest – minimising the chance of market rejection

\_\_\_ / 4

### 3. Launch a mock version

a faked version of your product

#### Example:

xi) Company	In-to-it – a technology company
xii) Action taken	Tested a new SMS service to Indian farmers. Instead of building a fully working platform, they built a convincing mock up in 7 weeks
xiii) Feedback	Farmers embraced the product & confirmed the service fulfilled a real need. The build helped incorporate the feedback from the trials.

\_\_\_ / 4

### Summary

xiv) Launching new products and services can seem risky. The idea could be **copied** or **embarrassing** to launch with something less than perfect. But testing in the real world is **faster**, lower **cost** and less **risky**.

\_\_\_ / 5

**Overall Score:** \_\_\_ / 20

## 9. Turn customers into promoters

Harvard Business Review: <https://www.youtube.com/watch?v=xr5EzwfiQdM&t=16s>

**Date:** 2012 / **Author:** Fred Reichheld [Bain & Company] / **Time:** 2:50

### Introduction

i) What is Net Promoter?

A **m**\_\_\_\_\_ system that helps **e**\_\_\_\_\_ focus the entire organisation on turning customers into promoters to come back for **m**\_\_\_\_\_ and bring their **f**\_\_\_\_\_

ii) the main question?

iii) 9 or 10 means

iv) 0-6 means

v) Why does Apple use Net Promoter?

\_\_\_ / 8

### 1 measure feedback consistently

vi) Samples collected from...

*customers every day and in every store.*

vii) Real-time feedback...

\_\_\_ / 1

### 2. Close the loop

viii) What does the store manager do?

\_\_\_ / 1

### 3. Celebrate with the successes

ix) Jerry...

x) The result..

\_\_\_ / 2

### 4. Share best practices

xi) A systematic process...

*of gathering feedback, reacting it, closing the loop, sharing the successes*

xii) Employees asked...

\_\_\_ / 1

### Summary

xiii) When **h**\_\_\_\_\_ are listening and making changes and driving **i**\_\_\_\_\_ based on feedback from customers those employees are dealing with every day. Those employees get it, they think they are **s**\_\_\_\_\_ about it. It's about enriching people's lives. The greatest gift a **l**\_\_\_\_\_ can give an employee is to put them in a position where they can consistently earn **t**\_\_\_\_\_ from their customers.

\_\_\_ / 5

**Overall Score:** \_\_\_ / 18

## 9. Turn customers into promoters **ANSWERS**

**Date:** 2012 / **Author:** Fred Reichheld [Bain & Company] / **Time:** 2:50

### Introduction

i) What is net promoter?

A **management** system that helps **executives** focus the entire organisation on turning customers into promoters to come back for **more** and bring their **friends**

ii) The main question?

How likely would you recommend us to a friend?

iii) 9 or 10 means

enriched their life & done a great thing

iv) 0-6 means

a failure

v) Why does Apple use net promoter?

Serious about enriching lives and how to measure it

\_\_\_ / 8

### 1 measure feedback consistently

vi) Samples collected from...

customers every day and in every store.

vii) Real-time feedback

on whether that customer would recommend that store to a friend

\_\_\_ / 1

### 2. Close the loop

viii) What does the store manager do?

Calls all the detractors 0-6 and apologises, probes for root cause and tries to solve it.

\_\_\_ / 1

### 3. Celebrate with the successes

ix) Jerry...

got a 10 from Mrs Jones. Can you tell the group what u did?

x) The result..

makes employee proud and shares practice / the energises the team

\_\_\_ / 2

### 4. Share best practices

xi) A systematic process...

of gathering feedback, reacting it, closing the loop, sharing the successes

xii) Employees asked...

what needs to change at the company level, system level to help them create more nines and tens.

\_\_\_ / 1

### Summary

xiii) When **headquarters** are listening and making changes and driving **innovation** based on feedback from customers those employees are dealing with every day. Those employees get it, they think they are **serious** about it. It's about enriching people's lives. The greatest gift a **leader** can give an employee is to put them in a position where they can consistently earn **tens** from their customers.

\_\_\_ / 5

**Overall Score:** \_\_\_ / 18

## 10. Create slides people will remember.

Harvard Business Review: <https://www.youtube.com/watch?v=OeV2fHEM4RI>

**Date:** 2012 / **Author:** Nancy Duarte [CEO, Duarte, Inc] / **Time:** 3:08

### Introduction

i) Basic overview	<i>We have all suffered through power point presentations, which are power point read-a-longs and the audience zones out</i>
ii) Presentations used correctly will...	
iii) What does her company do?	

\_\_\_ / 2

1) \_\_\_\_\_

iv) Why no slides in small informal settings?	
v) What can you use instead?	

\_\_\_ / 3

2) \_\_\_\_\_

vi) Why not start with slide software?	
vii) What 's the benefit?	

\_\_\_ / 3

3) \_\_\_\_\_

viii) Why?	
ix) What can happen if too complicated?	
x) what's the solution?	

\_\_\_ / 4

4) \_\_\_\_\_

xi) Why?	
xii) What is the advice?	

\_\_\_ / 3

5) \_\_\_\_\_

xiii) What should you have on slides?	
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\_\_\_ / 2

### Summary

ivx) T _____ preparation of visuals can stop b _____ presentations and make your next speech more p _____.
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\_\_\_ / 3

**Overall Score:** \_\_\_ / 20

## 10. Create slides people will remember **ANSWERS**

Date: 2012 / Author: Nancy Duarte [CEO, Duarte, Inc] / Time: 3:08

### Introduction

i) Basic overview	We have all suffered through power point presentations, which are power point read-a-longs and the audience zones out.
ii) Presentations used correctly will...	Used in the right way slides can make ideas stand out and be remembered.
iii) What does her company do?	My firm helps create persuasive presentations = ¼ million of them

\_\_\_ / 2

### 1) Use slides effectively

iv) Why ditch the slides in small informal settings?	Instead spend time shaping a conversation. It's easier to make a personal connection.
v) What can you use instead?	Use the white board or create a few graphics to collaborate around.

\_\_\_ / 3

### 2) Write slides after prepared speech

vi) Why not start with slide software?	Tempting to dive into the slide software but it forces you to think about content linearly and small chunks.
vii) What 's the benefit?	First hammer out what you want to say and then think about the visual = craft a whole message rather than small pieces.

\_\_\_ / 3

### 3) Design slide people understand in 3 seconds

viii) Why?	People can only process one stream of information at time
ix) What can happen if too complicated?	So if the slide is too complicated they will be reading instead of listening to you
x) what's the solution?	Simplify the content so to help the audience to remember what you said.

\_\_\_ / 4

### 4) Storyboard one concept per slide

xi) Why?	keep slides simple = one concept per slide.
xii) What is the advice?	Before you open slide software, sketch out your slides on post-it notes. Small size forces to simplify & rearrange them really easily.

\_\_\_ / 3

### 5) Remember slides are a visual medium

xiii) What should you have on slides?	Use an informative diagram, interesting chart, photograph that helps make your point. Don't project the words you say (give a hand out)
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\_\_\_ / 3

### Summary

ivx) <b>Thoughtful</b> preparation of visual can stop <b>boring</b> presentations and make your next speech more <b>persuasive</b> .
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\_\_\_ / 3

Overall Score: \_\_\_ / 20