The PARAGON Perspective

PARAGON DEVELOPMENT

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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.

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 titled *"Development Complexity—Part 2"*. This article has been presented in 2 parts. Part 1 was published in last month's Perspective with the conclusion this month. The article is a contribution from Wyman Morgan who we have known for many years as a client, collaborator, and favored colleague. Wyman brings a rare balance of technology training and experience with a business perspective and focus. We appreciate him sharing his perspective with us.

Jack T. Peregrim
Pres., PARAGON Development
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Paragon Update

We are continuing our roll out of new products as we expand our horizons with a new offering for facilitating client events and programs independent of the Expert Forums, our primary product. Our clients have asked us assist them in various capacities such as:

- Planning training programs and training the trainers on using interactive facilitation. We have done several with training in areas as diverse as a new IT system, marketing excellence, and HR supported legal training.

- Facilitating major functional events such as marketing, sales, technology, and other planning meetings.

- Facilitating customer focus groups in the client's behalf.

This is an exciting new program. We are listening to the market that has been asking us to support them beyond using our Expert Network.

Conferences

No conferences have been sent for posting that will be held in the next 60 days. We have several we will post next month that are in September and October. If anyone recommends a particular conference please feel free to send us a note and we will gladly add it to this section.

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.

Technologies of Interest

No new technologies have been sent to us to post as of the deadline.

Quotes of the Month

"Without the freedom to criticize, there is no true praise." *Pierre Beaumarchais*

"Congratulations is the civility of envy." *Ambrose Bierce*

"The language of the law must not be foreign to the ears of those who are to obey it." *Learned Hand*

"When I rest, I rust." *German Proverb*

"Man's mind, once stretched by a new idea, never regains its original dimensions." *Oliver Wendell Holmes*

"Poor is the pupil who does not surpass his master." *Leonardo da Vinci*

"The two most powerful warriors are patience and time." *Leo Tolstoy*

Interesting Words

Chevy: (CHEV-ee)
    Verb: To chase or annoy
    Noun: A chase or hunt.

Canorous: (kuh-NOR-uhs)   Adjective
    Melodious or musical.

Sempiternal: (sem-pi-TURN-nuhl)   Adjective
    Everlasting.

Animadversion: an-I-mad-VUHR-zhuhn)   Noun
    1.   The act of criticizing.
    2.   An unfavorable comment.

"Development Complexity—Part 2"
by F. Wyman Morgan

STRATEGY SESSION continued….

Part III: Establish Strategic Objectives—the necessary and sufficient set of accomplishments required to achieve the desired end result—the, "what's," that must be achieved

1.   The total list of contributions needed from all functions—technical, business, financial, operations—are envisioned in a brainstorming session

    a.   All comments are accepted and recorded without critique

    b.   Participants are encouraged to be stimulated by what they consider to be poor solutions to envision better ones

2.   Using appropriate criteria, under the guidance of the decision maker, the list of proposed strategic objectives is prioritized—sometimes called "force fitting" suggestions to a viable plan

3.   The family of necessary and sufficient strategic objectives are selected and they form the basis of a high level plan that will dictate tactical efforts

Part IV: Identify Tactical Solutions—the, "How's," to achieve the Strategic Objectives

A Family of Objectives: The Necessary and Sufficient Set
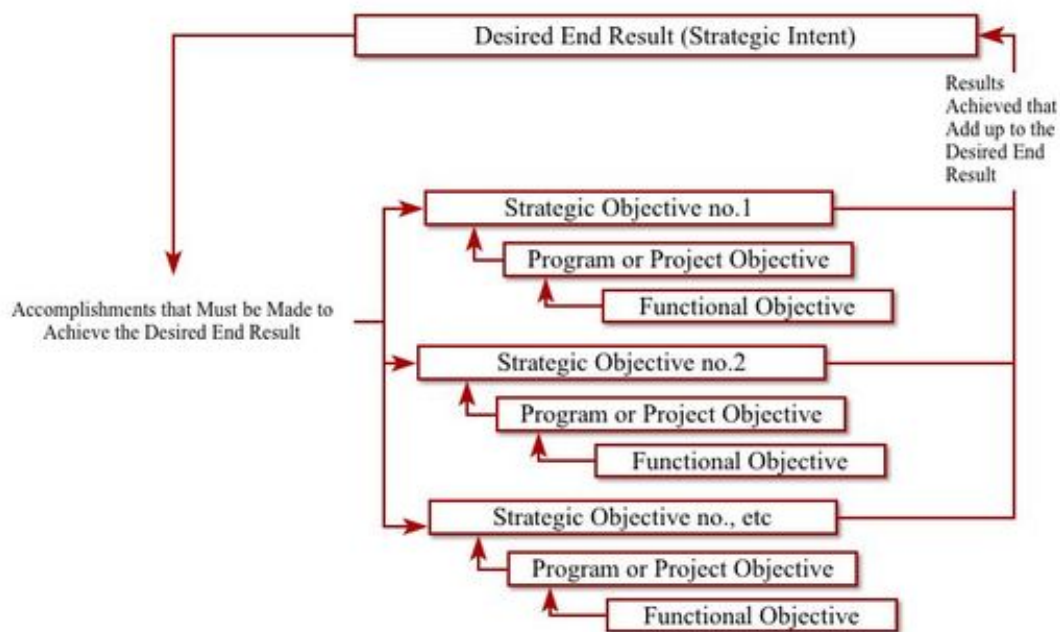
1.   Utilize the expertise of the group as a whole to brainstorm solutions to the problems represented by the highest priority objectives

2.   Utilize break-out groups in narrow areas that required in-depth treatment

3.   With the help of functional decision makers as appropriate, prioritize suggestions and record the results of suggested tactical targets

Part V: For Chemical or Similar Processes Conduct a Step-by-Step Review of a Comprehensive Flowsheet to Identify "Latent" Solutions that Require In-Depth Understanding

1.   For each input, state or transformation and output, ask: What is the purpose? What is the ideal? How can the ideal be reached?

2.   Identify objectives and solutions surfaced by this exercise and include them in the overall plan

a.   Even veterans who have long-term experience with a particular process often gain important insights through this exercise that would otherwise remained out of reach

3.   Where feasible periodic follow up sessions can help keep a venture on track and increase the odds of success

Part VI: Identify Owners of Distinct Areas of Effort—Strategic Objectives and Tactical Activities—and Assign Responsibilities and Complete a High-Level Plan

1.   Work with each functional decision maker to identify key resources and expertise needed, and to establish the timing that must be met

2.   Document the resulting high-level plan to be used for guidance by the project team as they plan and execute their activities

The approach as described above and shown in flowsheet form at right, with suitable tailoring, applies directly to new business identification, product development, manufacturing development and other technical endeavors. It has been successfully applied across a wide scope of development challenges, including: plant troubleshooting; cost reduction; new technology applications; pre-construction technology verification; new business opportunities; potential business strategies; quality systems; selection of external technology partners; evaluation of technology acquisition candidates; streamlining supply of experimental products to clinical trials and justifying and chartering a new business unit.

With appropriate customization to assure confidentiality, the approach provides a systematic and valid means of designing and implementing organizational changes needed to support a development effort.

For more on organization design, see Dr. Morgan's website at: http://strategictechnologyresources.com

FYI: To read Part 1 of this editorial go to the June edition of *The PARAGON Perspective*.
http://www.paragondevelopment.com/newsletter/2013/NewsletterJune2013.pdf

Flowsheet (right side):

Needs, Opportunities, Threats, Etc. — Decision Maker, Project Team, Internal Experts, External Experts

→ Charter the Strategy Team
→ Share Background and Project Information
→ Identify Issues
→ Establish or Refine the Desired End Result (Strategic Intent)
→ Establish Strategic Objectives
→ Identify Tactical Solutions
  (← Review Flowsheet Step-by-Step, For Chemical Processes)
→ Identify Owners of Objectives, Assign Responsibilities, and Complete High-Level Plan
→ Monitor Progress Periodically, as Appropriate

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. Many of you - consultants, company managers, and academics - have very solid and profound contributions that could be presented in future newsletters. 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.
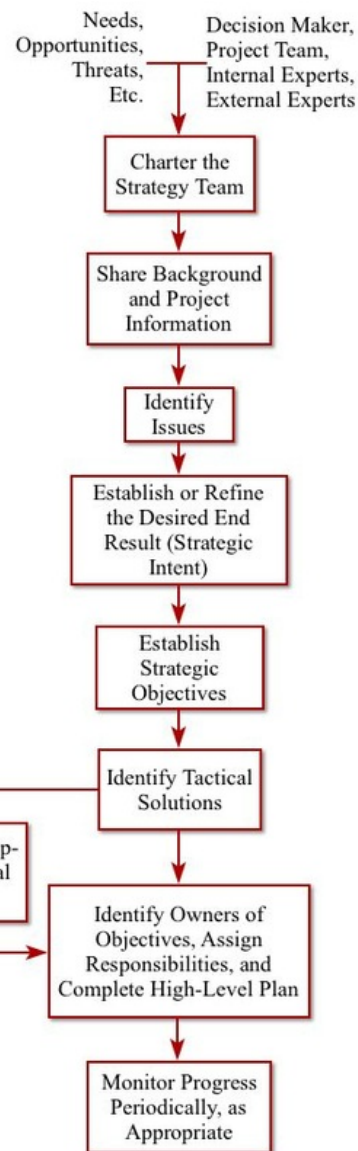
Anecdotes

Lyndon Baines Johnson

Bill Moyers who was Johnson's Press Secretary, was saying grace at lunch one day. Johnson shouted: "Speak up, Bill, I can't hear a damn thing." Moyers replied quietly, "I wasn't addressing you, Mr. President."

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 http://www.paragondevelopment.com/perspective.html. If you would rather not receive the newsletter please respond to this email and include the word REMOVE in the subject line or in the message. To subscribe to our newsletter, please send an email to contact@paragondevelopment.com and include the word SUBSCRIBE in the subject line or message. We will never sell your email address to others.

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.

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