



The PARAGON Perspective

PARAGON DEVELOPMENT

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From the President

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.

First and foremost we wish you a joyful and successful 2016! Hard to believe that this is our 16th year and we thank all of you for making it a wonderful experience that has just flown by.

Besides our wishes for success, 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.

We wish to thank Philip (a client) for contributing this month's editorial entitled “**Decision Making**”.

Jack T. Peregrim
Pres., PARAGON Development
Peregrim@ParagonDevelopment.com

Paragon Update

Q2 looked like it was going to be slow but we are now pretty busy with a number of projects that had been placed on hold in the previous quarter now active. And, several should provide a carryover base for Quarter 3. A continued positive sign is the continued growth of new clients with first time projects and several old clients in Europe who we have not worked with in the past couple years.

Conferences

Biological Wastewater Process Control Training

Trincher Family Estates, 560 Gateway Dr. - Napa, CA 94558

June 7th. Tues. & June 8th. Wed. - 2016

An educational Seminar about Biological Wastewater and Troubleshooting. State of California Approved for CEU credits. More information can be found at www.EnvironmentalLeverage.com or contact Environmental Leverage® Inc. at admin@EnvironmentalLeverage.com or 630-906-9791.

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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.

Clients have expressed interest in investing, licensing, acquiring, or partnering in the following:

- Unique and specialty enzymes and also highly functionalized carbohydrates that have health benefits in food and nutritional applications. In addition to a large set of enzyme products, they have an extensive and proprietary library of wild (natural) enzymes not found elsewhere. They use protein modification to modify these enzymes to create products with very unique characteristics.
- Additives that improve flow control, antifouling, and wax settling from crude oil both in midstream storage and processing as well as the front end of the refining process.
- New specialty and high value surfactants.

If interested, please direct inquiries to: Jack Peregrim, Peregrim@ParagonDevelopment.Com, (203) 288-4154

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Quotes of the Month

"He who knows, does not speak. He who speaks, does not know." *Lao Tzu*

"Success breeds complacency. Complacency breeds failure. Only the paranoid survive." *Andy Grove*

"A plan of attack is only relevant until you are in personal danger." *Numerous sources*

"When others say to do something illegal, immoral, unethical, or unsafe, reply: Not on my watch." *Thomas McGowan sources*

"Curiosity is the lust of the mind." *Thomas Hobbes*

"Never attribute to malice that which is adequately explained by stupidity." *Robert J. Hanlon*

"History repeats itself. That is one of the things wrong with history." *Clarence Darrow*

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Interesting Words

Quale: (KWA-lee) Noun

A quality or property as perceived by a person: a subjective experience.

Clarigation: (klar-i-GAY-shuhn) Noun

A demand for restitution for some wrong, as a precursor to declaring war or other actions.

Constative: (Kuhn-STAY-tiv) Noun & Adjective

Noun: A statement that can be judged as true or false.

Adjective: Capable of being true or false.

Snowclone: (SNO-klon) Noun

A cliché adapted to a new use.

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“Decision Making”

Effective decision-making is a key trait for every executive to have. And any executive will have a gut feel for how to make a tough decision. But gut inclinations can't be trusted, no matter how experienced or how intelligent the executive is. Tough business decisions always require dissent.

Peter F. Drucker revealed in his seminal work *Management: Tasks, Responsibilities, Practices* how GM's GM -1.24% Alfred P. Sloan modeled this before one of his top committees saying, "'Gentlemen, I take it we are all in complete agreement on the decision here.' Everyone around the table nodded assent. 'Then,' continued Mr. Sloan, 'I propose we postpone further discussion of this matter until our next meeting, to give ourselves time to develop disagreement and perhaps gain understanding of what the decision is all about.'"

The reason we must seek out dissent is that we are plagued with confirmation bias. Our guts (or opinions) tell us one thing, and we are naturally inclined to seek out facts to support those opinions. It is a vicious cycle. The more facts we obtain, the greater our gut feelings becomes and the more we are inclined to trust them. We cannot be expected to objectively seek out facts that support an opinion contradictory to our own.

Despite our gut feelings, we'll be unprepared to make that tough decision until we can get a deeper sense of the decision itself—what the alternatives entail, what consequences are likely, and what other solutions exist. This only comes from dissent and disagreement. But because we tend to surround ourselves with like-minded individuals—people we trust and who think like us—we are readily subject to the dysfunctional phenomenon of Groupthink, which only serves to degrade the quality of our decision-making.

Moving beyond our gut instincts in decision-making requires then that we surround ourselves with a diverse set of trusted advisors. But they don't become trusted advisors without a long-term track record of selfless contributions aimed at the best interest of us and/or our organizations. The more diverse the set of advisors, the more likely we are to find enough dissent to thoroughly inform a pending decision.

When disagreements arise, we must treat them as a gift, or we'll otherwise develop a culture that squelches the very resource needed for effective decision-making. Expressing thanks to those who dare to challenge us (and our opinions, perceptions, and beliefs) goes a long way toward giving dissent a future voice. Alfred Sloan showed us that great leadership in decision-making thrives on disagreement. As leaders, we should be the ones who lean in to disagreement and who unconventionally seek out the opportunities to be challenged, precisely to the point of them wrenching our guts.

Questions for any executive to ponder are:

1. Where are my best sources of dissent?
2. With whom have I developed a trusted relationship with enough to listen objectively to his or her advice?
3. Where can I contribute by being a valued voice of dissent?
4. How can disagreements to my opinions be handled more skillfully so as to encourage them rather than squelch them?

The value of guided discussion on matters that make us uncomfortable—that really stir us in our guts—should not be underestimated. For it is when our gut reactions are challenged that we become the best critical thinkers possible

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 or even just comments or criticisms of a past topic. We had primarily written editorials on topics based on our experience and perspective but we are grateful for the increase in items that have been sent to us over the past couple of months---Keep them coming!

Also, many of you - consultants, company managers, and academics - have very solid and profound contributions that could be presented in future newsletters as a guest contributor. 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.

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Anecdotes

Ludwig van Beethoven

On one occasion when Beethoven was walking with Goethe, Goethe expressed his annoyance at the incessant greetings from passersby. Beethoven replied: "Do not let that trouble Your Excellency; perhaps the greetings are intended for me."

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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.

Your friends at:

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