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GREAT MINDS HAVE PURPOSE

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WHO STEERS YOUR BOAT?

By JOANNE LOVE
editor@leaderonomics.com

I am often surprised when I hear of the amount of time and money companies allocate in allowing their team members to create the purpose for the company and its employees.

Management mistakenly believe that these team-decided purposes will help build culture and drive performance. These companies fail to understand that it is the leaders who drive the purpose, and not the team members.

And it is those leaders who do it best by creating a purpose that is clear and well-articulated, that separates the great leaders from all others.

BE THE CAPTAIN OF YOUR PURPOSE

One such leader who created a purpose worth fighting for was Sir Peter James Blake, a New Zealand yachtman, who had previously won the Whitbread Round the World Race, and the Trophée Jules Verne for setting the fastest time around the world.

In the early 1990s, Blake was asked to skipper Team New Zealand for an assault on the 1995 America’s Cup. To be a challenger in the America’s Cup, not only do you need copious amounts of money, but also an inordinate amount of things that need to be considered when getting boat-race ready.

This includes sails, ropes, winches and crank, electronics, rigging, the crew and crew training. I could go on and on. Like any complicated endeavor, crew and crew training. I could go on and on. Like any complicated endeavor.

Blake was instrumental in setting one effective purpose for his challenge. Instead of focusing on winning, by using fancy spreadsheets and performance metrics, he made the team focus on one single purpose: “Will it make the boat go faster?”

Not only did this engage his team in the task ahead, but it also allowed his team to make decisions based on that one simple, yet complete and powerful statement. The team began to rethink everything they knew about sailing and racing with this one strategy in mind. Training and team composition changed, equipment size and weight changed, sails changed. Even the crew comforts were looked at through the eyes of “will it make the boat go faster?”

The results of real team spirit, alignment and focus, clinched not only a win in 1995, but also in 2000. In creating purpose for a team, one must promote a future that will stretch boundaries and comfort zones, and enable all team members to have a sense of commitment and increased energy; a vision which promotes a commitment to an excellence process and most importantly, one that will motivate your team!

Joanne is a speaker, author, mentor, and coach. In all that she does, she helps her clients live by the words “lead by example.” At Leaderonomics, we can help your organisation find purpose with programmes such as “Goal-setting” and “Values-driven Organisation.” Contact training@leaderonomics.com for more information.

If you can’t figure out your purpose, figure out your passion.
For your passion will lead you right into your purpose.
—T. D. Jakes
By JOSEPH GRENNY
editor@leaderonomics.com

When leaders want to create an open culture where people are willing to speak up and challenge one another, they often start by listening. This is a good instinct. But listening with your ears will only take you so far. You also need to demonstrate with words that you truly want people to raise risky issues.

TAKE the former president of a major defence company, whom I will call Phil. No one at the 13,000-employee firm believed Phil when he announced that he was going to create a culture of candour and openness. And why should they? He already had three strikes against him: his workforce, past performance, and manner.

First, Phil’s workforce had successfully repelled every attempt at culture change in previous decades. Well-intended change efforts had continually failed. Why would this time be any different? Second, his own leadership history was not exactly one of give-and-take. He had a command and control style and the closest he got to dialogue was one-way “management briefings” he held monthly with his “chain of command.”

And finally, he was impossibly large, his face was one of studied expression—and his voice had an involuntary imperiousness even when asking you to pass the salt. And yet, Phil needed to dramatically improve quality and costs at the 60-year-old tactical aircraft designer and manufacturer—and he knew that the stifling culture was suppressing the very ideas he needed. Once he set out to better engage his employees, however, within a matter of months he succeeded at transforming the company culture.

Like many leaders, Phil’s first attempt at fostering candour was by using his ears. And it immediately fell flat. At the end of a highly scripted management briefing, he announced, “I will now take questions. You may ask anything you wish.” He scanned the audience for raised hands. None. Thirty painful seconds later he would have been happy for even a twitch to indicate engagement. Crickets.

While some executives would have blamed the audience for its timidity, Phil understood the problem was a lack of safety. He reasoned that the behaviour he was trying to encourage was so counter-cultural that any rational person would be terrified to try it.

With the studied intensity of a good engineer, he decided to demonstrate that this defence company was a safe place to talk about anything. Employees had decades of data from their own painful experiences that told them taking a risk to raise controversial questions was quickly punished. Phil and his senior team needed to produce enough disconfirming data to call these fears into question.

Phil did four things that went beyond listening:

1. **PRAISE PUBLICLY**
   He created a safe forum for people to raise questions—then spoke publicly about those who asked them in laudatory ways. It may sound like small potatoes, but simply adding a column called “Ask the President” to the weekly internal newsletter was a daring move.

   Phil instructed his communications team to forward him the most universally asked and highly sensitive questions. He personally penned every response. He was careful to sympathise with the questioners and to validate their concerns.

   The workforce took note—seeing evidence that disagreement would no longer be treated as insubordination. Questions could be asked anonymously or not, and over time more and more of the questioners identified themselves—which gave Phil a chance to commend them in the newsletter for their candour. Public praise is more about influencing those who hear it than those who receive it.

2. **PRIME THE PUMP**
   Phil began meeting regularly with groups of opinion leaders from throughout the organisation—encouraging them to bring their toughest questions. One topic that never came up was criticism of a major re-organisation Phil imposed two years previously. So he primed the pump.

   In one of these sessions he said, “How are you feeling about the integrated project team/structure we started two years ago? I’m sure there are frustrations with this one. What barriers are you facing? What isn’t working?”

   When people don’t feel safe speaking up, leaders can show that it is safe by saying the hard things themselves. By saying the unsayable, and doing so with a tone of voice that suggested respect for this view, Phil created a little more safety.

   And the dam burst. For the next 90 minutes, the group poured out their views on the inadequacies of the new structure. Phil acknowledged their concerns and invited them to discuss modifications to the model.

3. **LEAD BY TEACHING**
   Phil went beyond encouraging openness to teaching it. He and his senior team taught hour-long sessions on how to have what his colleagues and I call “crucial conversations”—how to diffuse strong emotions, how to speak candidly without provoking resistance, how to quickly build rapport, and so on. As people acquired these new skills, their confidence in speaking up increased.

   The fact that Phil personally taught the skills showed how invested he was in having open conversations.

4. **SACRIFICE EGO**
   On one memorable occasion, Phil said in front of a group of middle managers: “I’ve been told I am unapproachable. I don’t know what that means. I would appreciate any specific feedback any of you would be willing to offer me.”

   The rest of the group looked on in awe as one brave soul, a manager named Terry, raised his hand. “I would be happy to, Phil!”

   Terry met later with Phil and gave a couple of suggestions—which Phil then shared publicly. Phil sacrificed his ego to show how much he valued candour and openness and that people were safe with him.

**PARTING THOUGHTS**

For two years, my colleagues and I measured the frequency of people raising risky issues with peers, subordinates, as well as with senior managers at this defence company.

Within the first few months of Phil’s campaign, these measures shot up by double digits, and continued to increase during the rest of this period.

For example, employees were 15% more likely to report that they were comfortable sharing bad news up the chain of command—a remarkable change from the past.

Listening matters. But sometimes you’ve got to open your mouth too and make positive statements to generate the safety people need.

**4 WAYS TO CREATE A CANDID CULTURE**

**WHEN PEOPLE DON’T FEEL SAFE SPEAKING UP, LEADERS CAN SHOW THAT IT IS SAFE BY SAYING THE HARD THINGS THEMSELVES.**

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*Joseph Grenny is an author, keynote speaker, and social scientist for business performance. His passion and expertise is human behaviour and its impact on business performance and leadership. To learn more about being an engaging speaker, check out our leadership articles on www.leaderonomics.com or drop us an e-mail at editor@leaderonomics.com.*
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GETTING TO KNOW

DAVE ULRICH

WHAT I LEARNT FROM A HR GURU

I

The world of human resources (HR), Dr Dave Ulrich, the Renais

Liert professor of business with

the University of Michigan in the United States, does not need an intro-

duction. Globally recognised as the most influential thinker in the HR sphere,

Ulrich’s works have been published in

books, articles and research papers, and

referred to extensively.

I’ve known Ulrich for many years (yes, right!), i.e. through commentaries by

my esteemed editors from the previous organisation I was attached to. Back then,

they would write HR commentaries refer-

ring to Ulrich’s HR ideas, competencies

and best practices.

Destiny somehow brought us together years after that. My first connection to

Ulrich was via e-mail for permission to have some of his recent works to be pub-

lished on Leaderonomics.com. And we did publish some of the articles he graciously

shared with us.

MEETING THE GURU IN PERSON

Opportunity came knocking when we got to know that he was coming to Kuala Lumpur for an exclusive

day workshop on May 31. Made possible by KPintar Sdn Bhd, it was the beginning of a journey of anticipation and correspon-
dence as I waited for a confirmation to get Ulrich on The Leaderonomics Show (TLS) with our TLS host/editor/leaderonomics chief

executive officer, Roshan Thiran.

I attended the session as a media rep-

sen-tative. Hence, besides me interpret-

ing HR matters from an employee’s point of view, I also observed the communica-


tion cues and presentation skills from a media point of view.

Not with judgemental eyes, but with

a pair of learner’s eyes since I have not been formally trained in mass communi-

cation.

Ulrich presented the fourth wave of HR on ‘The Next New Thing: How HR Creates Value from the Outside In’, but at the end of

the day, it felt like the audience had known him as a close friend.

Here are three of my observations that I have learnt from Ulrich as a person:

1. BE A STORYTELLER, AND START CONNECTING THE DOTS

Throughout Ulrich’s workshop, he used many examples and experiences from his own family to explain certain HR concepts or answer HR questions from the floor. It felt that at the end of his presentation, not only had we built a connection with Ulrich, but also with his entire family.

Now we know that Ulrich loves basket-

ball and his mother; his wife Wendy

is a psychologist, his son, Michael, is fol-

lowing in his father’s footsteps in HR; and he has two daughters with very different

personalities.

The one story which struck me most was the time when Ulrich, who was then travelling for work, related how his client who was quite ill at that moment. To him, it was “so be it” because he was clear on what his priority was but Ulrich’s father passed on shortly after that.

Takeaway message: There needs to be clarity on what matters most in our lives. What price are we willing to pay to achieve it? Be brave to choose between work and family? Are our personal values still aligned with the values that an organisation stands for, or are the clients that we serve?

2. BE VULNERABLE, BUT BE AT REST ABOUT BEING YOURSELF

I noticed that whenever Ulrich

moved from one table to another to engage with his audience, he would move the nearest empty chair right in front of him, or sometimes, he’d sit on it. Me being a little obsessive-compulsive, I was somewhat grateful that there weren’t my chairs as I would have asked (politely) my honourable guest to please stop moving those chairs around from their original positions.

Then came a session where he spoke briefly about personality types and the DNA of effective leaders. My curiosity was answered when he finally revealed why he has the habit of moving chairs in front of him. It was actually in response to his introversion personality whenever he makes his presentation. Putting myself in his shoes, I’d probably be finding a spot where I can hide at least half of my body from my audience’s view.

Takeaway message: Be aware of your predisposition, but be open to learn and master all other skills required to do a job. Specifically in terms of leadership, we need to break out from our familiar zone to master personal proficiency to becoming a strategist, executor, manager and developer.

3. BE SPONTANEOUSLY UNPREDICTABLE, AND HAVE A GOOD LAUGH

We sometimes stereotype university professors of a certain stature, or gener-

ally speakers or trainers, as incredibly rigid and serious. I admit I had that pre-

conceived idea about Ulrich before seeing him speak live.

To my childlike delight, Ulrich came

across as someone sincere, down-to-

earth and fatherly. He looked comfortable enough on and off stage (although he was very conscious about being captured on video), as he engaged with his audi-

ence as though he was conversing with you personally.

He brought elements of surprise to

the audience when he tricked us into believing that he actually misplaced his pen, when he was actually “testing” who would be the first in the crowd to come on stage with a pen for him.

He later playfully made the cam-

eman turn his camera anchored on a

tripod to almost a full circle as he went around him, before Ulrich finally stood right beside him and commented that he had successfully evaded the camera.

That was what he needed to do to break the formality of the workshop with his audience—through laughter.

Takeaway message: We have heard this many times before—Don’t judge a book by its cover. Naturally, we judge a person, an organisation or a situation by what we see or hear without digging deeper into the heart and mind of those entities to substantiate our perception. As

we say in Malay, tak kenal, maka tak cinta (you can’t love what you don’t know). Also, laughing at ourselves is good medicine, laughing at the expense of others is not.

ULRICH’S QUOTES OF THE DAY

1. HR is not about HR, it’s about the business.

2. Authenticity in leadership is narcissism if it’s not creating value for others but for himself/herself.

3. Culture is the identity of the firm in the mind of your most critical customers. So, build a company culture revolving around your customers and stakeholders (HR outside in).

4. It’s time to end the war of talent. Talent just needs to be fitted into the right organisations.

5. Work around our predisposition, but learn to master other skills too.

PARTING THOUGHTS

I now understand why Ulrich is known as the father of modern HR. He does live up to the persona of a father figure, specialising on the other side of HR, i.e. human relationships. It was indeed a privilege to get up close and personal with Ulrich that day.
DO YOUR EMPLOYEES IDENTIFY WITH YOUR ORGANISATION’S PURPOSE?

By DAVID DUBIN and DANIEL RUSSELL
david@daviddubin.com

today’s workplace. In an environment where employees have created digital posters similar to corporate social responsibility (CSR) posters. These KPMG posters didn’t emphasize specific accounting tasks, but rather, it is about explaining the origin of the company’s purpose.

SURELY DEFINE YOUR ORGANISATION’S PURPOSE

There may be a tendency to want to define purpose as ‘a business that has other values besides money.’ But that’s not the case. An organisation’s purpose is not simply a statement that says something about the company. It is a commitment and helping them identify the company’s purpose to employees. Groups with leaders who do and do not communicate the company’s purpose to employees. Groups with leaders who discuss the organisational purpose are almost twice as likely to strive for their purpose engaging.

SEND A CONSISTENT MESSAGE ABOUT YOUR ORGANISATION’S PURPOSE

An employee that feels as though his/her work is tedious and of no meaning, and of no success stories with employees. Once again, we asked if they had shared the message about the organisational purpose.

PARTING THOUGHTS

Fortunately, identifying and instilling a sense of purpose within your organisation has tremendous benefits. However, it is not an easy task. The purpose has to be genuine and inspiring to employees at all levels. Now, it has been shared in such a way that each employee understands his or her role in fulfilling the purpose every day.

DOING IT RIGHT ISN’T ENOUGH

The organisation’s purpose is not only to improve employee outcomes but also improves overall productivity and quality.

THE PURPOSE OF A COMPANY OUGHT TO BE CLEAR SO IT CAN BE EASILY UNDERSTOOD BY EVERYONE THAT THE ORGANISATION DOES.

WHEN we think about purpose in the workplace, it is easy to remember a visit to a medical devices company to discuss organisational purpose. Upon meeting the facilitator, we did a bit of background research to understand the firm’s business and context.

NOTHING IN THE WORLD IS MORE IMPORTANT THAN HAVING A PING PONG TABLE

One of the few experienced workers was asked to share his views about what they did. A whisper, he explained how they created innovative medical products for clients all over the world. I realised that he had fathered half my beneficiaries from their work. I almost came to tears as I explained the connection and thanked the employee for his work.

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MEMBERSHIP IN THE ORGANISATION MAKES US FEEL GOOD

Almost half of today’s workforce would take a 15% reduction in pay if it meant working for an organisation that would have a valuable impact on the world, according to a study by Not Profit.

Whether it’s when defining purpose, employees are considering the true impact of their work and are not just talking about their individual tasks.

Intensive employees and ask them about the impact their work has on their teams and the organisation but put a special emphasis on the impact to the organisation’s stakeholders (e.g. clients, patients, the world, etc.).

Think about how a football player would describe his role. When asked about his job, employees wouldn’t say “try and kick a ball into a net”.

When this is executed well, the walls. Instead, the space was divided into attention to detail.

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ALEXANDER HAMILTON

Before the smash hit Broadway musical, Hamilton, Alexander Hamilton was just the man on the US$10 bill and many mistook him as one of the many former presidents but he is not a president. He is, however, a founding father.

How did he, without the presidency, become significant enough to exist on the US bill?

Alexander Hamilton is historically regarded as the “Father of modern banking” and was also America’s first secretary of the treasury.

Nevertheless, he came from humble beginnings.

Hamilton was an illegitimate child born in the West Indies and had never formally graduated from college. He began working between the ages of eleven and thirteen for a trading company in St. Croix, an island in the US Virgin Islands.

The outbreak of the American Revolution (1775–1783), when the 13 British colonies in North America fought for their freedom, offered Hamilton the opportunity he desired. In 1777, he became a lieutenant colonel in the Continental Army and General George Washington’s assistant.

He was impressive and worked tirelessly, becoming one of Washington’s most trusted advisers. In 1782, he became a lawyer following a short period of apprenticeship.

The Revolution greatly evolved Hamilton’s ideas on government and society.

Coming from a foreign country meant he had a fresh vantage point. His time under Washington made him see Congress’s weakness and the harm that both state and local rifts had caused.

It was during this time, Hamilton began to firmly believe and work towards a strong central government.

His Legacy

“The sacred rights of mankind are not to be rummaged for among old parchments or musty records. They are written, as with a sunbeam, in the whole volume of human nature, by the hand of the divinity itself, and can never be erased or obscured by mortal power.”

—Alexander Hamilton

Hamilton was one of 12 delegates at the Annapolis Convention of 1786, and there, he drafted resolutions for the powers of the new government post-independent from Britain. He called for a constitutional convention to ensure the union’s collective interests were prioritised over individual state and local concerns.

In October 1787, he wrote a series of essays collectively titled The Federalist, designed to persuade the people of New York to ratify, or approve, the Constitution. Although others wrote for The Federalist, Hamilton wrote 51 of the essays.

They contain some of America’s most original and important writing on politics and the result, the conception of constitutional government, is regarded as Hamilton’s greatest contribution to American political thoughts.

The Takeaway

There is power in persistence and diligence. Hamilton became a great leader because he was first, a great follower. During a time, where money and pedigree were so important, Hamilton found strength in his “weaknesses” and pressed on, impressing elites like George Washington.

Hamilton was a man who opened his own doors and created a vision for a nation, not just for himself, but for the unity and benefit of many through the creation of the United States.

BARACK OBAMA

While slavery was officially abolished on Dec 6, 1865, the day the 13th Amendment to the Constitution was ratified, it was only 100 years later that African Americans truly became equal citizens in the eyes of the law and government.

Martin Luther King Jr. and members of the Black Power movement led protests and the historic March on Washington that resulted in the Civil Rights Act of 1964.

Fast forward to Jan 20, 2009, Barack Obama became the first African American to be President of the United States. Since he assumed office, the country’s unemployment rate has dropped due to job growth, health care has become accessible, human rights and equality have been championed and so has climate change.

Raised by a single mother, Obama did not come from an affluent family. However, he worked hard and graduated magna cum laude with a Doctor of Law from Harvard University. From then on, he has strived to be where he is today.

Obama has stood out as someone who rallies for the people and as an individual who connects with his audience. He is a man, unafraid to openly weep for the losses of others as he did when speaking on the Sandy Hook Elementary School shooting.

CHANGE WE CAN BELIEVE IN

“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek.” —Barack Obama

Initially chalked down to nothing more than a charismatic speaker with no record of achievement, Obama proved himself as a doer, someone willing to do whatever it takes to achieve his vision for a greater America.

Moreover, this vision was an empathetic, follower-driven one. While many resented some of his policies as they misunderstood the purpose of them (largely due to the political noise and bias in some American media outlets), the people now have more access to civil liberties and amenities than before.

After Obama, the American people now can:

1. Never be denied insurance due to pre-existing conditions
2. Own a credit card free of hidden fees
3. Enjoy cleaner air as carbon emissions have dropped (Solar energy installation is up 2000%)
4. Love freely and serve freely
5. Pursue a tertiary education with more student-debt relief

The Takeaway

Obama came from a minority group, he did not have the perfect family, and he did not have a lot of people who believed in his full potential. However, he developed a high level of socio-emotional intelligence and resilience, and because of that, he has laid the foundation for a new, better America.
KODAK VS FUJIFILM: A DISSECTION OF THE TRUTH BEHIND THEIR SUCCESS AND FAILURE

By PRETHIBA ESVARY
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THE GOLDEN CIRCLE THEORY

If you’re familiar with trained ethnographer and leadership management expert, Simon Sinek, and his Golden Circle theory, you would know that organisations have to be clear on their purpose (why they do what they do), mission (how they do it), and the products and services (what they provide). See Figure 1.

However, as technology advanced with time, the company failed to see the need to diversify its employees’ expertise and product design to suit the new external knowledge and the changed market needs. Even as the company attempted to diversify its product line through acquisitions and partnerships, they did not have the relevant expertise to manage their new business. And that was why their business model failed them.

FUJIFILM

While Kodak was dominating the photography and film market in the United States, Fujifilm was doing the same in Japan. Fujifilm was aware of the shifting market trend in photography from film to digital and similarly to Kodak, it opted to retain its existing business model, with the additional investments going into new technology and diversification into new businesses. According to an article in The Economist, in a span of a decade, Fujifilm’s profits for film dropped from 60% to 3%.

In an interview with Digital Imaging Reporter, Manny Almeda, president of imaging division and general manager of optical devices division, Fujifilm North America said, “...while the print market shifted, and the film market continued to dissolve, we had to refine who we are, and how we were going to be successful as the market changed around us.”

Fujifilm recognised the changing photo printing business and when it came across American firm Fuji Xerox, that was in need of help, Fujifilm saw an opportunity to form a joint venture. According to Almeda, “…Some people want prints, some want books, enlargements, T-shirts or posters. We need to deliver these to customers in a way that’s easy for them.”

Fujifilm managed to do this with Fuji Xerox’s products such as the Xerox Phaser 6270 printer which enabled retailers to produce the aforementioned items. But the company knew it couldn’t merely rely on photo printing and low-end digital cameras to sustain the business. It saw an opportunity with a new market—pros and advanced amateurs—that was on the lookout for high-performance cameras similar to DSLRs which suited its work, according to Almeda. And Fujifilm did more than just that, by focusing on developing cameras with a remarkable image quality feature.

These are merely a few of the tactics undertaken by Fujifilm in its efforts to refocus its strategies to fit the shifting market needs.

What’s ironic to note is that businesses that were highly successful and aware of the fact that they had to adapt, failed to do so.

ADAPTING YOUR PURPOSE TO THE CHANGING EXTERNAL ENVIRONMENT TO BE SUSTAINABLE AND RELEVANT

S PEARHEADED by its current chief executive officer (CEO), Indra Nooyi, PepsiCo began diversifying its products and positioned them according to three categories: fun for you (e.g. potato chips and regular soda), better for you (diet or low fat snacks and sodas), and good for you (e.g. oatmeal). Now, why would one of the largest food and beverage companies in the world, well-known for offering delicious, affordable and convenient junk food and beverages, vie for healthy spaces? It should come as no surprise that one of the major reasons for this is due to the rise in obesity cases, not to mention the high investments and changes due to the high investments and changes to the food industry.

A report by Market Realist showed that in the fiscal year of 2014, its healthier food and beverages, there were concerns from external parties that this move could possibly bring the company down, as it was shifting away from a well- loved 50-year brand identity.

Nooyi, Pepsico began diversifying its product line through acquisitions and partnerships, they did not have the relevant expertise to manage their new business. And that was why their business model failed them.

KODAK

Who can forget the ever so popular yellow Kodak film that was the “Kodak moment” ads which told us to capture the moments in our lives? The Eastman Kodak Company had a strong foothold in the American photographic industry by selling affordable cameras, and other accompanying products such as their huge variety of a ma- teur and professional films, chemicals and paper. In fact, according to a report by the Baltimore Sun, Kodak went on to become “the world’s biggest producer of film for still and motion picture cameras.”

However, when digital photography and imaging entered the market, Kodak saw a massive decline, and ended up filing for bankruptcy at the beginning of 2012.

Why did this happen? One of the core reasons for this lies in the failure of Kodak to adapt its purpose according to changes in its external environment—the digital revolution. Because of the lack of adaptability, Kodak failed to stay relevant in the market and lost the battle to its Japanese counterpart, Fujifilm.

According to one of the firm’s former senior executives, “Kodak’s monopoly was the problem. It always believed it had a God-given right to 100% of the market. It never bothered to look over its shoulder at what was coming up behind it.”

However, Kodak was the first company to create the world’s first digital camera in 1975, and its cameras were, in fact, better than Canon’s or Sony’s in the 90s. This shows that the company does have the ability to innovate and create a new need.

However, as technology advanced with time, the company failed to see the need to diversify its employees’ expertise and product design to suit the new external knowledge and the changed market needs. Even as the company attempted to diversify its product line through acquisitions and partnerships, they did not have the relevant expertise to manage their new business. And that was why their business model failed them.

PEARHEADED by its current chief executive officer (CEO), Indra Nooyi, PepsiCo began diversifying its products and positioned them according to three categories: fun for you (e.g. potato chips and regular soda), better for you (diet or low fat snacks and sodas), and good for you (e.g. oatmeal).

In an interview with Digital Imaging Reporter, Manny Almeda, president of imaging division and general manager of optical devices division, Fujifilm North America said, “...while the print market shifted, and the film market continued to dissolve, we had to refine who we are, and how we were going to be successful as the market changed around us.”

Fujifilm recognised the changing photo printing business and when it came across American firm Fuji Xerox, that was in need of help, Fujifilm saw an opportunity to form a joint venture. According to Almeda, “...Some people want prints, some want books, enlargements, T-shirts or posters. We need to deliver these to customers in a way that’s easy for them.”

Fujifilm managed to do this with Fuji Xerox’s products such as the Xerox Phaser 6270 printer which enabled retailers to produce the aforementioned items. But the company knew it couldn’t merely rely on photo printing and low-end digital cameras to sustain the business. It saw an opportunity with a new market—pros and advanced amateurs—that was on the lookout for high-performance cameras similar to DSLRs which suited its work, according to Almeda. And Fujifilm did more than just that, by focusing on developing cameras with a remarkable image quality feature.

These are merely a few of the tactics undertaken by Fujifilm in its efforts to refocus its strategies to fit the shifting market needs.
By TRAVIS BRADBERRY editor@leaderonomics.com

10 SIGNS YOU’RE BURNING OUT AND HOW TO STOP IT

Top of the Week

IF you recognize many of these symptoms in yourself or others, fighting burnout is a simple matter of self-care. You need good ways to separate yourself from your work so you can recharge and find balance. The following will help you to accomplish this.

1. DISCONNECT

Discerning the most important burnout strategy on this list because if you can’t set aside time to remove yourself electronically from your work, then you’re never really left work.

Making available to yourself your company’s 24/7 help line will give you a constant barrage of choices that prevent you from physically and emotionally taking the entire evening or weekend off from handling work e-mails and calls isn’t realistic, try designating specific times to check in e-mails and respond to voicemails.

For example, on weekly evenings you may check e-mail after dinner and on the weekends you may check your messages on Saturday afternoon while your children are playing sports. Scheduling such short blocks of time alleviates stress without sacrificing your availability.

2. PAY ATTENTION TO YOUR BODY SIGNS

Get in the habit of watching the result of dehydration, that a stomach ache is a result of something you ate, and that an aching neck is from sleeping in an uncomfortable position, but wait until you feel tired to take a break, followed by 15-minute breaks. If you spend spurts of an hour to an hour and a half, fatigued yourself unnecessarily in the process. You may need 15 minutes of uninterrupted work. If you feel that you are burning out, it’s too late—you’ve already missed the boat.

FIGHTING BURNOUT

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Do you hate your job, or know someone who hates his or hers? If so, you’ve got a lot of friends. A worldwide (142 countries) study done by Gallup from 2011–2012 found that 24% of workers were actively disengaged, 63% were disengaged, and only 13% were engaged. In layman’s terms, this means that 24% of workers hate their jobs and probably whine about it; 63% are demotivated and just get by, and only one in eight workers actually feels excited to go to work in the morning.

I believe that one of the major causes is a lack of meaning: “Why am I really here and why am I doing this?” Disengaged people may work because they have bills to pay and children to feed—but they don’t feel for their work. It doesn’t mean anything to them deep inside. It’s tragic, considering how much most of us spend at work.

While I can’t claim to be an expert in workplace happiness—I have some suggestions on how people can find meaning in their work. If you’ve ever wondered how some people can be so passionate about their work, this one is for you.

1 LOOK FOR THE HIGHER PURPOSE – THE WHY?

I used to lead a group of engineers who would routinely fly to remote parts of the world (e.g. in the middle of the ocean and deserts) and install high-tech equipment into oil wells. It paid well, but the guys had to spend a lot of time away from their families. The work was unpredictable too—many of them had to sacrifice major events back home. Like my engineer, who missed the birth of his second child.

It was the type of job that made you question your humanity. And I questioned mine too—many times. So, at the start of every year, I would write to my engineers asking if they knew why they did their jobs. Apart from making money of course.

I can’t guarantee you that it made them feel better, but my honest answer to them was: “We’re helping to power the world.” It kept me going for years. And even though I’ve left now, the team to whom I said: “We’re helping to power the world.” It kept them going for years.

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