Harvard Business Review Listenings

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

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Business leaders
8. Launch you next idea before it is ready
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10. Create slides people will remember

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## Aligning strategy and sales
Harvard Business Review: [https://www.youtube.com/watch?v=kbp-Rytdtr0](https://www.youtube.com/watch?v=kbp-Rytdtr0)

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

### Introduction

1. **Even if you have a solid and coherent strategy implementing it isn’t** __________.  
2. **A core key to success in implementation is aligning strategy and sales connecting** h______________ your people sell with w______________ your business wants to achieve.

### 1. ________________________________

1. **Three key areas to understand**  
   -  
   -  
   -

2. **Value is created or destroyed out there in the** m______________ place NOT in c______________ rooms or offsite strategy meetings

### 2. ________________________________

1. **What do your sales people need to be good at?**
2. **Surprisingly,**
3. **What do companies tell sales teams?**
4. **The essence of strategy is...**

### 3. ________________________________

1. **Hire** people with the correct skills / hire right people
2. **Training**
3. **Sales managers**
4. **Behaviours**

### 4. ________________________________

1. **Communicate and...** coordinate with your team
2. **Gather...**
3. **Senior executives**
4. **Strategies fail from...**

### Summary

1. **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.

### 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 easy

ii) A core key to success in implementation is aligning strategy with sales connecting how your people sell with what your business wants to achieve.

--- / 3

**1. Understand externals**

iii) **Three key areas to understand**
- Industry
- Market
- Customer and account segments

iv) Value is created or destroyed out there in the market place NOT in conference 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 people with the correct skills / hire right people**

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 coordinate with your team**

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 chances for a successful implementation by aligning strategy and sales. Linking your goals with what actually happens in the field. Remember a desk 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](https://www.youtube.com/watch?v=ep9PZdTNDNY)*

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

## Introduction

<table>
<thead>
<tr>
<th>i) Causes of failures?</th>
<th>i)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ii) Percentage</td>
<td><strong><strong><strong><strong><strong>% of failures are due to i</strong></strong></strong></strong></strong> - p____________ tensions</td>
</tr>
<tr>
<td>iii) What is his research?</td>
<td>He has studied __________ of start-ups over __________ years</td>
</tr>
<tr>
<td>iv) His findings are...</td>
<td>iv)</td>
</tr>
</tbody>
</table>

### 1. _______________________________

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

<table>
<thead>
<tr>
<th>Key point</th>
<th>Danger</th>
</tr>
</thead>
<tbody>
<tr>
<td>v) Same skills</td>
<td><em>Creates tensions and big hole (areas of expertise) unfilled</em></td>
</tr>
<tr>
<td>vi) Know each other</td>
<td></td>
</tr>
<tr>
<td>vii) Decision making</td>
<td></td>
</tr>
<tr>
<td>viii) Data</td>
<td></td>
</tr>
<tr>
<td>ix) Solution</td>
<td></td>
</tr>
</tbody>
</table>

### 2. _______________________________

How to assign titles and make decisions within the team.

<table>
<thead>
<tr>
<th>Key point</th>
<th>Danger</th>
</tr>
</thead>
<tbody>
<tr>
<td>x) Don’t want to be CEO</td>
<td></td>
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<tr>
<td>xi) Top heavy</td>
<td></td>
</tr>
<tr>
<td>xii) Decision making</td>
<td></td>
</tr>
<tr>
<td>xiii) Solution</td>
<td></td>
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</tbody>
</table>

### 3. _______________________________

How to split the equity ownership.

<table>
<thead>
<tr>
<th>Key point</th>
<th>Danger</th>
</tr>
</thead>
<tbody>
<tr>
<td>xiv) The common model</td>
<td></td>
</tr>
<tr>
<td>xv) Data suggests</td>
<td></td>
</tr>
<tr>
<td>xvi) Key problem</td>
<td></td>
</tr>
<tr>
<td>xvi) Solution</td>
<td></td>
</tr>
</tbody>
</table>

### 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.

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

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

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

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

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.

Overall Score: ___ / 25
2. Three new networks for the digital age

Harvard Business Review: [https://www.youtube.com/watch?v=46neRmoVPzg](https://www.youtube.com/watch?v=46neRmoVPzg)

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

**Introduction**

i) Basic overview

- Major forces rewriting everything about work & home.
- 

ii) Her research area + outcome

iii) Value

___ / 5

1: ________________________________

iv) Who are they?

v) What can they do? (3)

- Solve problems,
- 

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 v_________ you hold as an individual is no longer just in y________ but in the n________ 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 | • Major forces rewriting everything about work & home.  
|                   | • Technology bringing us together but separates at a personal level  
|                   | • Challenges = we need new types of networks  |

| 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.  |

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.  |

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.  |

3: The ‘big idea’ crowd

| x) Who are they? | • Not like you, individuals expose you to different ideas, knowledge and ways of thinking different than your own.  
|                 | • These people can be virtual and physical and all over the world.  |

| 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.  |

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.  |

Overall Score: ___ / 21
### 3. What do people want from their leaders

**Harvard Business Review:** [https://www.youtube.com/watch?v=yfZiHfk8-aA](https://www.youtube.com/watch?v=yfZiHfk8-aA)

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

<table>
<thead>
<tr>
<th>Introduction</th>
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</thead>
<tbody>
<tr>
<td>i) Why have we lost faithfully recently?</td>
</tr>
<tr>
<td>ii) Who don’t we trust (5)</td>
</tr>
<tr>
<td>iii) What’s the real problem?</td>
</tr>
<tr>
<td>iv) What’s the solution?</td>
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</tbody>
</table>

### Simple definition

| v) Effective leadership e_________ people to exceptional performance |

<table>
<thead>
<tr>
<th>vi) Exceptional performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>is not a luxury it is...</td>
</tr>
</tbody>
</table>

| vii) How long have we been studying leadership? |

| viii) The wrong question is... |

| ix) The correct question should be ... |

### Research

| x. How many people were asked? |

<table>
<thead>
<tr>
<th>xi. Four ideas</th>
<th>Development – extra information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Community</td>
<td>To be part of something (marketing team / sales team / head office)</td>
</tr>
<tr>
<td>2. ________________</td>
<td></td>
</tr>
<tr>
<td>3. ________________</td>
<td></td>
</tr>
<tr>
<td>4. ________________</td>
<td></td>
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</tbody>
</table>

### 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. |

### Overall Score: ___ / 18
3. What do people want from their leaders ANSWERS

**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. |

**Simple definition**

v) Effective leadership excites 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?

**Research**

x. How many people were asked? 1000

xi. Four ideas

<table>
<thead>
<tr>
<th>Development – extra information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Community</td>
</tr>
<tr>
<td>2. Authenticity</td>
</tr>
<tr>
<td>3. Significance</td>
</tr>
<tr>
<td>4. Excitement</td>
</tr>
</tbody>
</table>

**Summary**

xii) Effective leadership is an authentic, skilful role performance with the capacity to transform organisations and enrich lives. It’s always difficult but it is well worth the effort

**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 p__________ about how much things cost. It’s not just about how much you charge, it’s you’re a__________ and they quickly abandon companies that don’t play f__________.

ii) What’s the example?

iii) What does fixed values create?

iv) What should companies do?

Five Principles

1) Focus on relationships
v) Cultivate loyalty by...

vi) If pricing is merely transactional...

2) Be productive
vii) What should you do?

viii) Example of fees

3) Be Flexible
ix) Rigid pricing

Doesn’t work because people view products differently

x) Flexible pricing

4) Be transparent

xi) What does this achieve?

xii) The loyal customers cost l________ to retain, buy more e_________ products and f________ mistakes

5) Understand Market Standards

xiii) Important to understand customers perceptions of fair pricing

xiv) Fair pricing means...

xv) Unfair pricing means

Summary

xvi) Pricing is a t________ that speaks l______ to customers. What does your p________ say about you?

Overall Score: ___ / 20
## 4. Putting a price on customer loyalty ANSWERS

### 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)

### 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) 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

#### 3) Be Flexible

ix) Rigid pricing Doesn’t work because people view products differently

x) Flexible pricing Helps your company meet changing consumer needs

#### 4) Be transparent

xi) What does this achieve? Trust and goodwill

xii) The loyal customers you gain cost less to retain, buy more expensive products and forgive mistakes

#### 5) Understand Market Standards

xiii) Important to understand Customers perceptions of fair pricing

xiv) Fair pricing means... Customers will buy more and pay premiums

xv) Unfair pricing means Customers will punish you

### Summary

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

### Overall Score: ___ / 20
5. The art of career development

Harvard Business Review: [https://www.youtube.com/watch?v=d6yW9lsQ00A](https://www.youtube.com/watch?v=d6yW9lsQ00A)

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

### Introduction

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

<table>
<thead>
<tr>
<th>1.</th>
<th>___________________________</th>
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</table>

### Types of expertise

vi) K____________________ of your job function
vii) F___________________ with the industry
viii) **Ability to communicate**
ix) Capacity to m____________________ your team
x) Ability to build a n________________ of supporters

<table>
<thead>
<tr>
<th>2.</th>
<th>___________________________</th>
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</table>

xi) Artists use their skills to express...

<table>
<thead>
<tr>
<th>3.</th>
<th>___________________________</th>
</tr>
</thead>
</table>

xii) Putting yourself out there can be...

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

<table>
<thead>
<tr>
<th>4.</th>
<th>___________________________</th>
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</table>

xv) An identity workspace:

xvi) Professional:

xvii) Informal: *volunteer group / a group of classmates*

xviii) Managers:

xix) Results of Identity Workspace are...

| Overall Score: | ___ / 20 |

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# 5. The art of career development ANSWERS

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

## Introduction

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

## 1. Build on a foundation of expertise

### Types of expertise

| vi) Knowledge of your job function                                                                 |
| vii) Familiarity with the industry                                                                 |
| viii) Ability to communicate                                                                     |
| ix) Capacity to motivate your team                                                                |
| x) Ability to build a network of supporters                                                      |

## 2. Prove the work you do matters

| xi) Artist use their skills to express meaning                                                   |

## 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. 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             | volunteer group / a group of classmates                                  |
| 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 |

**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

---

**Four Key steps**

1) __________________________________________________________________________

iv) Clearly define

v) Are you companies internal structures ..

---

2) __________________________________________________________________________

Example: Air France

vi) Senior executives:

vii) Open process

viii) Result

---

3) __________________________________________________________________________

ix) Set up ___________________________________________________________________

x) Create

xii) Track

xiii) Issues

xiv) Hold

---

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

---

**Summary**

xvi) Strategies

xvii) People

xviii) Ideas

---

**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

**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?

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

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

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 **serious** enough to make the **changes** and **sacrifices** required

**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

**Overall Score:** ___ / 21
7. Collaboration by difference
Harvard Business Review: https://www.youtube.com/watch?v=zk8mvIYaO3w

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…
   you get ‘group think’
iv) Her company information..

1. ______________________________________________________________________
   ___ / 3

Example
v) Who?
   3 Koreans, 3 Americans
vi) Index card 1 write...
vi) Index card 2 write...
vii) Interesting because
viii) It’s a great attention device because

2. ______________________________________________________________________
   ___ / 5

Example
x) Schools
xi) Topic of study
   Digital age
xii) Realisation
xiii) Flip

3. ______________________________________________________________________
   ___ / 4

xv) Meeting
xvi) Person
xvii) Result

Summary
xviii) Collaboration by difference is about shaking up your old h________, it’s about structuring a way
       of listening to the q________ voice, adopting methods that force you to e____________ 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 g____________ think not true innovation

   ___ / 4

Overall Score: ___ / 20
7. Collaboration by difference **ANSWERS**

**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... | you get group think |
| iv) Her company information.. | 2002 she cofounded HASTAC / Members 8,500 academics, coders, programmes, digital media, artists and entrepreneurs |

**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 |

**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. |

**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. |

**Summary**

xviii) Collaboration by difference is about shaking up your old **habits**, it’s about structuring a way of listening to the **quiet** voice, adopting methods that force you to **examine** 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 **group** think not true innovation

**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](https://www.youtube.com/watch?v=N-BX0jzmS1w&t=19s)

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

---

### Introduction

<table>
<thead>
<tr>
<th>i) What we repeatedly hear?</th>
</tr>
</thead>
<tbody>
<tr>
<td>ii) What do prototypes do?</td>
</tr>
<tr>
<td>Bring ideas to life.</td>
</tr>
<tr>
<td>iii) What’s the problem?</td>
</tr>
<tr>
<td>iv) Why doesn’t this work?</td>
</tr>
</tbody>
</table>

---

1. __________________________

   Place the product in the real environment

   **Example:**

<table>
<thead>
<tr>
<th>v) Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>vi) Action taken</td>
</tr>
<tr>
<td>vii) Feedback</td>
</tr>
</tbody>
</table>

   __/ 3

2. __________________________

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

   **Example:**

<table>
<thead>
<tr>
<th>viii) Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>ix) Action taken</td>
</tr>
<tr>
<td>x) Feedback</td>
</tr>
</tbody>
</table>

   __/ 4

3. __________________________

   a faked version of your product

   **Example:**

<table>
<thead>
<tr>
<th>xi) Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>xii) Action taken</td>
</tr>
<tr>
<td>xiii) Feedback</td>
</tr>
</tbody>
</table>

   __/ 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_____________.

___/ 5

**Overall Score:** ___ / 20

---

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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.
---|---
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](https://www.youtube.com/watch?v=xr5EzwfiQdM&t=16s)

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

## Introduction

1. **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____________

2. **the main question?**

3. **9 or 10 means**

4. **0-6 means**

5. **Why does Apple use Net Promoter?**

### 1 measure feedback consistently

6. **Samples collected from...**  
   customers every day and in every store.

7. **Real-time feedback...**

### 2. Close the loop

8. **What does the store manager do?**

### 3. Celebrate with the successes

9. **Jerry...**

10. **The result...**

### 4. Share best practices

11. **A systematic process...**  
    of gathering feedback, reacting it, closing the loop, sharing the successes

12. **Employees asked...**

## Summary

13. **When h__________ are listening and making changes and driving l__________ 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.**

**Overall Score:** ___ / 18
9. Turn customers into promoters **ANSWERS**

**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

---

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

---

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.

---

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

---

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.

---

**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.

---

**Overall Score:** ___ / 18
10. Create slides people will remember.
Harvard Business Review: [https://www.youtube.com/watch?v=OeV2fHEM4RI](https://www.youtube.com/watch?v=OeV2fHEM4RI)

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

### Introduction

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

1) ________________________________  /  2

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

2) ________________________________  /  3

| 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? |

5) ________________________________  /  3

| xiii) What should you have on slides? |

### Summary

| ivx) T___________ preparation of visuals can stop b___________ presentations and make your next speech more p______________ |

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
</table>

### Overall Score: ___ /20
10. Create slides people will remember **ANSWERS**

**Introduction**

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

1) **Use slides effectively**

<table>
<thead>
<tr>
<th>iv) Why ditch the slides in small informal settings?</th>
<th>Instead spend time shaping a conversation. It’s easier to make a personal connection.</th>
</tr>
</thead>
<tbody>
<tr>
<td>v) What can you use instead?</td>
<td>Use the white board or create a few graphics to collaborate around.</td>
</tr>
</tbody>
</table>

2) **Write slides after prepared speech**

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

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

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

4) **Storyboard one concept per slide**

<table>
<thead>
<tr>
<th>xi) Why?</th>
<th>keep slides simple = one concept per slide.</th>
</tr>
</thead>
<tbody>
<tr>
<td>xii) What is the advice?</td>
<td>Before you open slide software, sketch out your slides on post-it notes. Small size forces to simplify &amp; rearrange them really easily.</td>
</tr>
</tbody>
</table>

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) |

**Summary**

| ivx) Thoughtful preparation of visual can stop boring presentations and make your next speech more persuasive. | |

**Overall Score:** ___ / 20